ABSTRACT
For organisations the capability to continuously produce new and/or innovative products or services for the market can help guarantee the organisational survival. To achieve this, firms need to concentrate on their individuals’ creativity and innovative behaviour, because these behaviours of individuals are the foundations of innovative behaviour in every organisation. From all the forecasters of these behaviours, leadership behaviour appears to be one of the most important elements for fostering and enhancing individual creativity and innovative behaviour. However, the review of literature and previous empirical studies led to diagnose existing problems around the topic of this study. A solution to overcome identified problems is then proposed.

Keywords: Leadership Behaviour, Creativity, Innovative Behaviour

INTRODUCTION
Given the continually growing pace of global change and increased competition in the firm-level context, creative and innovative behaviours are perceived by many organisations as fundamental capabilities and significant measures of prosperity in the competitive and dynamic business environment. Proof can be spotted in today’s rapid changing trades, where most companies are committed in continual or regular innovation (Hurley & Hult, 1998). While both individual creativity and innovative behaviour are the foundations for innovation at group and firm level, the question of which leadership behaviours motivate individual creativity and innovative behaviour is still a main focus for both scholars and practitioners.

Previously, researchers have identified many predictors of creative performance and innovative behaviour. Leadership behaviour has been reported as one of the most prominent constructs on
creative and innovative behaviours (e.g., Kissi, Dainty, & Liu, 2012; Shin & Zhou, 2003). A rational in encouraging the positive role of leadership behaviour is that creative performance mostly requires actions that are other than normal work duties; hence employees often feel fear and anxiety at the time that attempting to show creative behaviour (Csikszentmihalyi, 1996). In this condition leaders’ behaviour can play as a vital key because it helps produce a risk tolerant climate in which staff feel more comfortable to go beyond the present situation and participate in the creative performance (Simmons & Sower, 2012). The significance of leaders’ behaviour in the application of creative ideas is also comprehensible. For example, managers by giving power and freedom employees who have new and fresh thoughts in their mind are discovered more prosperous in transition of creative idea into innovative behaviour (De Jong & Den Hartog, 2007).

However, prior empirical studies on the relevance of leadership and creativity highlight various forms of leadership related to creativity at the individual level (e.g., Shin & Zhou, 2003). Also, previous studies provide evidence for a positive relationship between supportive leadership and individual creativity and for a negative relationship between controlling leadership and followers’ creativity (Amabile et al., 2004). In considering broader leadership approaches, some studies support the positive impact of transformational leadership on subordinates’ creativity (e.g., Jung, Chow, & Wu, 2003), while others produce contrary results (e.g., Jaussi & Dionne, 2003). Furthermore, the question of how leadership may affect individual innovative behaviour has not received adequate attention thus far (Mumford et al., 2002). However, the empirical evidence for the role of leadership (e.g., transformational leadership) in engendering innovative behaviour at the individual level is scarce and inconsistent (Shin & Zhou, 2003).

**LITERATURE REVIEW**

According to Northouse (2012), leadership is “a process whereby an individual influences a group of individuals to achieve a common goal”. Individual creativity is described as the production or generation of new and useful ideas, processes and products (Amabile, 1988). Individual innovative behaviour is defined as the implementation or application of new thoughts (West & Farr, 1989).

Basically, people at management positions have a powerful source of influence on followers’ work behaviours (Yukl, 2010). Subordinates’ creative and innovative behaviours in the workplace are no exception. Indeed, these behaviours besides being influenced by factors such as knowledge and skills (Amabile, 1983; Barron & Harrington, 1981), have been discussed to be considerably a motivational issue (Amabile, 1988), which makes them of significant interest to researchers in the field of leadership (e.g., Pelz & Andrews, 1966; Scott & Bruce, 1994).

Arnold (2010) emphasised that creative behaviour is the number one leadership proficiency or ability. Vroom and Jago (2007) describes managers of innovation as people who exert influence and motivate followers to work collaboratively to perform creative results. Mcdonough (1993) and Thamain (1996) noted that leadership behaviour strongly impacts innovative behaviour. Reiter-Palmon and Illies (2004) addressed that without an encouragement from people at management positions, it is not possible to obtain creative results. Likewise, Simmons (2011)
claimed that encouraging creative routine and policies positively impact creative performance. Yuan and Woodman (2010) mentioned that a high quality relationship between leaders and employees has a substantial impact on subordinates’ innovation. Similarly, Scott and Bruce (1994) emphasised the significance of leader behaviour in establishing a proper climate for creative behaviour in organisations.

**IMPLICATIONS FOR FUTURE RESEARCH**

This paper assumes that a possible reason behind contradictory results between leadership styles and creativity as well as between leadership styles and innovative behaviour is that available leadership models were not originally developed to examine creativity and innovative behaviour. In other words, only a few components or behaviours of available leadership styles are designed to measure creativity and innovative behaviour. Therefore, this paper suggests that researchers employ a qualitative approach, for example by conducting in-depth interviews with leaders to gather rich data. In addition, researchers can overcome this problem by synthesising the concept of different leadership styles to identify similar behaviours linked to creativity and innovative behaviour. According to Yukl (2009), a more comprehensive leadership model is needed to measure the influence of leadership on creativity and innovative behaviour.

This paper addresses an important gap in both the foregoing literature and empirical studies. As mentioned the relationships between existing leadership models (e.g., transformational leadership) and creativity and innovative behaviour have led to contradictory results. As discussed a solution suggested for the future researches to fill the detected research gap through developing a comprehensive leadership model towards creativity and innovative behaviour at the individual level.
employees has a substantial impact on subordinates' innovation. Yuan and Woodman (2010) mentioned that a high quality relationship between leaders and subordinates is crucial for creativity. Encouraging creative routines and policies positively impact creative performance. Researchers measure the influence of leadership on creativity and innovative behavior. According to Yukl (2009), a more comprehensive leadership model is needed to guide future research. The author argues that the use of different leadership styles to identify similar behaviors linked to creativity and innovative behavior is problematic. Researchers can overcome this problem by synthesizing the concept of creativity and using a qualitative approach, for example, by conducting in-depth interviews with leaders to gather rich data. In addition, researchers can employ a qualitative approach to measure creativity and innovative behavior. Therefore, this paper suggests that researchers need to develop a comprehensive leadership model towards creativity and innovative behavior at the individual level.

In other words, only a few components or behaviors of available leadership styles are designed to measure creativity and innovative behavior as well as between leadership styles and innovative behavior. This paper assumes that a possible reason behind contradictory results between leadership styles and creativity is that available leadership theories often overlook important components of creativity. This paper presents a brief summary of existing leadership theories and their relationship with creativity and innovative behavior. Although research on leadership and creativity has been conducted for several decades, most of the research has focused on individual leaders and their influence on employees. This paper discusses a solution suggested for future research to fill the detected research gap through a comprehensive leadership model. This paper concludes that only a few components or behaviors of existing leadership styles are designed to measure creativity and innovative behavior as well as between leadership styles and innovative behavior. This paper assumes that a possible reason behind contradictory results between leadership styles and creativity is that available leadership theories often overlook important components of creativity.

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REFERENCES


