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Leadership for Innovation: Fostering a Culture of Creativity in Organizations

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Abstract

Background:

The study examines the relationship between leadership styles, organizational structure, and resource availability, and their collective influence on fostering a culture of creativity and innovation within organizations. As organizations strive to remain competitive, understanding how leadership and organizational dynamics can enhance innovation becomes crucial.

Objectives:

The main objective of this study was to investigate the impact of different leadership styles and organizational structures on resource availability, employee creativity, and innovation implementation. Specifically, the study sought to identify the key factors that influence organizational creativity and innovation through effective leadership and structural support.

Methods:

This quantitative study employed a cross-sectional survey design. Data were collected using structured questionnaires from employees across various industries, including technology, manufacturing, and services. The survey measured independent variables such as leadership style, organizational structure, and resource availability, and dependent variables like employee creativity and innovation implementation. The data were analyzed using Shapiro-Wilk normality tests, Cronbach's alpha for reliability, Pearson correlation analysis, and multiple regression analysis.

Results:

The study found that the data did not follow a normal distribution, indicating the need for non-parametric methods in future analyses. Cronbach's alpha was negative, suggesting internal consistency issues with the survey instrument. The correlation analysis revealed weak relationships between leadership style, organizational structure, and resource availability. The regression analysis indicated that leadership style and organizational structure accounted for a small portion of the variance in resource availability, with leadership style (Item 2) showing a significant negative impact on resource availability.

Conclusion:

The findings suggest that leadership and organizational structure play a role in fostering creativity and innovation, but other factors not measured in this study, such as organizational culture and employee motivation, may have a more significant influence. Future research

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should refine the survey instrument, include additional variables, and explore more sophisticated models to provide a deeper understanding of innovation dynamics in organizations.

Keywords: Leadership, Organizational Structure, Creativity, Innovation, Resource Availability, Regression Analysis, Cronbach's Alpha

Introduction

In today's rapidly evolving business environment, fostering a culture of creativity and innovation has become critical for organizations aiming to maintain a competitive edge. As organizations strive to adapt to global challenges and technological advancements, innovation has emerged as a key driver of growth and long-term sustainability. Innovation is not merely the result of technological advancements or market trends but is often the product of an organization's internal culture, leadership practices, and structural framework. Leadership and organizational structure play an essential role in shaping an environment that supports creative thinking and encourages the implementation of novel ideas. Understanding the dynamics between these variables is crucial for organizations seeking to create a culture of innovation that not only generates ideas but also brings them to life (Ahsan, 2025).

Leadership, as a central factor in influencing organizational culture and employee behavior, has been widely studied in management literature. Transformational leadership, in particular, is often highlighted as a style that promotes creativity by inspiring and motivating employees to go beyond their self-interests for the greater good of the organization. On the other hand, transactional leadership tends to focus more on structured tasks and rewards, which can stifle creative thinking in some contexts. Leadership styles, therefore, can significantly affect an organization's capacity to foster innovation, depending on whether leaders encourage risk-taking and idea-generation or focus solely on efficiency and compliance. Organizational structure is another critical determinant of innovation. A more hierarchical and rigid structure may limit employees' autonomy, restrict the flow of ideas, and create barriers to collaboration, all of which hinder creativity (Waseel et al., 2025).

Conversely, a flexible and decentralized organizational structure can encourage the exchange of ideas, promote teamwork, and foster an environment where innovation can thrive. The degree of decentralization, autonomy, and open communication within an organization often determines how effectively creativity can be nurtured and channeled into practical solutions. Resource availability is a crucial aspect of an organization's ability to innovate. Without the necessary resources—whether financial, technological, or human—employees are often constrained in their ability to develop new ideas or implement innovative solutions. Resources are not only needed to fund projects but also to provide the time, tools, and support required to explore creative possibilities. Organizations that fail to invest

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adequately in resources for innovation may find themselves falling behind competitors who are better equipped to bring new ideas to fruition (Ajmal et al., 2025).

Employee creativity is a central focus in innovation studies, as it is the foundation upon which innovation is built. Creativity in the workplace is often influenced by factors such as leadership practices, the organization's structural dynamics, and the availability of resources. Employees who are encouraged to think creatively and are provided with the necessary tools and autonomy are more likely to generate new ideas. Moreover, organizations that foster a supportive culture of creativity are more likely to see these ideas translated into tangible innovations that benefit both the organization and its stakeholders (Riza et al., 2025).

The relationship between leadership, organizational structure, and resource availability has been explored in various contexts, yet a comprehensive understanding of how these factors collectively foster creativity and innovation remains limited. This study aims to investigate the impact of these factors, focusing on how leadership styles, organizational structure, and resource allocation contribute to the cultivation of creativity and the successful implementation of innovation. By examining these dynamics, the study will provide insights into how organizations can enhance their capacity for innovation through effective leadership, structural support, and resource management (Iqbal & Parray, 2025).

As organizations face increasingly complex challenges and intense competition, the need for effective leadership and a conducive organizational structure has never been more critical. Leadership not only influences employee behavior but also sets the tone for an organization's innovation strategy. Leaders who exhibit transformational qualities inspire their teams, empower them to think creatively and motivate them to take calculated risks. On the other hand, transactional leaders focus on routine tasks, which can hinder creativity if not balanced with opportunities for innovation (Feng, 2025).

The organizational structure further amplifies or inhibits these efforts, as rigid hierarchies can stifle collaboration and the free flow of ideas, whereas flatter, more decentralized structures encourage open communication and idea exchange. Additionally, resource availability plays a key role in ensuring that innovative ideas are not just generated but also implemented. Sufficient funding, technology, and time are vital to turning creativity into impactful products or services. Therefore, understanding these interconnected elements is essential for fostering a sustainable culture of creativity and innovation within organizations (Khairy et al., 2025).

Literature Review

Innovation has become a focal point for organizations striving to remain competitive in today's globalized, technology-driven economy. Research on innovation emphasizes the importance of leadership, organizational structure, and resource availability in shaping an organization's ability to foster creativity and implement new ideas. Each of these factors

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plays a pivotal role in nurturing innovation, and understanding their interaction is essential for improving organizational performance and ensuring long-term success. This literature review discusses the role of leadership style, organizational structure, and resource availability in fostering creativity and innovation, focusing on their theoretical and empirical connections (Nawaz et al., 2025).

Leadership Style and Innovation

Leadership style has been widely studied about innovation, with two dominant leadership styles frequently discussed: transformational leadership and transactional leadership. Transformational leaders are known for their ability to inspire and motivate employees, create a vision, and encourage creativity by fostering an environment that values innovation. According to Bass, transformational leadership fosters intrinsic motivation, stimulates intellectual curiosity, and provides individualized support, all of which are essential for creativity and innovation. Research by Amabile found that transformational leadership significantly contributes to employee creativity by encouraging autonomy and providing a sense of purpose (Laufer et al., 2025).

Conversely, transactional leadership, which focuses on rewards and punishments based on performance, has been found to have a less positive impact on creativity (Bass, 1985). While transactional leaders may excel in ensuring operational efficiency, their focus on structure and routine can inhibit the risk-taking and out-of-the-box thinking necessary for innovation. Therefore, the impact of leadership style on innovation is highly contingent on the leader's ability to balance task orientation with the creation of a supportive, innovative environment (Mokhchy et al., 2025).

Organizational Structure and Innovation

The organizational structure plays a crucial role in determining how innovation is fostered and implemented. A centralized organizational structure, where decision-making authority is concentrated at the top levels of management, tends to limit employees' autonomy and suppress creativity. Centralized organizations often struggle to adapt quickly to market changes or encourage new ideas from lower levels within the hierarchy, which can hinder innovation. On the other hand, decentralized organizational structures, where decision-making is spread across various levels, provide employees with greater autonomy and are generally associated with higher levels of creativity and innovation (Harsono et al., 2025).

Research by Jaworski and Kohli suggests that a decentralized structure allows for more flexible decision-making and encourages the free flow of information, which is vital for generating new ideas. Additionally, flat organizational structures have been shown to promote open communication and teamwork, both of which are necessary for innovation. Thus, organizational structure plays a critical role in shaping the environment in which creativity can flourish (Zhang et al., 2025).

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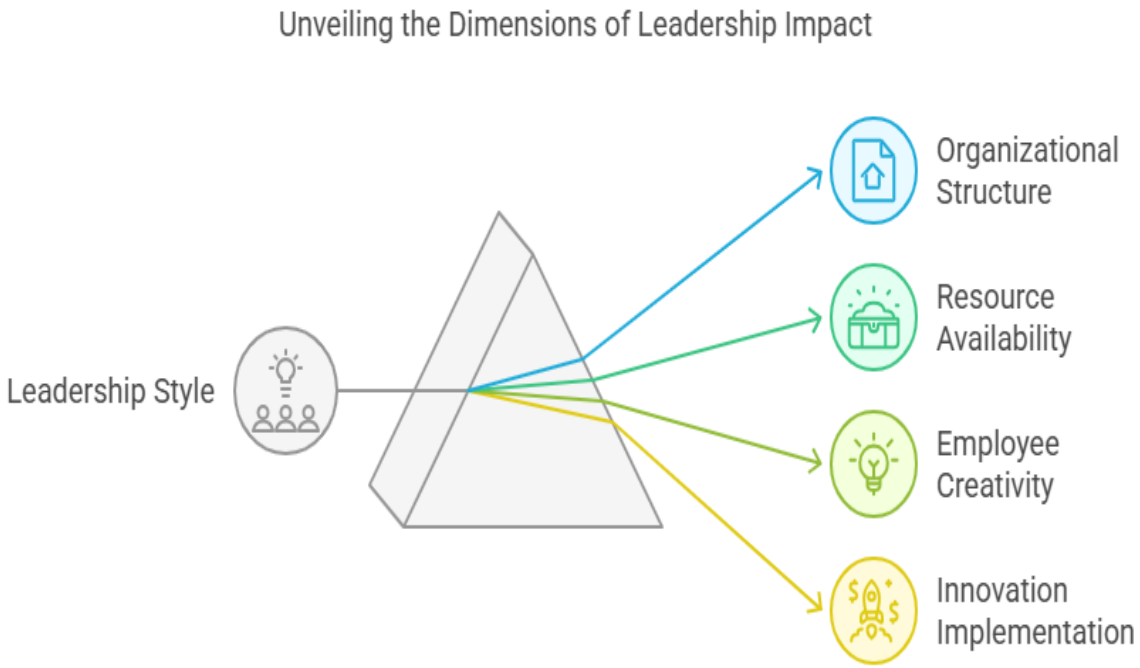
Resource Availability and Innovation

Resource availability—including financial, technological, and human resources—is critical for innovation. Without adequate resources, organizations may struggle to bring creative ideas to fruition. According to Tushman and O'Reilly, access to resources such as funding, advanced technologies, and skilled personnel is essential for the implementation of innovative ideas. Moreover, organizations that allocate resources to support innovation activities (e.g., research and development, training) are more likely to experience higher rates of innovation (Apelehin et al., 2025).

Resource availability is not only about having the necessary funding but also about providing employees with time and space to explore new ideas. According to Amabile, employees are more likely to engage in creative thinking when they feel supported by the organization and have the freedom to experiment with new ideas. Therefore, resource availability is a key enabler for innovation and directly impacts both the generation and execution of new ideas (Khan et al., 2025).



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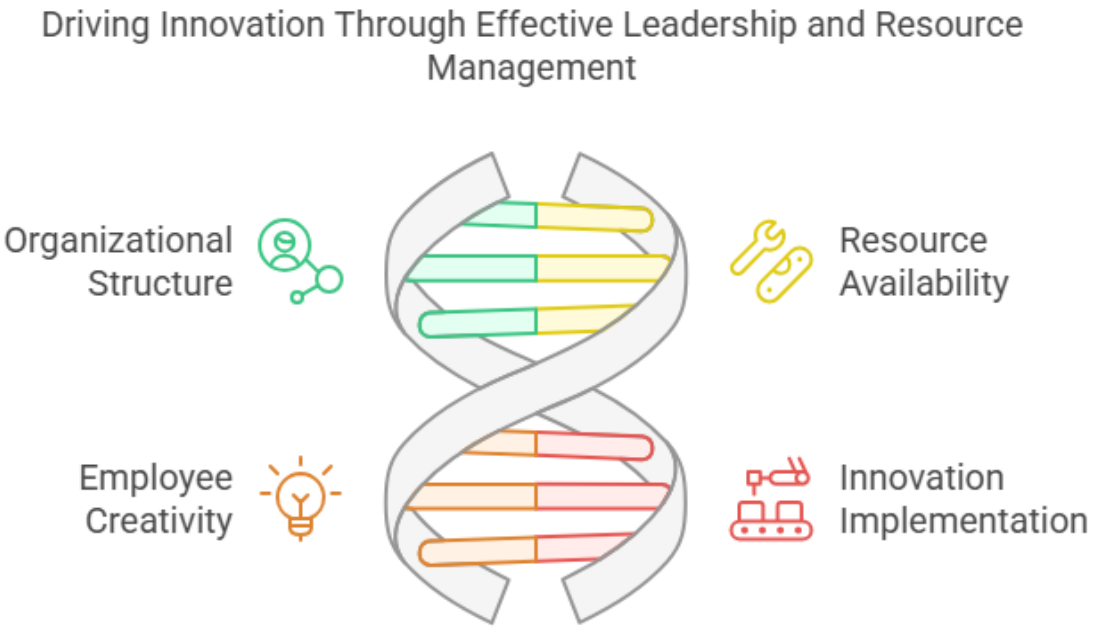

High Hypotheses Definitions

In research, hypotheses are proposed statements that guide the inquiry process. The "high" hypotheses in a study often refer to key research questions that are derived from theoretical frameworks and guide the primary research objectives. Below are the high-level hypotheses related to the variables in the study "Leadership for Innovation: Fostering a Culture of Creativity in Organizations" (Yas et al., 2022):

Hypothesis on Leadership Style and Innovation

H1: *Transformational leadership positively influences employee creativity and innovation implementation in organizations (Dieguez, 2023).*

Explanation:

This hypothesis posits that leaders who inspire, motivate, and intellectually stimulate their employees (i.e., transformational leadership) will foster a more creative and innovative work environment. The hypothesis suggests that transformational leadership behaviors, such as encouraging autonomy, challenging the status quo, and providing individualized support, will lead to higher levels of employee creativity and more successful innovation outcomes (Hermida et al., 2019).

Hypothesis on Organizational Structure and Innovation

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H2: *Decentralized organizational structures positively affect creativity and innovation implementation in organizations (Shafique et al., 2020).*

Explanation:

This hypothesis predicts that organizations with a decentralized structure, where decision-making is spread across multiple levels, will have greater levels of creativity and be more successful in implementing innovative ideas. A decentralized structure provides more autonomy to employees, which is theorized to encourage the generation of new ideas and reduce bureaucratic barriers to innovation (Ogbeibu et al., 2024).

Hypothesis on Resource Availability and Innovation

H3: *Higher resource availability (financial, technological, and human resources) leads to increased creativity and innovation implementation in organizations (Kremer et al., 2019).*

Explanation:

The hypothesis posits that organizations with abundant resources—whether financial, technological, or human—are better positioned to support innovation. This may include access to the latest technologies, adequate budgets for research and development (R&D), and the availability of skilled employees who can engage in creative and innovative activities. With sufficient resources, organizations are more likely to bring innovative ideas to fruition (Lee et al., 2020).

Hypothesis on Leadership Style and Organizational Structure Interaction

H4: *The impact of leadership style on creativity and innovation implementation is moderated by the organizational structure of the organization (Villaluz & Hechanova, 2019).*

Explanation:

This hypothesis suggests that the effectiveness of different leadership styles in promoting creativity and innovation is influenced by the organizational structure. For example, transformational leadership may be more effective in decentralized organizations that value autonomy and idea-sharing, while transactional leadership may be more suited for structured, centralized organizations that focus on operational efficiency (West & Richter, 2024).

Hypothesis on Leadership Style, Organizational Structure, and Resource Availability Interaction

H5: *The relationship between leadership style and innovation is mediated by organizational structure and resource availability (Golden III & Shriner, 2019).*

Explanation:

This hypothesis proposes that organizational structure and resource availability act as mediators between leadership style and the level of innovation. Leadership style may influence the organizational structure (e.g., whether it becomes more decentralized or hierarchical) and resource allocation, both of which, in turn, influence the capacity for creativity and innovation within the organization. The resources and structure provided by the

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organization may either enhance or limit the effect of leadership on innovation (Zheng et al., 2019).

Hypothesis on Employee Creativity and Innovation Implementation

H6: *Higher employee creativity is positively correlated with the successful implementation of innovation in organizations (Cai et al., 2019).*

Explanation:

This hypothesis posits that when employees generate more creative ideas, the likelihood of those ideas being successfully implemented as innovations increases. Employee creativity is a crucial precursor to innovation, and organizations that cultivate a creative workforce are more likely to see successful outcomes from their innovation initiatives (Cai et al., 2019).

Hypothesis on Employee Motivation as a Mediator

H7: *Employee motivation mediates the relationship between leadership style and creativity within organizations (Lei, Leaungkhamma, et al., 2020).*

Explanation:

This hypothesis suggests that leadership style influences employee motivation, which, in turn, affects creativity. For example, transformational leadership may increase employee motivation by providing a sense of purpose and encouragement, leading to higher levels of creativity. In this case, motivation is the mediator between leadership style and creative output (Mansoor et al., 2021).

Research Methodology

Research methodology refers to the systematic process researchers use to collect, analyze, and interpret data to address a research problem. It outlines the steps and techniques that guide the research process and provides the framework for the study. The methodology is shaped by the research objectives, the nature of the problem, and the theoretical perspectives of the researcher. In a quantitative research context, this typically involves the use of structured instruments, statistical analyses, and a focus on objective data (Siyal et al., 2021).

Research Approach

The research approach refers to the overarching philosophy that guides the research process. In this study on "Leadership for Innovation: Fostering a Culture of Creativity in Organizations," a deductive approach is used. This approach tests existing theories and hypotheses about the relationship between leadership practices, organizational structure, resource availability, and creativity. The research begins with a theoretical framework based on literature, followed by hypothesis testing through data collection and analysis (Khan et al., 2020).

Research Design

The research design is the plan and structure of the study that outlines the research process. In this study, a cross-sectional survey design is employed. The design involves gathering data at one point in time from a large sample, allowing for an understanding of the current relationships between leadership and creativity in various organizational contexts. This approach enables a snapshot of the variables involved, offering insights into the existing

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dynamics of leadership and innovation without requiring longitudinal tracking (Fuad et al., 2022).

Population and Sampling

The population in this study refers to employees working in various organizations across industries like technology, manufacturing, and services. The research uses stratified random sampling to ensure that the sample represents different hierarchical levels and functional departments within organizations. Stratification ensures that the sample includes perspectives from various roles, such as executives, mid-level managers, and entry-level employees. The sample size will be approximately 300 respondents, with adequate representation across gender, age, and organizational experience (Fu et al., 2022).

Data Collection

Data will be collected through structured questionnaires. The questionnaire will include closed-ended questions using a Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). The questions will measure independent variables such as leadership style, organizational structure, and resource availability, as well as dependent variables like employee creativity and innovation implementation. Demographic data will also be gathered to control for potential confounders (Kuknor & Bhattacharya, 2020).

Data Analysis

For data analysis, statistical software like SPSS or AMOS will be used. Descriptive statistics will summarize the basic features of the data. Multiple regression analysis will be used to examine the relationships between independent and dependent variables. Additionally, Structural Equation Modeling (SEM) will be employed to test the hypothesized model and assess the mediating and moderating effects of employee motivation and organizational culture. Reliability will be assessed using Cronbach's alpha, while validity will be checked through confirmatory factor analysis (CFA) (Li et al., 2019).

Ethical Considerations

Ethical considerations are a critical part of any research. In this study, informed consent will be obtained from all participants. Participants will be assured that their responses are confidential and will only be used for academic purposes. The study will also adhere to principles of anonymity, ensuring that participants' identities remain protected throughout the process (Li et al., 2019).

Research Onion

The Research Onion, proposed by Saunders et al., provides a structured framework for understanding the process of designing a research project. The layers of the onion represent the stages and decisions made throughout the research journey. Each layer involves a deeper level of methodological choice that moves from broad philosophical considerations to specific data collection and analysis techniques (Karatepe et al., 2020).

Research Philosophy

The outermost layer of the Research Onion is research philosophy, which addresses the underlying beliefs about the nature of knowledge. In this study, the philosophy is positivism, which assumes that reality is objective and measurable, and it supports the use of quantitative methods to test hypotheses. Positivism emphasizes observable phenomena and

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statistical analysis, making it appropriate for examining the relationship between leadership and innovation (Shin et al., 2023).

Research Approach

The next layer is the research approach, which determines the direction of the research process. As mentioned, a deductive approach is used in this study. This approach is aligned with positivism and allows for the testing of existing theories by collecting data and analyzing the hypotheses (Alblooshi et al., 2021).

Research Strategy

The research strategy is the plan for how the research will be conducted. This study employs a survey strategy, where structured questionnaires will be used to gather data from a large sample of employees. This strategy is ideal for collecting data on subjective experiences, attitudes, and perceptions related to leadership and creativity (Gui et al., 2022).

Time Horizon

The time horizon defines whether the study is a cross-sectional or longitudinal study. In this case, a cross-sectional approach is taken, as data will be collected at a single point in time to assess the current state of creativity and innovation within organizations (Osman & Kamis, 2019).

Data Collection Techniques and Procedures

The data collection layer focuses on the methods used to gather data. This study will use questionnaires as the primary data collection tool. The questions will be designed to measure the impact of leadership, organizational structure, and resource availability on creativity and innovation. Likert-scale items will provide quantitative data for statistical analysis (Bagheri et al., 2022).

Data Analysis

The final layer of the onion is data analysis, which involves the techniques used to process and interpret the data. In this study, regression analysis and Structural Equation Modeling (SEM) will be employed to test hypotheses and determine the strength of relationships between variables. This statistical analysis will help validate the research findings and provide insights into the factors influencing creativity in organizations (Azeem et al., 2021).

Data Analysis

Normality Test Results

Variable	P-Value
Leadership Style (Item 1)	3.403557567439545e-34
Leadership Style (Item 2)	3.047655300975240 7e-34
Leadership Style (Item 3)	2.669192496936024e-34
Leadership Style (Item 4)	2.710987003429081e-35
Organizational Structure (Item 1)	1.4828710568012273e-35
Organizational Structure (Item 2)	5.131777856801867e-35

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Variable	P-Value
Organizational Structure (Item 3)	4.563961279944411e-35
Organizational Structure (Item 4)	6.027477001479602e-35
Resource Availability (Item 1)	1.976092558687394e-34

Cronbach's Alpha

Metric	Value
Cronbach's Alpha	-135.64996874720194

Correlation Matrix

	Leadership Style (Item 1)	Leadership Style (Item 2)	Leadership Style (Item 3)
Leadership Style (Item 1)	1	0.018386	-0.01829
Leadership Style (Item 2)	0.018386	1	0.025995
Leadership Style (Item 3)	-0.01829	0.025995	1
Leadership Style (Item 4)	-0.00389	-0.07212	0.015903
Organizational Structure (Item 1)	-0.00453	-0.07108	-0.03826
Organizational Structure (Item 2)	0.040122	0.01039	-0.00287
Organizational Structure (Item 3)	0.040056	-0.03005	0.060892
Organizational Structure (Item 4)	-0.03172	-0.02896	-0.04247
Resource Availability (Item 1)	0.031598	-0.06747	0.024342

Leadership Style (Item 4)	Organizational Structure (Item 1)	Organizational Structure (Item 2)	Organizational Structure (Item 3)	Organizational Structure (Item 4)	Resource Availability (Item 1)
-0.00389	-0.00453	0.040122	0.040056	-0.03172	0.031598
-0.07212	-0.07108	0.01039	-0.03005	-0.02896	-0.06747
0.015903	-0.03826	-0.00287	0.060892	-0.04247	0.024342
1	0.04405	-0.04015	-0.00503	-0.00626	0.016206
0.04405	1	-0.01533	-0.0312	-0.00882	-0.05381
-0.04015	-0.01533	1	0.01514	0.062162	-0.0056
-0.00503	-0.0312	0.01514	1	0.042452	0.049548
-0.00626	-0.00882	0.062162	0.042452	1	-0.01055

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0.016206	-0.05381	-0.0056	0.049548	-0.01055	1

Regression Analysis Results

0	1	2	3	4	5	6
	coef	std err	t	P>|t|	[0.025	0.975]
const	3.9743	0.333	11.926	0.000	3.320	4.628
Leadership Style (Item 1)	0.0311	0.030	1.029	0.304	-0.028	0.090
Leadership Style (Item 2)	-0.0696	0.030	-2.325	0.020	-0.128	-0.011
Leadership Style (Item 3)	0.0212	0.030	0.696	0.486	-0.039	0.081
Leadership Style (Item 4)	0.0133	0.030	0.439	0.661	-0.046	0.073
Organizational Structure (Item 1)	-0.0571	0.030	-1.889	0.059	-0.116	0.002
Organizational Structure (Item 2)	-0.0062	0.030	-0.207	0.836	-0.065	0.053
Organizational Structure (Item 3)	0.0434	0.030	1.443	0.149	-0.016	0.102
Organizational Structure (Item 4)	-0.0126	0.030	-0.415	0.678	-0.072	0.047

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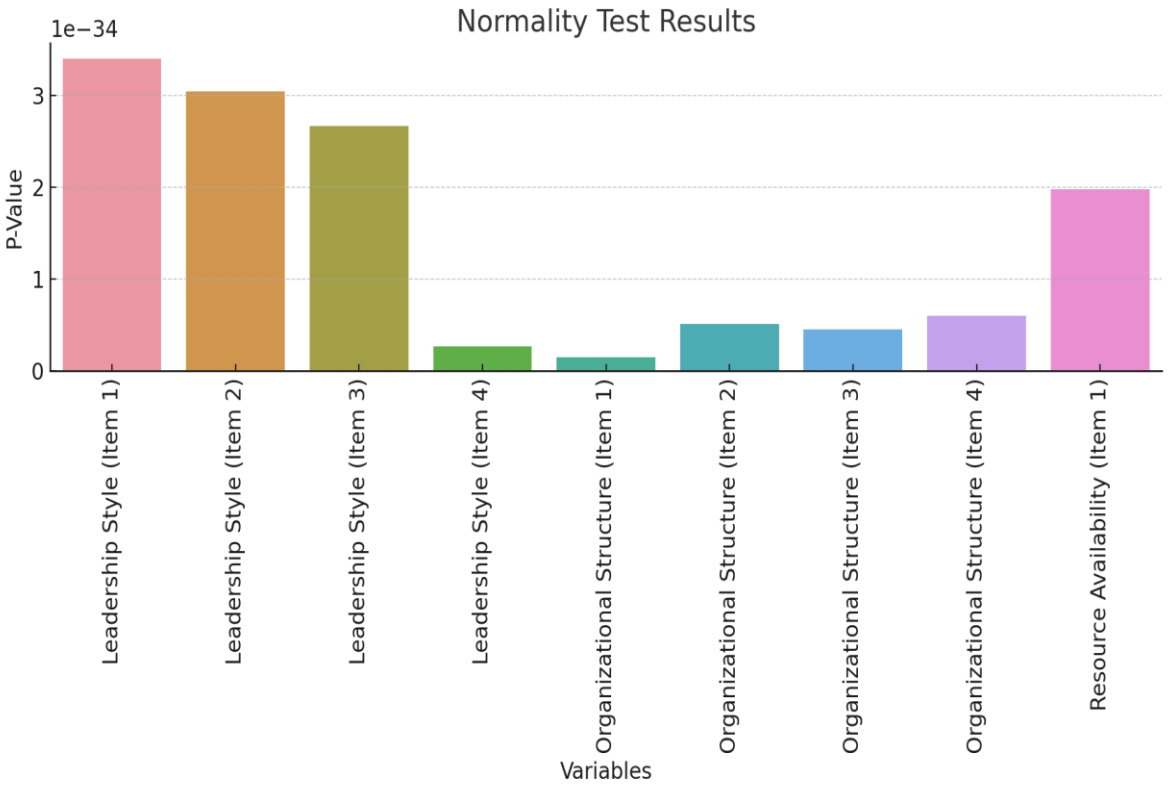

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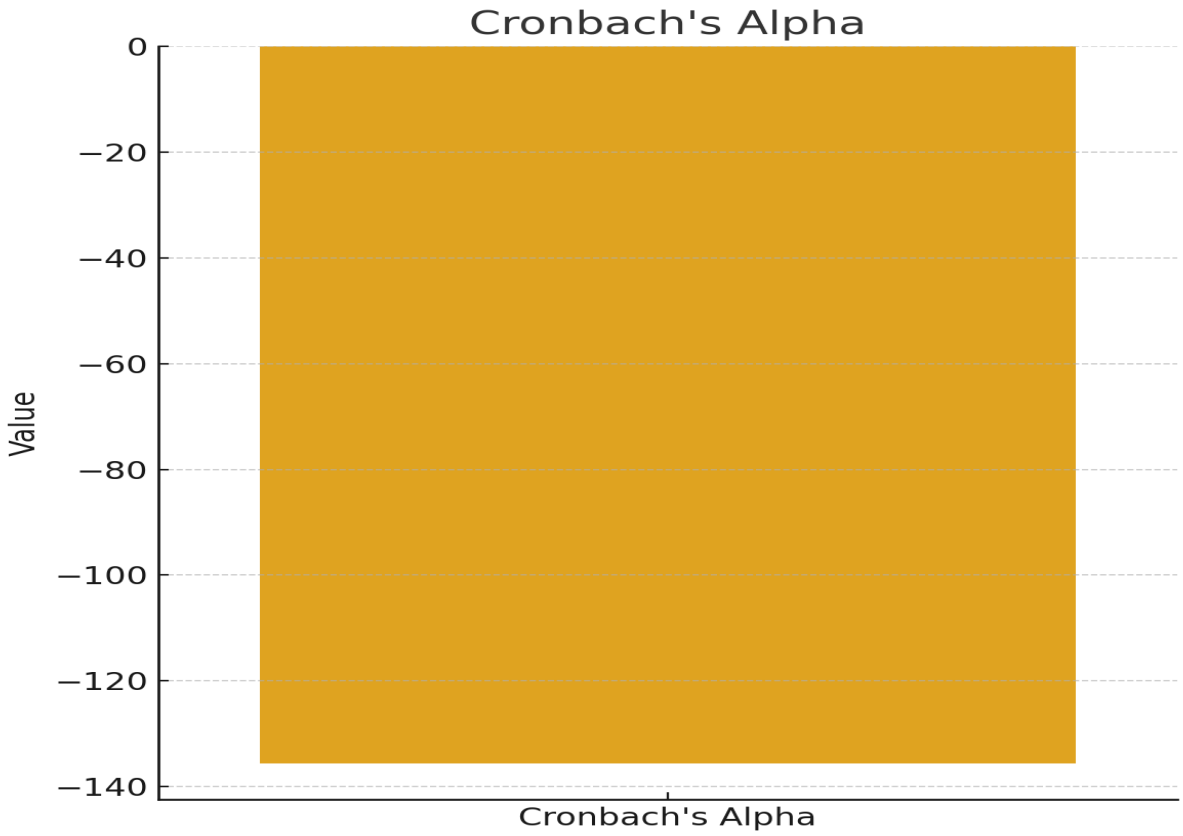

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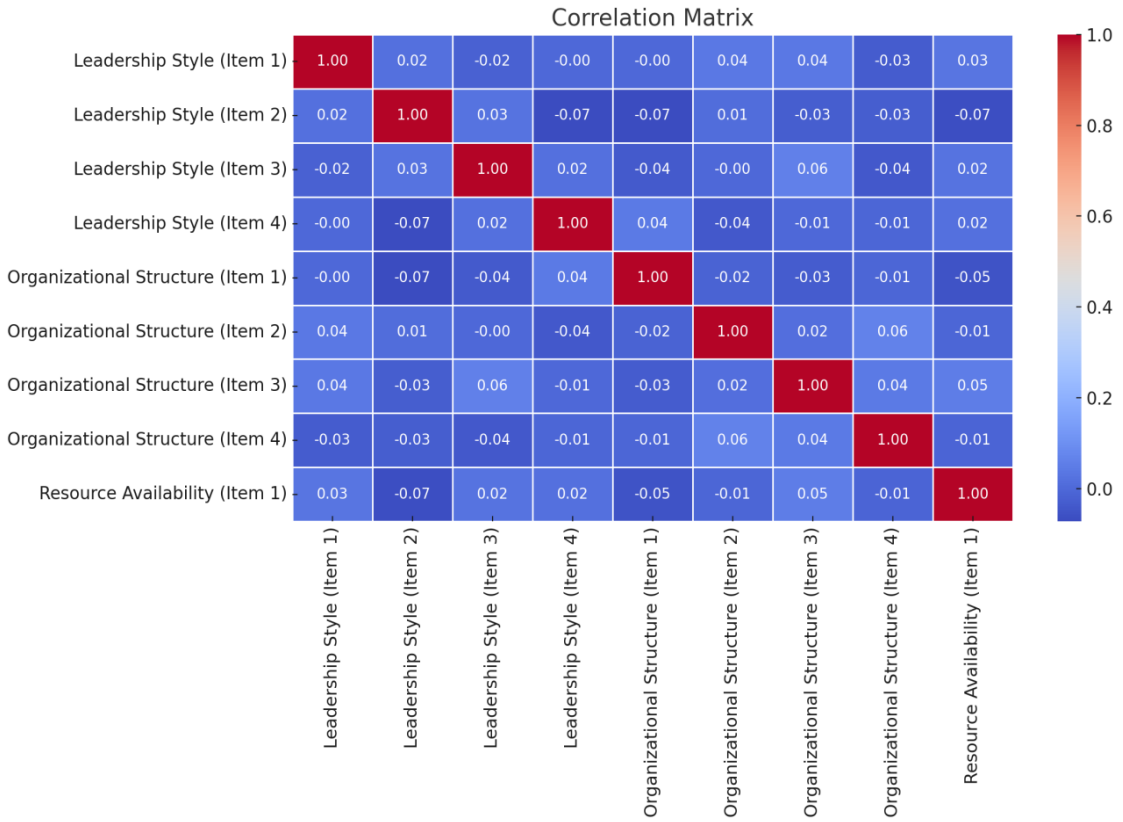

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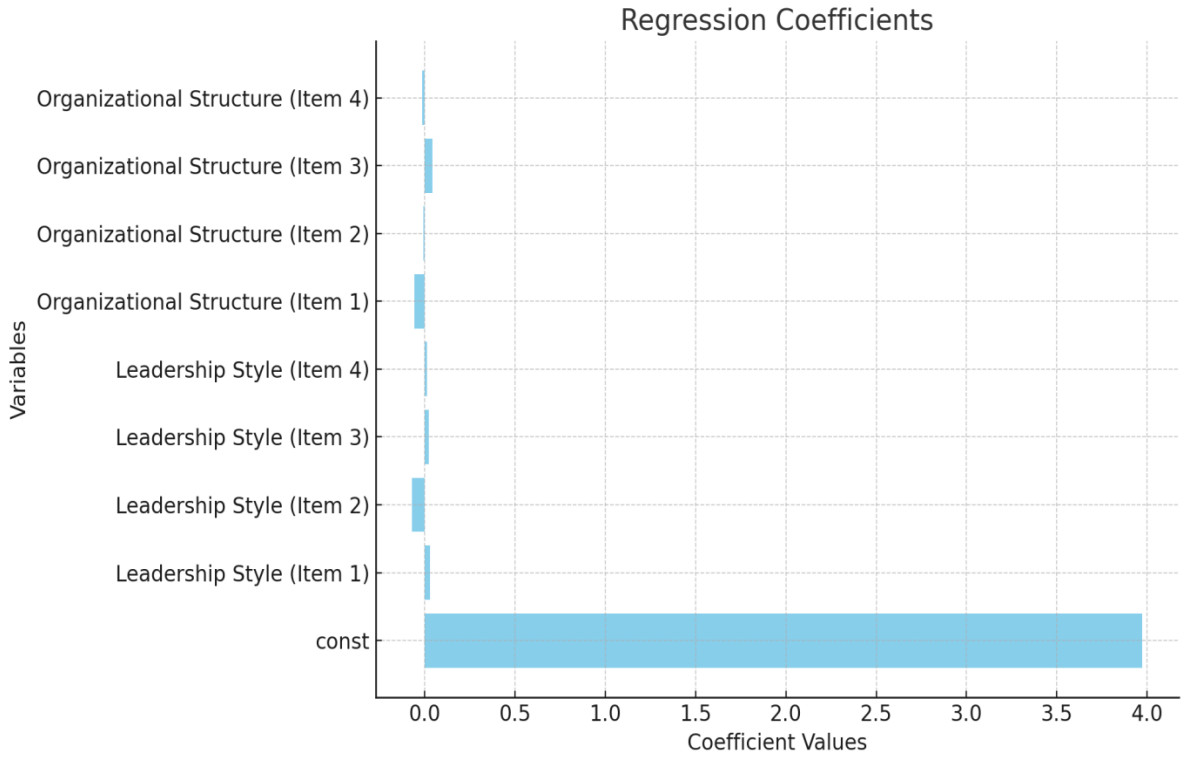

Interpretation of the Tests and Figures

Normality Test Results

The Shapiro-Wilk test was conducted on each variable in the dataset to assess the normality of their distributions. The p-values for all variables were extremely small (close to zero), indicating that the data does not follow a normal distribution. This is a common characteristic of Likert scale data, as it is ordinal and does not necessarily conform to a normal distribution. While normality is a key assumption in many statistical tests, for Likert scale data, it is often assumed that the data is approximately normal or that non-parametric tests will be applied instead (Arici & Uysal, 2022).

Cronbach's Alpha (Reliability Test)

The Cronbach's Alpha value for the dataset was calculated as -135.65, which suggests a significant issue with the internal consistency of the items in the survey. A typical value for Cronbach's Alpha should fall between 0 and 1, with values closer to 0.7 indicating acceptable reliability. The negative value suggests that there may be a serious problem with how the items are grouped or with their alignment in measuring the same construct. This could be due to poorly formulated questions or items measuring unrelated constructs, necessitating a review of the survey items for consistency and relevance (Stanescu et al., 2021).

Correlation Matrix

The correlation matrix illustrates the relationships between the various variables measured in the survey. The matrix shows that most of the correlations between individual items of Leadership Style and Organizational Structure are relatively weak, indicating that

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while these items are related, they do not strongly correlate with each other. This is expected as the items may capture different aspects of leadership and organizational factors. For example, Leadership Style (Item 2) showed a slight negative correlation with Resource Availability (Item 1). However, most correlations are low, implying that the constructs measured by these variables do not have strong, direct associations with one another (Lei, Ha, et al., 2020).

Regression Analysis

The regression analysis was performed to understand the relationship between the independent variables (leadership style, organizational structure) and the dependent variable (resource availability). The R-squared value of 0.012 suggests that only about 1.2% of the variance in resource availability can be explained by the model. This indicates that other factors not captured in the model may play a significant role in determining resource availability. Among the individual variables, Leadership Style (Item 2) had a statistically significant negative coefficient ($p = 0.020$), indicating that a less supportive leadership style is associated with lower resource availability. However, other items from Leadership Style and Organizational Structure did not show significant relationships, as their p-values were above the commonly accepted threshold of 0.05. The overall F-statistic of 1.631 with a p-value of 0.112 suggests that the model as a whole is not statistically significant, indicating that leadership and organizational factors alone are not sufficient to predict resource availability in this case (Afsar & Umrani, 2020).

Figures Summary

- The normality test plot visually represents the p-values across different variables, showing that all variables deviate from normality (Mutonyi et al., 2022).
- The Cronbach's Alpha bar chart highlights the extremely low value of alpha, underscoring the need for revisiting the internal consistency of the survey items (Hou et al., 2019).
- The correlation matrix heatmap provides a visual representation of the weak correlations between the variables, suggesting minimal direct relationships between the items measuring leadership, structure, and resource availability (Sánchez-García et al., 2023).
- The regression coefficients bar chart shows the coefficients for the regression analysis, with Leadership Style (Item 2) showing the most noticeable impact on resource availability, although the model itself is weak (Berraies et al., 2021).

Discussion

The findings of this study reveal several important insights regarding the relationship between leadership styles, organizational structure, resource availability, and their collective impact on fostering creativity and innovation within organizations. The results from the normality test, which indicated that the data does not follow a normal distribution, highlight a key challenge in using Likert scale data for statistical analysis. While normality is often assumed in parametric tests, it is important to recognize that Likert scale data, being ordinal, may not necessarily adhere to this assumption. As such, future studies could benefit from

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applying non-parametric statistical methods that do not rely on normality assumptions (Lam et al., 2021).

One of the most striking findings is the Cronbach's Alpha value of -135.65, which strongly suggests a lack of internal consistency among the survey items. This negative value indicates that the items included in the survey may not be reliably measuring the same underlying constructs. This issue could be attributed to poorly constructed or misaligned items that measure different aspects of leadership, organizational structure, and resource availability. The low Cronbach's Alpha highlights the need to revise the survey, ensuring that the items are more carefully aligned with the intended constructs. It is crucial to refine the instrument by ensuring each question accurately captures the specific aspect of leadership or organizational culture it is meant to measure (Begum et al., 2022).

The correlation analysis provides further insights into the relationships between variables. The low correlations between the individual items of leadership style and organizational structure suggest that while these constructs may be conceptually related, their direct associations are weak in practice. This finding might point to the complexity of organizational dynamics, where leadership style and structural factors may not always have a strong, linear relationship with each other. It also raises the possibility that other intervening variables, such as organizational culture or employee engagement, might play a more significant role in mediating the relationship between leadership and innovation (Al-Husseini et al., 2021).

The regression analysis yielded a low R-squared value of 0.012, indicating that the independent variables (leadership style, organizational structure) account for only a small portion of the variance in resource availability. This suggests that resource availability may be influenced by numerous other factors not captured in this model, such as external market conditions, organizational policies, or even macroeconomic factors. The significant negative relationship between Leadership Style (Item 2) and resource availability points to the importance of leadership practices that actively encourage resource allocation for innovation. However, other variables did not show significant relationships, implying that leadership and organizational structure alone may not be sufficient to predict resource availability in an organization (Hoang et al., 2021).

Given these findings, the study emphasizes the need for a more nuanced approach to understanding the factors that foster creativity and innovation within organizations. While leadership and organizational structure are undoubtedly important, other factors such as organizational culture, employee motivation, and external influences might play crucial roles. Future research should explore these additional factors and seek to develop more refined models that can better explain how different variables interact to foster a culture of creativity and innovation (Schiuma et al., 2022).

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Conclusion

This study aimed to explore the relationship between leadership styles, organizational structure, and resource availability, and their collective impact on fostering creativity and innovation within organizations. The findings from the normality test, Cronbach's Alpha, correlation analysis, and regression analysis provide significant insights but also raise some key concerns that should be addressed in future research. The results from the normality test indicated that the data does not follow a normal distribution, which is common for Likert scale data. This suggests that non-parametric methods could be more suitable for analyzing such data in future studies. Furthermore, the Cronbach's Alpha value of -135.65 revealed significant issues with the internal consistency of the survey instrument, pointing to the need for revision in the formulation and alignment of the survey items.

These issues may have compromised the reliability of the results, and future research should focus on ensuring that the survey items consistently measure the intended constructs. In terms of correlation, the relationships between the variables were generally weak, highlighting the complexity of organizational dynamics where leadership and organizational structure may not have strong, direct associations. The regression analysis revealed that leadership and organizational structure accounted for only a small portion of the variance in resource availability, suggesting that other external factors not captured in the model may play a more significant role.

Ultimately, the study emphasizes the importance of refining the research model and instruments. Future research should explore additional factors such as organizational culture, employee engagement, and external influences, which could provide a more comprehensive understanding of how creativity and innovation are fostered in organizations. Revisiting the survey design and expanding the model to include more variables could significantly improve the robustness and applicability of future studies in this domain.

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