

Does Creative Self-Efficacy Explain the Link Between Transformational Leadership and Innovative Work Behavior? A Cross-Sectional Survey

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This study looks at how transformational leadership affects nurses' innovative work behavior by using creative self-efficacy as the underlying mechanism, through the lens of Social Exchange Theory and the Social Cognitive Theory. The study aims to analyze the impact of transformational leadership style on the follower nurses' innovative work behavior. In addition, it attempts to investigate whether creative self-efficacy explain the link between transformational leadership and innovative work behavior. A cross-sectional quantitative survey design was used to conduct the study. Convenience sampling was used to elicit the responses from nurses. The study was performed within a hospital setting. To test the hypotheses, the data were collected from registered nurses working in Indian hospitals. More specifically, public hospitals were chosen to avoid differences in IWB, which may vary according to hospital type (i.e., public or private). Data collection took place from September 2020 to February 2021. The questionnaires were distributed among nurses through both online and offline modes and eventually 210 nurses provided complete responses. The Multifactor Leadership Questionnaire Form 6S of Bass and Avolio (1992) was used to measure transformational leadership. The use of the twelve item-scale is consistent with prior research (e.g., Waglay et al., 2009; Krishnan, 2012; Moon, Van Dam, & Kitsos, 2019). A three-item creative self-efficacy scale by Tierney and Farmer (2002) was used in this study. Innovative behavior was measured using Janssen's (2000) based on Scott and Bruce's (1994) nine-item scale, which assesses how often employees report that they are involved in the generation, promotion, and realization of new ideas in the workplace. All the items were assessed by using a five-point Likert scale. The proposed research model was evaluated using the partial least squares structural equation modelling (PLS-SEM). According to the results, transformational leadership has a beneficial influence on employees' innovative work behavior, and creative self-efficacy mediated the relationship. Results revealed that transformational leadership has a positive impact on employees' innovative work behavior. The research also established that creative self-efficacy mediated the relationship between transformational leadership and IWB. Contemporary organizations have realized the need to be proactive in their approach to 'finding it' or being innovative. Healthcare organizations, whether public or private, are no exception to this. To accomplish their predefined goals of effective and efficient responses to healthcare needs, these organizations consider innovations to play a pivotal role. This study contributes to the understanding of innovation in healthcare sector from the

perspective of individual employees. Specifically, it reveals an association between transformational leadership and IWB based on the reciprocity tenets of Social Exchange Theory. Simultaneously, the study confirms through Social Cognitive Theory prism that a person's self-efficacy will generate creative ideas in the workplace and produce innovative work. The practical implication is that leaders must provide greater opportunities for employees to develop creative ideas in the workplace to achieve an increase in innovative work behavior.

Keywords: *Creative Self-Efficacy, Innovative Work Behavior, Nurses, Transformational Leadership*