Employee Creativity, Acceptable Work Environments, and Transformational Management

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ABSTRACT

Purpose of this presentation is to describe etiology and pathophysiology of pneumomediastinum, pneumothorax and subcutaneous emphysema, and illustrate the imaging fittures.

Materials and Methods: For a period of 5 years (2012-2017), 124 traumatic patients have undergone, examined and proved through an emergency department of the University Hospital. In each of these studies, at least two imaging methods were performed to allow even minimal injuries.

Results and discussion: All of these patients have undergone, examined and proved through an Emergency and Diagnostic Imaging departments of the University Hospital. The obtained results were - in 37 patients' pneumothorax, 64-pneumomediastinum, 23 subcutaneous emphysemas. Spontaneous pneumothorax/SP/, occurs in 24 patients without underlying pulmonary disease.

Conclusion: Therefore, it is possible to find amount of gas in mediastinum, pleural cavity and subcutaneous tissues in many different cases; as demonstrated, these conditions could be concurrent or isolated. Radiologist must know these conditions and, most of all, recognize the degree of severity and the onset of complications.

KEYWORDS: Pneumomediastinum, pneumothorax, subcutaneous emphysema, CT, Conventional radiography, Emergency

1. INTRODUCTION

As part of the triple bottom line, firms seek to achieve human performance and economic and environmental sustainability [20]. To be a leader, one must influence others inside an organization to achieve the company's stated goals. Leaders who inspire their employees to go above and beyond organizational objectives are called "transformational leaders" [66]. According to [37], management scholars must consider innovative work behavior to acquire a competitive edge and maintain long-term organizational sustainability. There is a clear connection between transformational leadership style and corporate innovation. Transformative leadership involves creating a relationship between an individual's sense of self and the company's goals [43]. Effective leadership is one of the most critical determinants of creative work engagement. Individual consideration, idealized influence, and intellectual stimulation have a significant relationship with innovative work behavior, but inspirational motivation has no meaningful relationship with innovative work behavior [24]. A growing body of research on the antecedents of creative work engagement has focused on transformational leadership as a means of advancing the field [35]. Leaders should work on creating and acquiring trust, regardless of their style, because it will boost performance and organizational outcomes while also helping the employees via psychological aspects [26].

The development of employees' confidence in their leaders, which in turn inspires them to perform better in their jobs [59]. When workers can depend on one another to complete complex organizational tasks and resolve problems, trust helps the company succeed, and confidence in leadership based on transparency has a more substantial impact on change competence than trust-based dependence [11]. Innovative work behavior and workers' evaluations of corporate promises are strongly influenced by transformational leadership [41].

The purpose of the study is to evaluate the trust and work engagement increase the link between transformational leadership and innovative work behavior through a serial mediation mechanism hypothesized. The researchers' contribution is to look at how empowerment affects the association between transformational leadership and innovative work behaviors.

The rest of the article is organized as follows: The literature review is discussed in part 2, and the analytical procedure is described in section 3. The findings and discussion are presented in part 4, and the study's conclusions are presented in section 5.

2. LITERATURE REVIEW

There is a connection between leadership and creativity and the beneficial influence that a leader may have on employees' disposition to try new things [17]. There are several reasons to believe that transformative leadership and creative work engagement go hand in hand [2]. Transformational leaders positively impact organizational creativity [70]. The learning and information exchange in the workplace has a good effect on the inventiveness of employees and is influenced positively by transformational leadership [38]. Transformational leadership necessitates a shift in norms and values that improves the performance of employees [44]. According to [69], work engagement and satisfaction are connected. Transformative leadership significantly influences staff creativity [56]. Leadership style is associated with inventive follower behavior, whereas transactional leadership style [63]. Transformational leaders' trust predicts the creative work habits of their subordinate nurses [3]. Credible leaders are more likely to inspire trust and confidence in their followers by making sound decisions [21]. Transformational leadership significantly impacts employees' trust in and readiness to fight for the company [33]. Persuasive mapping has a significant impact on employees' inventive behavior, as well as their dedication and trust [42]. A clear correlation exists between the innovative behavior of workers and the leadership engagement that impact the corporate atmosphere for creativity [14].

When it comes to creative work behavior in the early stages of the epidemic, empowering leadership had both a positive direct and indirect association. Still, directive leadership only had a negative direct relationship with innovative work behavior [15]. Employees are more likely to perform at their best under the direction of a leader who can transform their mindset and inspire them to do their best work [52]. Transformative leadership modifies the relationship between work engagement and innovative work behavior [49]. When CEOs take a proactive approach to management, their employees' attitudes and motivation improve. The relationship between employee engagement and successful leadership is mediated by pleasant mood states [65]. It will reinforce the increasing innovative work engagement and transformational leadership's role in innovation [30]. Transformational leadership enhances the inventiveness of employees, which benefits the company's growth and long-term viability [7]. An organization's operational efficiency and staff morale benefit greatly from transformative leadership [51]. Workers' self-conceptions also influence transformative leadership's effect on follower behavior regarding their independent or interdependent ties to other individuals [27]. According to studies, transformative leadership and creative work engagement are inseparable [39]. Nurses who share their knowledge of best attention and failures with their coworkers are more likely to develop leadership and innovative work habits [27].

2.1 Transformational Leadership and Trust in Leaders

Transformational leadership is directly linked to trust in one's leadership qualities and emotional commitment. Confidence in leadership and transformative leadership positively impact organizational commitment [67]. Employees' long-term commitment, drive for better personal and corporate performance, and success significantly relies on their senior management confidence [23]. They may consider the constant attention they receive from a transformative leader as a resource to assist them in reaching their unique performance goals. According to the hypothesis:

H_{01}: Trust in leaders is positively associated with transformational leadership.

2.2 Workplace Satisfaction and Leader Credibility

Confidence in leaders and job satisfaction are linked, although the relationship is moderated by work satisfaction. Transformative and transactional leadership styles positively impact employee well-being and productivity [28]. Emotional and organizational commitment is moderated by employee participation in transformative leadership [36]. Having a sense of purpose and belonging at work and meeting basic needs are critical factors determining how happy one feels at work [31]. If employees have more trust in their managers, they may have more time and energy to concentrate on their current tasks. Because of this, they will be able to do their work more effectively. Leadership should focus on gaining and retaining trust regardless of style since it will improve performance, organizational outcomes, and the psychological benefits of workers [25]. It was hypothesized in the study as follows:

H_{02}: Employees who have trust in their leaders are more likely to be engaged in work engagement

2.3 Innovative Work Behavior and Engagement

There is a connection between workplace contentment and innovative work methods [19]. Organizational and procedural fairness is a prerequisite for high levels of employee commitment, information sharing, and creative problem solving [50]. Employees with a higher interdependent self-construal and a lower independent self-construal have a stronger relationship between transformational leadership and innovative working behavior [2]. Regarding job engagement and personal initiative, work-unit innovation has a favorable impact. Transformative leadership has a direct effect on employee engagement, as well as an indirect one. In both direct and indirect ways, productivity is affected by employee motivation at work [8]. Leaders in the company must provide a productive working environment and be personally involved in their work if they want their staff to come up with innovative ideas. The hypothesis is developed as:

H_{03}: Employees' creative work engagement is influenced favorably by their level of job engagement.

2.4 Innovation in the workplace and transformational leadership

An employee's self-concept that is more integrated and less independent increases their likelihood of engaging in innovative work [2]. A substantial correlation exists between four aspects of innovative work behavior and five characteristics of transformational leadership, including idealized influence, ascribed influence, inspiring motivation, and intellectual stimulation [1]; the hypothesis is developed as:

H_{04}: Employees whom transformational leaders lead are more likely to engage in innovative ways of doing their jobs satisfaction

2.5 Serial Mediation, Transformational Leadership, and Work Engagement

Some ideas suggest that leadership trust mediates between transformative leadership and employee engagement hypotheses H_{01} and H_{02}. When it comes to innovation, the role of transformational leadership will be enhanced by increased work engagement [30]. Transformational leadership, job performance, and helping behavior all have a positive relationship with work engagement, [45], after controlling for LMX, role-based self-efficacy, transactional leadership, and several participants' demographic variables. Workplace involvement is increased when a transformational leadership style is employed, and a worse sharing of information between managers and their superiors reduces the beneficial correlation between transformational leadership and employee engagement [45]. Transformative leaders encourage employees to take an active role in their jobs by providing them with easy access to relevant information, opportunities, and resources [6]. A transformative leader's impact on employee engagement depends on the level of confidence people have in their leader [34]. The study hypothesized that job engagement is a mediator between faith in a leader and innovative work behavior. Social exchange theory is organizational behavior's most powerful conceptual framework [18]. According to social exchange theory, transformative leadership's function is to encourage workers to seek out feedback within the dynamics of leader-follower interactions [64]: The study developed the hypothesis as follows:

H_{05}: Transformative leadership and work engagement are linked via trust in leaders

H_{06}: An innovative work culture may be fostered by transformative leadership and an engaged workforce

H_{07}: Work engagement is a mediating factor in the relationship between employee confidence in leaders and innovative work engagement

H_{08}: Trust in leaders and innovative work engagement are related in a cascading fashion to transformative leadership and creative work engagement

2.6 Mediation Role of Empowerment

Leadership, intrinsic motivation, psychological empowerment, and engagement in the creative process all have a role in influencing this three-way interaction on innovative work behaviors [9]. Transformational leaders and their staff create a deep bond under psychological authorization [12]. Belief in one's capacity to bring about good change is a critical component of psychological empowerment [54]. The assignment can help transformative leaders to contribute and inspire their followers to attain the organization's goals through creative behavior. Thus, the study proposed the following hypothesis shown in figure-1:

H$_{09}$: Workers' innovative work engagement is boosted by transformational leadership and employee self-sufficiency
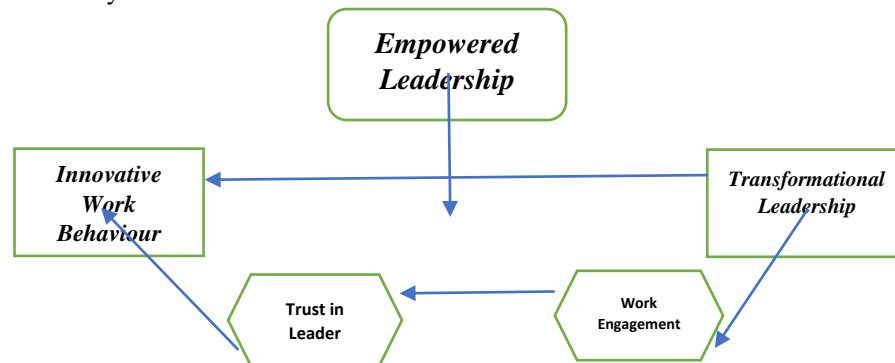
Figure.1. Shows the framework of study variables of hypothesis H$_{09}$

3. RESEARCH METHODOLOGY

3.1 Research Design

Full-time workers in the textile industry in Yiwu, Guangzhou, Fuzhou, and Suzhou, China, have provided the data. Respondents have ensured that their replies will be kept confidential and used solely for research purposes. Four hundred thirty-five of the 550 questionnaires sent out have been returned. As of this writing, 79% of people have responded. Eighty-one % of the participants in this research are male, and 57% are between the ages of 19 and 35. Most employees (51%) have been with the company for one to seven years. Aside from the breadth of responses to the questions concerning transformative leadership and employee engagement, 1 = not ever to 5 = continuously, a five-point Likert scale is used for all variables in the study.

3.2 Transformational Leadership

According to [10], the Multifactor Leadership Questionnaire (MLQ) has 15 items that assess transformational leadership based on employees' perceptions of their supervisors' actions. Some possible outcomes are idealized influence, customized problems, intellectual stimulation, and inspiring drive. In terms of Cronbach's alpha, the cumulative scale has a value of 1.02. The 12 items have factor loadings over 0.73, showing convergent validity and solid internal reliability for the 12-item measure's validity and reliability.

3.3 Employees' Trust

Employers use a seven-item trust index to gauge employee confidence in their managers [55]. "I feel that my leader has good integrity," was one of the sample answers. For the seven items on this scale, the Cronbach's alpha of 1.02 is proven by the 0.72 and 1.97 AVE and CR values, respectively.

3.4 Employees' Involvement in Work Engagement

The Utrecht Work Engagement Scale (UWES) measures employees' engagement at work [58]. Every factor associated with vigor, "At my job, I feel strong and energetic," dedication, and absorption has been a part of UWES' three components ("I am swept away by my work"). An alpha of 1.02, the AVE and CR values of 0.70, and the loadings of the eight items are more significant than 1.003, indicating a greater degree of convergent validity and internal reliability for the measure.

3.5 Innovative Work Behaviors and Empowered Leadership

I use a six-item assessment to evaluate employee empowerment. I am confident in my talents because I have the authority and capacity to make the essential decisions for success. A Cronbach's alpha of 1.01 supports the scale's validity and internal reliability, with factor loadings of more than 0.73 for all six items. The ability of an employee to perform creatively has been evaluated using a six-item measure [60]. The employee thinks "outside of the box "as a problem solver." Scale Cronbach's alpha, at 1.087, shows both convergent validity and internal reliability; its AVE is 0.900; its CR is 0.02, and the loadings of the six items are more than 1.01.

3.6 Control Variables

Some prior research has suggested the inclusion of gender, age, tenure in the organization, and power distance as possible control factors. Only male and female are categorized as one and two, with a more excellent range for age and tenancy. The study can determine the impact of transformational leadership on workers' innovative

work engagement without accounting for cultural differences in employees' perceptions of hierarchy inside the company. The scale's Cronbach's alpha is also at 1.01. For each variable, the standard deviation and correlations are shown in table 1.

Table.1. Data analysis descriptive statistics and correlation coefficients (N = 435)

Variable	Mean	SD	1	2	3	4	5	6
TL	4	0.65	-1					
T.I.L	4.01	0.65	0.750**	-1.01				
E.L	4.26	0.6	0.508**	0.504**	-1.07			
W.E	3.9	0.81	0.284 *	0.626**	0.756**	-1		
I.W.B	3.72	0.94	0.504**	0.294**	0.516**	0.514**	-1.01	
P.D	4.08	0.8	0.422**	0.503**	0.502**	0.626**	0.26	-1.03

Note: $*p < 0.05$, $**p < 0.01$, Cronbach's alphas are the numbers in parenthesis.

4. RESULTS AND DISCUSSIONS

4.1 Factor Analysis with Confirmation

The IBM SPSS AMOS-22 is used to regulate the legitimacy and consistency of variables. Additional models are tested, and the five-factor baseline hypothesized model produced the best fit. Furthermore, discriminant validity is not mentioned. The five-factor model fit the data exceptionally well ($x^2 = 601.02$, RMSEA= 0.092, goodness fit index (GFI) = 0.97, incremental fit index (IFI) = 1.03, comparative fit index (CFI) = 1.03, Tucker–Lewis index (TLI) = 1.00), and it outperformed the one-factor model. This examination also reveals that the model is well-fitting across all measures and fits the basic requirements. Table 2 uses measurement models to compare five factors (work engagement and innovative work behavior, transformational leadership, empowerment, and trust in leaders).

Table.2. Shows the results of the measurement models to compare all the factors

Variables Description	$\chi2$	df	GFI	IFI	CFI	TLI	RMSEA
5-factors (baseline model)	601.02***	317	0.97	1.03	1.03	1.00	0.092
4-factor model (WE and IWB combined as one factor)	802.01***	347	1.01	1.02	1.02	1.01	0.201
3-factor model (TL, TIL, and WE combined as one factor)	804.05***	356	1.02	1.01	0.90	0.83	0.201
2-factor model (TL, TIL, EL, and WE combined as one factor)	902.09***	378	1.087	1.000	1.02	1.01	0.201
1-factor model	410.05***	338	0.83	1.02	1.02	1.003	0.209

Note. N = 435 *** $p < 0.001$. RMSEA = root mean square error of approximation. TLI = Tucker–Lewis index. CFI = comparative fit index. GFI = goodness fit index. IFI = incremental fit index.

4.2 Testing Hypotheses

The study aims to determine how transformational leadership influences the imaginative work habits of employees who have trust in and dedication to their boss. The hypothesized correlations demonstrate a sequential mediation mechanism. The study employed the SPSS macro method [32] to evaluate the serial mediation in table-3 and moderation by showing transformational leadership as an independent variable, trust in a leader and work engagement as mediating factors, and innovative work behavior as a dependent variable.

Table.3. Serial Mediation Analysis Statistical Results

	Model-1 (DV = T.I.L)	Model-2 (DV = W.E)	Model-3 (DV = I.W.B)
T.L	0.506 (0.094) ***	0.408 (0.073) ***	0.306 (0.105) **
WE	---	---	0.805 (0.201) ***
T.I.L	---	0.207 (0.084) *	0.220 (0.094) *
Age	0.208 (0.104)	0.207 (0.073) **	0.207 (0.094) *
Tenure	0.092 (0.095)	−0.057 (0.055)	0.049 (0.092)
Gender	0.201 (0.095)	0.057 (0.054)	0.306 (0.084) **
R^2	0.321	0.407	0.506
TLM -> Trust -> IWBM = 0.094 (0.055), Significant MUBCI = 0.0097, and LBCI = 0.2089 (indirect effect 1)			
TLM -> Engagement -> IWBM = 0.305 (indirect effect 2). (0.095), MUBCI = 0.1382 and LBCI = 0.5326 are significant			
Trust -> Engagement IWBM = 0.231 (0.0532), Serial MUBCI = 0.1081 and LBCI = 0.3089 are significant			
TLM -> Trust -> Engagement -> TLM, IWBM = 0.053 (0.057), Serial MUBCI = 0.1382 and LBCI = 0.5326 are significant.			
Total Transformational Leadership Effect on Innovative Workplace Behavior = 0.463 (0.067)			

Note: * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$.

The study has employed 1150 bootstrapping samples with a 95% confidence interval (CI) to examine the mediation [53]. According to the results, the trust in a leader is positively connected with transformative leadership (= 0.506, p 0.000). This evidence backed up the H_{01} claim. There is a positive association between confidence in a leader and work engagement (= 0.207, P < 0.01), according to H_{02}. Work engagement is also associated with creative work engagement (= 0.805, p < 0.000), confirming hypothesis H_{03}. Employee creativity is related to transformational leadership (p < 0.01), supporting theory H_{04}. Transformational leadership and creative work behavior had a statistically significant mediation impact (= 0.094). Hypothesis H_{05} is approved. As expected by hypothesis H_{06}, the indirect effect of transformational leadership on innovative work behavior through work engagement is also substantial (p = 0.305), confirming hypothesis H_{07} that the indirect effect of trust in a leader on innovative work behavior is also significant (p = 0.231). Because it fosters trust in the leader and boosts employee engagement (p = 0.053), this study revealed statistical evidence for the hypothesis that transformational leadership has a multiplicative influence on creative work behavior. As a consequence, the H_{08} idea has been backed up.

4.3 Analysis of Moderation for Innovative Work Behavior

Table 4 results supported hypothesis H_{09}; as demonstrated, moderation analysis for innovative work behavior is used.

Table.4. Shows the results of the analysis of self-control for IWB

	Model-1	Model-2	Model-3
Age	0.208 (0.104)	0.237 (0.094)**	0.306 (0.105)*
T.L * W.E R^2	0.321		0.202 (0.066)**
WE		0.408 (0.092)***	0.302 (0.092)***
Gender Tenure T.L	0.201 (0.095)*	0.037 (0.072)	−0.231 (0.063)**
	0.092 (0.1023)	−0.057 (0.055)*	0.049 (0.092)
			0.306 (0.105)*
R^2		0.302	0.517

Note: * $p < 0.05$, ** $p < 0.01$, *** $p < 0.01$.

Empowerment moderates the relationship between transformative leadership and workers' innovative behavior, according to the results of the hierarchical moderation regression shown in table-4. The study plotted the slope of transformational leadership on creative work behavior concerning follower empowerment offered by their leaders = 0.20, $p < 0.01$) as shown in figure-2, based on the significant interaction term (TL * WE).
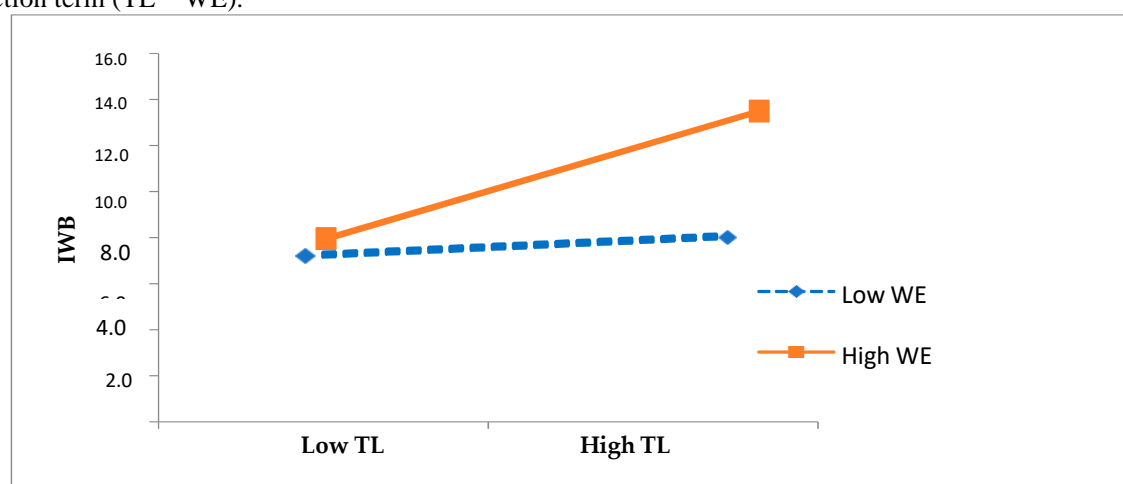
Figure 2. The interaction between transformational leadership and empowerment influences employees' innovative work behavior.

As levels of empowerment increase, there is a stronger correlation between transformational leadership and creative work practises. The standardised coefficients of the models are shown in Table 5. The first need for mediation was supported by the transformative leadership's favourable relationship to an empowered leadership at (b = 3.001, p 0.001). The impression of creative work behaviours was positively correlated with transformational leadership (b = 2.032, p 0.001), confirming the second requirement for the mediating impact. Third, the sense of workers' trust had a significant influence on creative work behaviour at (b = 0.732, p = 0.000) when the perception of innovative work behaviours was taken into consideration in the association between empowered leadership and IWBs. Although still substantial (b = 2.076, p = 0.0001), the impact of transformative leadership was still discernible.

Table.5. Standardized coefficients of the models

Model	Transformational Leadership — Empowered Leadership	Transformational Leadership —Innovative Work Behaviors	Empowered Leadership— Innovative Work Behaviors	Empowered Leadership— Innovative Work Behaviors	Transformational Leadership — Employees' Trust	Employees' Trust — Innovative Work Behaviors	Empowered Leadership— Innovative Work Behaviors
Mod1			3.032***			2.089***	2.037***
Mod2		2.032***				2.054***	2.030***
Mod3		8.023			0.065	4.022***	2.001***
Mod4		1.959**	2.076**		0.732**	3.301	2.032***
Mod5		4.035***	6.042***			3.002***	2.017***
Mod6	2.001**						2.102***
Mod7	3.001*			0.542*			2.023***
Mod8	0.712***		2.083***	0.349			2.016***
Mod9	0.724***		2.007***				2.052***

Note: * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$.

In order to establish the mediation impact of the perception of employee promises, Sobel's test was also utilised. According to the findings, relational leadership significantly influences creative work behaviour indirectly through the impression of employee commitments (Sobel test statistic = 2.58 > 1.96). As a result, Hypothesis 1 and Hypothesis 2 were both somewhat supported and the creative work practises had a partial mediating influence as shown in figure 2.
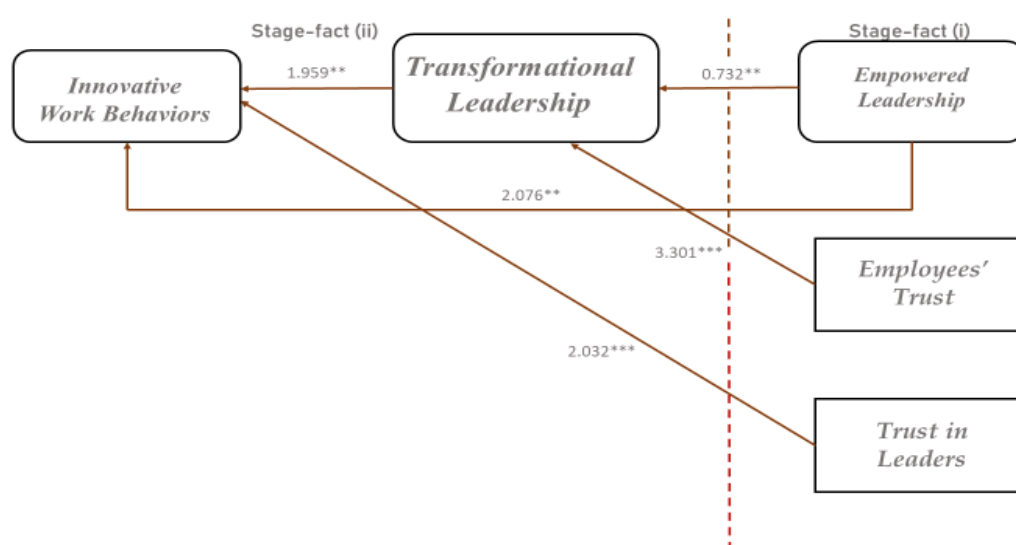
Figure.2. The mediating role of transformational leadership for empowered leadership

4.4 Discussions

Transformative leadership, confidence in leaders, empowerment, workplace engagement, and creative employee behavior are all critical considerations in the study that utilized SET to show that Chinese

transformational leaders might impact their workforce's innovative work engagement. Transformational leadership encourages workers to engage in more creative work by building their confidence and commitment to their leaders. Studying China's hierarchy and interpersonal culture can help global corporations build up enterprises in China. Transformational leadership has a crucial impact on creating employee confidence in a leader, consistent with prior studies. Personal ties and leadership conduct in the Chinese workplace significantly influence employees. Organizational performance may be improved by leaders' ability to build and maintain employee trust [62]. Trust is a critical mediator between transformative leadership and innovative work behavior, suggesting that faith has far-reaching consequences [4]. The workforce's efficiency is raised when workers have faith in their bosses to put in their best effort at work, which positively impacts their productivity [46]. The followers of transformative leaders, on the other hand, are more devoted and absorbed in their job. As a result of transformational leadership's capacity to engage personnel, it motivates them to develop their talents for long-term organizational success by putting more effort [40]. A transformative leader places a strong focus on cooperation, which creates a culture in which open communication is encouraged, and new ideas are praised [44]. In addition, transformational leadership stimulates employees' behavior, so they commit their efforts to the company's success and think beyond the box. Leadership conduct may influence and drive others to be committed to their task [13].

Employees' inventive conduct is another way transformational leaders may encourage innovation in the workplace. Transformational leaders may inspire innovative work behavior by involving their staff in various learning activities and allowing them to devise creative solutions to workplace issues, which others can implement [47]. Its employees put forth their best efforts and utilize their full potential to demonstrate innovative work behavior by investigating the relationship between work engagement and that behavior [5]. The workers' innovative work behavior highly influences the link between transformational leadership and empowerment. Developing the capacity of followers to become self-reliant and capable of making their own decisions is also a goal of transformational leaders. According to previous research, transformational leadership has improved employees' psychological empowerment [22]. If you want your workers to be more engaged in their job, you need to give them a strong sense of agency by giving them greater responsibility [57].

5. CONCLUSIONS

The findings of this study have a wide range of consequences for business leaders, and to start, managers should learn how to lead their teams through transformative change. The workers are motivated by transformational leaders' actions influencing their creative behavior. These results further support the idea that building and sustaining trust with colleagues is essential to a transformative leader. More instruction in developing transformational leadership skills should be made available. A manager's ability to empower and motivate others around them is enhanced when they have a keen understanding of the context in which the firm operates. Employees must be able to freely express their thoughts and proposals to their bosses in a safe, encouraging, and supportive work environment. Workplaces, where employees are encouraged to be creative and open to new ideas are more likely to foster a culture of innovation and creativity. To increase employee engagement, firms may use tactics to increase employee trust. Employees with more faith in the company are more likely to invest more time and effort into it, leading to improved long-term results for the business. Regular team monitoring is necessary for trust to be built and maintained. Employees may develop confidence in their organizations if they are given opportunities to express empathy and access clear lines of communication.

5.1 Limitations and recommendations
Further research into the existence of such a link can use qualitative data collected in this study. Combining qualitative and quantitative data allows a deeper dive into employees' creative work. Data is gathered from a variety of China-based multinationals, and bigger sample size is required, which should be carried out in larger organizations across national and international borders. It makes use of a reliable and adequate empirical model. In future research, many qualities that may influence an individual's ability to display creativity might be incorporated as mediators.

5.2 Future Suggestions
The researchers may collect data from larger organizations serving various industries in future studies. The conceptual framework of the inquiry is defined by a theory created in the West. Researchers are worried about these concerns, but it's uncertain whether they can transfer concepts from Western cultures to Asian organizational structures. The general use of SET in Asian cultural contexts is not expected.

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