

A Creative Leader's Impact on The Working Environment

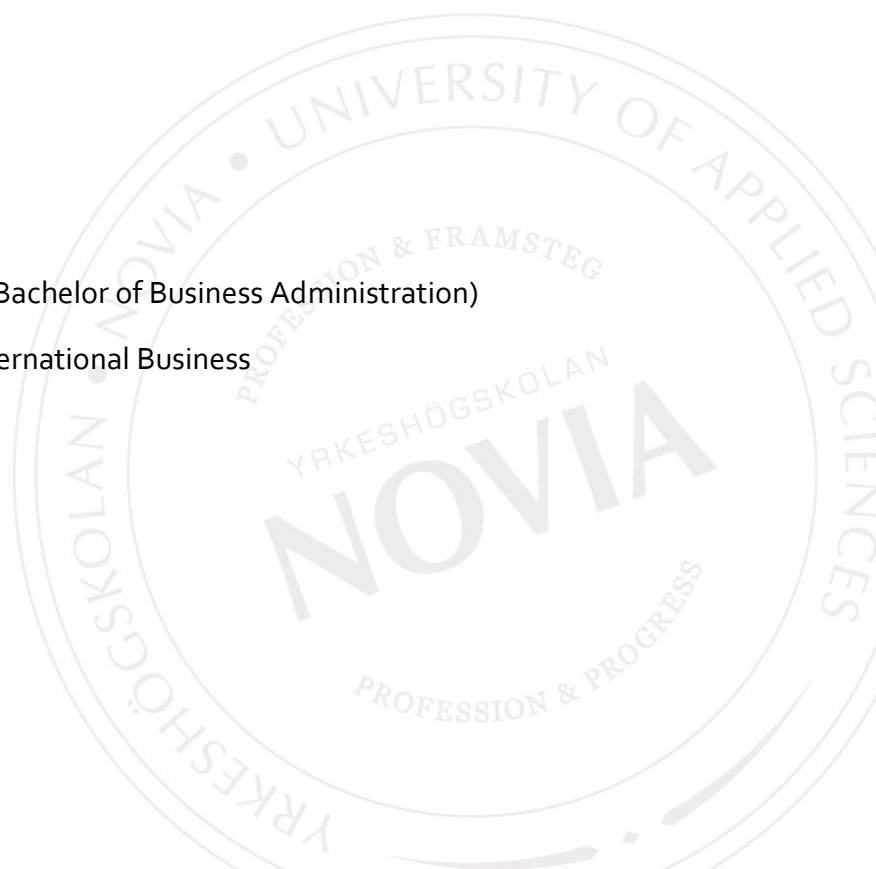
A quantitative study on creative leadership

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Degree Thesis for Novia (Bachelor of Business Administration)

Degree Programme in International Business

Vasa, 2021



EXAMENSARBETE

Författare: Kim Forsander

Utbildning och ort: Företagsekonomi, Vasa

Inriktning: Internationell handel

Handledare: Jörgen Strid

Titel: En kreativ ledares påverkan på arbetsmiljön

Datum: 13.4.2021

Sidantal: 47

Bilagor:1

Abstrakt

Detta examensarbete behandlar hur man definierar en kreativ ledare samt vad hans påverkan är på arbetsmiljön. Teknologins utveckling och speciellt sociala medier har bidragit till att ett företag behöver välutbildade ledare.

Anställda inom olika branscher bidrog med svar till en enkät som senare blev analyserad från ett kvalitativt perspektiv. Enkätens frågor baserade sig på hur man definierar en kreativ ledare, goda egenskaper hos en ledare, samt hur en kreativ ledare påverkar deras arbetsmiljö.

Resultatet visade ett samband till andra studier inom området. Hur man definierar en kreativ ledare samt vad hen bidrar med visades tydligt. Resultatet av en kreativ ledares påverkan på arbetsmiljön låter trovärdigt, men det bör ej uteslutas att resultatet kan ha påverkats av andra faktorer som ej togs i beaktande i studien.

Språk: engelska

Nyckelord: kreativitet, ledarskap, arbetsmiljö

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Nimike: Luovan johtajan vaikutus työympäristöön

Päivämäärä: 13.4.2021

Sivumäärä: 47

Liitteet: 1

Tiivistelmä

Opinnäytetyö käsittelee luovan johtajan määrittelyä sekä hänen vaikutuksensa työympäristöön. Teknologian ja sosiaalisen median kehittäminen ovat vaikuttaneet hyvin koulutettujen johtajien tarpeeseen.

Eri alojen työntekijät ovat vastanneet kyselyyn, joka myöhemmin analysoitiin laadullisesta näkökulmasta. Kyselyn kysymykset perustuvat luovan johtajan määrittelyyn, hänen ominaisuuksiinsa, sekä siihen miten luova johtaja vaikuttaa työympäristöön.

Tulos osoitti yhteyden muihin alan tutkimuksiin. Luovan johtajan määrittelmä sekä hänen vaikutuksensa osoitettiin selvästi. Luovan johtajan vaikutus työympäristöön on uskottava, mutta on otettava huomioon, että tulokseen voi vaikuttaa muitakin tekijöitä.

Kieli: englanti

Avainsanat: luovuus, johtajuus, työympäristö

BACHELOR'S THESIS

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Degree Programme: Bachelor of business administration, Vasa

Specialization: International business

Supervisor(s): Jörgen Strid

Title: A Creative leader's impact on the working environment

Date: 13.4.2021

Number of pages: 47

Appendices: 1

Abstract

The aim of this thesis was to define a creative leader, and what kind of impact he/she has on the working environment. The evolvement of technologies and social medias contributes to a requirement to have well-educated leaders in a company.

Employees in different sectors answered a survey that was later analyzed from a qualitative perspective. The survey was based on questions on how a creative leader is defined, the characteristics and what the affect he/she has on the employees in the working environment.

The result showed a relationship to other studies done on a creative leader. The definition and effect of a creative leader was shown clearly. The impact of a creative leader sounds reasonable, it should however be considered that there might be factors that have impacted the result but have not been considered in the study.

Language: english

Key words: creativity, leadership, working environment

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1 Introduction

Leadership is a key factor in businesses. There are many different leadership approaches, but they all have a few things in common. Leadership is seen when a person takes control to get a mission done, whether it is a strategic problem that has been solved, a decision been made or exchange of information (Runco, 2014). Leaders have a big role in both developing and maintaining a business. Leaders of the 21st century have an obligation to show a positive face outward to help the growth of the company. Due to social medias and news, most of the negative actions or incidents a leader or a company faces/encounters will be shared with the world. This has resulted in the importance of well-educated leaders and the understanding of today's social networks.

To be a successful leader you have to be able to effectively deal with changes for the greater good, to respond to new challenges with an innovative mindset, and to lead the people of the company to a comfortable place where they've not been before (Sohmen, 2015). A leader gives the guidance to its people to accomplish a common goal.

Leadership has been studied with many different theories, from transactional leadership to transformational, innovative to creative. In this thesis creative leadership will be the main research theory

A manager's way of leading depends on the individual creativity that may originate from a young age. Creativity can be shaped from multiple factors, e.g. school, work, culture etc. A company with a creative leader will be able to find innovative solutions to different problems that occur. But what kind of an effect does a creative leader have on his followers? Does a creative leader automatically create a creative working environment for his employees, or rather the opposite? These are some of the following questions that this thesis will try to answer.

1.1 Purpose

The aim of this thesis is to firstly, understand how a creative leader is defined. Further, getting an understanding of the impact that a creative leader creates on the psychological working environment. The thesis also follows up on how a creative leader effects the working environment.

1.2 Research questions

The research aims to answer the following questions:

- *How is a creative leader defined?*
- *Does a creative leader have a positive effect on the working environment, and how?*

1.3 Approach and limitations

The approach of this thesis is to firstly understand previous studies done in the area and what kind of resources they used. The information gathered from previous studies and theories in both leadership, creativity and creative leadership was used to create a quantitative questionnaire that was sent out to multiple companies in different sectors.

This thesis will only be looking at a leader's perspective on the working environment. The employee's wellbeing will not be researched.

2 Method

2.1 Quantitative research

Quantitative research focuses mainly on gathering as much data as possible, often in form of numerical data. The fact of gathering as much data as possible also leads to that the data may not be as detailed as in a qualitative research, but instead focuses on the number of sources to the research (e.g. questionnaires). Further, by analyzing numerical data the relationship between theory and research can be showed (Bryman, 2012). Quantitative research aims to predict and find relationships between different variables in the area researched, the result will later on be generalized to the population (McLeod, 2019). Patel & Davidson (2011) described quantitative method as a research that focuses on measurements, as well as statistical and analyzing methods of the data gathered.

2.2 Qualitative research

Qualitative research focuses more on individuals' words rather than numerical data. Bryman (2012) described the key features in a qualitative research as the following: the theory is generated from the research, not the opposite. Data is gathered by observations

and interviews of people, that thereby help the understanding of the social world. McLeod (2019) described qualitative research as the understanding of how individuals understand, behave and what they bring to the social world. This is accomplished by studying human behavior through texts, videos, interviews etc. rather than numerical data. Patel & Davidson (2011) described the concept as collecting "soft" data, which they relate to qualitative interviews and verbal analyzing methods of text.

2.3 Research method

The choice of research method for this thesis is a systematic quantitative survey with a qualitative analysis. By sending out many surveys to selected companies, where a creative leader is likely to exist, the amount of data will provide a broader analysis than that of a qualitative research. The choice of research is based on the fact that a collection of numerical data from different companies will show a relationship between theory and research (Bryman, 2012), and will therefore, grant a better overview to the research and correlations than that of a qualitative observation or interview method.

The companies will be chosen based on the type of industry where creative leaders would likely exist e.g. marketing, company development, administration etc. The surveys will then be analyzed and give an answer to whether the hypothesis is correct or not.

The questions will be divided into three main categories. Firstly, how the respondent believes a good leader should act. Further, the possibilities and overall opportunities that the leader and/or management creates at work. Lastly, how the respondent experiences the current working environment (wellbeing, encouragement, motivation etc.). The survey uses mostly Likert scales on all the questions (strongly disagree – strongly agree). There's also the possibility for the respondent to add his/her opinion in open text format.

Based on these three categories I will be able to analyze whether the company's leader have common characteristics with how a creative leader is defined in this thesis. Further, if the company's leader can be identified as a creative leader, and what the effect on the psychological working environment is in that case.

By changing the answers into numeric data (1 = Strongly disagree... 7 = Strongly agree) I can then calculate the average and the correlation between different statements. E.g. will

the question about possibilities for individual growth at the working place have a correlation with satisfaction and happiness? By analyzing correlations between different questions I will be able to see whether it is the leader that have the impact on these factors or if it is a different factor that impacts the results.

2.4 Validity & Reliability

2.4.1 Validity

Validity is one of the most important factors in a research. Bryman (2012) described that validity is mainly about the integrity that comes from the conclusions of a research study.

Further, there are different types of validity in a research. Internal validity can be described as one statement's validity of causing another one, e.g. can we be sure that X causes Y, or can there be other factors that may impact Y? (Bryman, 2012)

The validity of the research question of how to describe a creative leader can be seen as high. I base that of on that the survey's results are connected to other studies done in creative leadership. In other words, the conclusions of other studies are similar to the results of the survey.

However, the validity of "how a creative leader impacts the working environment" is not too high. To be able to have high validity on that research topic, you would need to do a deeper dive into possible factors (excluding the leader) that may affect an employee's emotions and feelings. This could be done through observations and interviews over a long period of time.

2.4.2 Reliability

Reliability is defined as the likeliness of receiving the same results if the study would be done again. It is often aimed towards quantitative research where the numeric data is measurable and comparable. (Bryman, 2012)

This study used a quantitative survey method. However, the results were analyzed from a qualitative perspective rather than a numeric data perspective. The survey answers were very unanimous and therefore indicates that there would likely be a somewhat identical

result if done again. However, the study wasn't specified on a particular work area, and therefore if a study was done specifically on a line of business, the results may vary.

3 Theoretical Perspective

In this section I will define different theoretical perspectives that have been used to analyze the empirical section. The theories mainly consist of leadership, creativity, and how these two can be combined.

3.1 Leadership

Leadership is seen everywhere, whether you look at a company, organization, or a simple group work in school. A leader is a person who strives to get the mission done, and who is not afraid to take control over the situation. Leadership occurs whenever a person solves a strategic problem, a decision is made or when exchange of information results in action (Runco, 2014). Different personalities on the leaders may influence the result, these personalities could be creativity, cultural background, leadership style approach etc. According to Nilsson and Waldermarson (2005) leadership occur when someone or multiple individuals affect the remaining people in the group towards a common goal.

3.1.1 Leadership approaches

There are many different leadership styles, two of the most common are: Transformational and Transactional leadership.

A transformational leader encourages his followers to be innovative and to take creative approaches in the company/organization (Runco, 2014). Transformational leaders are always trying to find future growth possibilities rather than managing day-to-day activities. (Ingram, 2019). A transactional leader is quite the opposite of a transformational leader. Transactional leaders use an exchange process between leaders and workers. This means that a worker who has achieved a goal, will later on get rewarded for it (Runco, 2014). However, if the goal is failed, it may also result in a punishment. The main view for a transactional leader is to run the company/organization as smooth as possibly today, instead of planning for the future.

By having transformational and transactional leadership in mind, let's compare it to creative leadership to see possible connections between them. Firstly, the approach of giving employees the possibility to growth as well as innovative and creative approaches on tasks are mentioned in both creative leadership as well as transformational. Further, creative leadership does not punish failed tasks but rather praise employees for a good-failed risk (good-failed risk = gained educative information even though the task was not successful) (Kaufman, 2016). However, a transactional leader punishes failed tasks (Runco, 2014) which is the opposite of a creative leader.

3.1.2 The golden circle

How do you become a great leader? According to Simon Sinek (2009) great leaders have a different approach on both market strategy as well as who you hire to your company. This can be explained through "The Golden Circle" which consist of three different steps.

The first step is the major one (the heart of the circle): why you do what you do, which defines the passion behind the product. The second one explains how you physically make the product, and lastly what kind of product do you sell. Many leaders reverse the golden circle and put major effort in convincing the buyers about how good their product is rather than why you made the product in the first place.

To better understand The Golden Circle, I will use an own example of a clothing brand: Instead of marketing the cheap clothes you make, reverse it, and start with why you do it. E.g. we want to change the way people think of cheap clothes (why). We make our cheap clothes with high quality materials without labor work (how). We make high quality clothes for a low price (what).

With this mindset and strategy, you get a larger customer group who does not only buy your product, but also the brand. This creates loyal customers. *"People don't buy what you do, they buy why you do it" – Simon Sinek*

This approach also works when hiring people. You do not hire a person because they want the work, in that case they only work to gain money. You hire those who believe in your vision and mission, because those will work for you with blood, sweat and tears.

To furthermore explain a great leader Sinek mentioned the Wright brothers. The Wright brothers were the ones who made the first flight. They did not have money nor resources, but they had passion for what they believed in. Because of the passion and the feeling of contributing something useful for the world they created a creative flow. Flow gives the feeling of being in ecstasy, concentrated and full focused on the present. Doing a task knowing that it is doable while also giving inner clarity by knowing what needs to be done. (Csikszentmihalyi, 2004)

The comparison between the Wright brothers who did not have money nor resources and the Langley operation who was given plenty of money and experts to create the first flight will show the differences from a leader to a "great leader". The difference was, the Langley operation only worked to get famous, and to get the big paycheck while the Wright brothers worked because they believed in what they did. The moral of the story is that it does not matter if you buy services from the smartest people if they only do it for the money. You need to attract those who believe in what you believe in. "*Leaders hold a position of power or authority, but those who lead inspire us.*" (Sinek, 2009)

3.2 Creativity

Creativity is a word used widely with many different definitions. So what definition is the right one? Well, there is not just one. According to Kaufman (2016) there are, however, a few relevant things that can or need to exist when defining creativity. Those could be: Relevant, new, innovative, different, quality, appropriate etc. To put these words in context, a creative idea needs to be:

- New, but also relevant.
- Innovative, but still be appropriate for the mission.
- Different from other ideas but have enough quality to be useful.

The list never stops, and that's what creates the challenge of where to draw the line in defining whether something is creative or not. (Kaufman, 2016)

Creativity is variable, individually, and multi-dimensional and there is a wide way of defining it depending on who you ask. Creativity is a process of working with an idea with a qualitative mindset. (Rollof, 2004)

3.2.1 The four P's

Creativity can be seen in different objectives, whether it is an idea, a product or in an environment. The four Ps define these different roles: person, process, product & press. Creativity is how we manage to do something (process) at a specific time and place (press, environment) made by an individual or group (person) creating an innovative and new objective (product). (Kaufman, 2016)

3.2.2 Measuring creativity

Over the years there have been many different theories and tests who have been trying to measure creativity. The Five Factor theory is a test where you answer a question between 1 to 10. 1 means that you do not agree with the statement, and 10 that you definitely agree. The test consists of five different personality areas: extraversion, neuroticism, agreeableness, conscientiousness, and openness to experience. (Kaufman, 2016)

Extraversion put in an individual perspective would define a person who is energetic, positive, have high self-confidence in what you do as well as social (tendency to seek company).

Neuroticism is connected with negative emotions such as depression, anxiety, vulnerability, and the tendency to feel anger. Furthermore, those who scored high in neuroticism will often experience stress in normal day activities, overthink small problems and exaggerate them into major ones.

Agreeableness defines a person who is cooperative and good in groups and teamwork, they are often liked by their colleagues and team members. They do not like confrontations nor arguments and are often trying to resolve problem so that no one needs to argue. If someone needs help, a person who tested high in agreeableness will likely help that person.

Conscientiousness refers to a target-oriented person who prefer to have a plan and make up goals in their daily life instead of making a spontaneous decision. They are also self-discipline and are aware of the consequences made by their decisions.

Openness to experience within an individual means that they are willing to try new things. They appreciate art, music, fantasy, adventures etc. A person who isn't open to experience do not like the feeling of the unknown and feel uncomfortable in new situations.

The Five-Factor model will help the understanding of an individual's personality and the differences that occur between humans. It is one of the most used models when researching personalities. (Psychologistworld, n.d.)

3.2.3 Defining creativity

With the broad definition on creativity, that may vary depending on who has researched the area, I've come to a conclusion that defines creativity and that will fit best for the leadership sector that is studied in this thesis.

As Kaufman (2016) mentioned, creativity can be seen in many different objects, such as the four P's. The key here is the individual itself and the creative environment that he creates while developing an innovative object or product. Creativity is used to find a new and relevant idea or solution through a qualitative mindset. (Rollof, 2004)

Creativity and innovation are associated with each other, there may be small differences of how to describe them but the main concept of these two words is related. Creativity can be described as an idea that is new but also relevant, different but still has quality and innovative but also appropriate for the mission (Kaufman, 2016). Innovation can be described as the process of creating value (related to creativity's approach of different but with quality) by applying solutions to important problems. (Dwyer, n.d.)

Creativity can be shown in a leader who has a clear goal and will find the solution through teamwork and innovative approaches knowing that there might be risks of failure but will not let that fact have a negative impact on the task.

3.3 Creative leader

Creativity within a leader is hard to measure and is often related to individuals with master minds such as Albert Einstein, Nikola Tesla or even Steve Jobs. While these individuals definitely had a creative mind and have been able to unleash their natural creativity via slow-motion multitasking that Tim (2018) described as changing projects multiple times before finishing it to get a fresh mind each time, as well as adopting new ideas to the project while not working on it. This is however, not the only correct way to define a creative leader. Since creativity is such a broad word, it is more about learning to adapt and tackle new challenges with a creative and innovative mind, the key is to never stop learning because it is never too late to get creative.

There are different creative thinking skills such as ideational, evaluative, contextual, tactical, diagnostic, visionary and strategic. These are the main drives when handling a creative process and can be improved by creativity training. (Sohmen, 2015)

A creative leader develops the organization by inventing new creative ideas. With the help of education, a leader can develop a creative thinking to support good ideas and accomplish them with the help of creative solutions, this will in return give respect to the leader from the management, different institutions, employees as well as stake holders. By using creative problem-solving skills (CPS) the leader will promote the organizational culture outwards that will result in positive results. (Sohmen, 2015)

3.3.1 Creative leadership standards

As a leader there is often a possibility to find and educate yourself on leadership standards to better help you deal with new and different situations. These standards often include different ways to act as a leader to accomplish your own goal, create a developing working area, deliver results etc. However, creative leadership and its complicated definitions do not have any fixed standards on how a leader should act.

Because of the lacking standards in creative leadership Amer Walid (2017) decided to make an own list of standards based on his positive and negative experiences with different leaders in different environments. The standards consist of how to understand creativity and how to pass it on to colleges, further how the leader should act both individually and how to treat the environment.

In the perspective of a creative leader, by presenting yourself and the company/organization first, you create an atmosphere where the candidate firstly understands what is required of him before he has the possibility to introduce himself. This gives the ability to screen the candidate better and will show his expertise and the ability to hold a presentation.

In an organization diversity within employees creates different unique abilities which can be used to benefit the company as well as the team. It is therefore important for a leader to find the small things that may differ from two equally qualified candidates. These small things may be used in a team to complement what some might lack.

Innovation often comes from an individual's creativity and has nothing to do with his education. Therefore, a leader should always take all ideas into consideration, even the most bizarre ones. Because in the end, a leader is rarely the one who comes up with all the successful ideas. Further, by allowing mistakes to happen without punishment, the employees will be willing to discuss new ideas and to take a more innovative approach to different problems which will thrive in the long run. It is also important to know that no one has all the information or experiences, carefully listen to each of the employees and the management to grow together. A leader must be able to adopt new information from former workers even though they are in a "lower" rank.

Productivity matters more than the working hours. If an employee can do a task faster with the same results as one who does it slower, it does not imply that the one who did it slower did it more carefully. It is the productivity that matters, not how many hours you put on the task.

As a leader you should always keep your eyes and ears open to address any problems in your team before it gets out of hand. Negativity can disturb the creativity as well as the productivity in a team in many different ways. There will always be extra eyes on you, remember to behave and interact in the ways you want, because as a leader, you will be a role model. Further, it is important to keep in mind that a leader is nothing without a team, show appreciation and gratitude and foremost, encourage them.

One of the key aspects to be a good creative leader is to take the bad experiences and turn them into something good, learn from them. You should never carry them with you unless you can manage them for the better. (Walid, 2017)

3.4 The working environment

The working environment can be described as both the physical as well as the psychological. The working environment can be defined as the area where the employees work, therefore, the category is very broad. The physical environment, however, contains different physical elements such as equipment, heat, moisture etc. (Briner, 2000). Even though these elements can bring a lot of positive as well as negative effects to the working environment they are not as relevant to that of the psychological environment when it comes to a creative leader's impact. Therefore, this thesis will be studying a leader's effect on the psychological working environment.

3.4.1 The psychological environment

As Briner (2000) mentioned, the psychological environment contains of three different characteristics of how an employee is feeling, behaving, and thinking in the working environment. These three psychological phenomena are : Affect, Cognitions, and behaviors.

In psychology, affect is defined as the feelings that an individual experiences every day. The feelings are further divided into mood and emotions. Mood refers to feelings an individual experience in the long term, such as their background, health conditions etc. (Strangor, 2014). These facts are not heavily affected by the working environment. However, the second feeling emotions can be affected by the work. Emotions are described as a short term but intense psychological state. Emotions are caused by single events that may cause anger, jealousy, happiness etc. (Strangor, 2014). Such small events may emerge in the working environment, by simply feeling accepted, fairly treated or any other small actions that would induce emotions.

Cognition is the "thinking" part in psychology, where processing of information, mental activity and the usage of information happen. Social cognition refers to how individuals perceive different events, they differ heavily from person to person, and it is therefore,

very important to be careful of expressions and gestures to another individual before you get to know them. (Strangor, 2014)

Behavior is the interactions between different people, and our behavior changes depending on who we are talking to. It is normal to change one's behavior to make interactions as pleasant as possible to gain the outcomes that we wanted in the first place. (Strangor, 2014)

This study will focus on these three different psychological phenomena to look up a creative leader's impact on the psychological working environment, whether it is positive or negative.

4 Theoretical models

This section will explain the theoretical concepts used in this study to help support the main topic and analyzing of the result.

4.1 X/Y Theory

Creativity is a word used widely with many different definitions. In this study I will use Douglas McGregor's X/Y theory (1960) to support the understanding of leadership and creativity. Theory X/Y explains the different views of human beings and therefore, how different views may change the leadership style of an individual.

4.1.1 Theory X

According to McGregor's (1960) conventional view (Theory X) the management of an organization or company is responsible for all the elements, such as economy, employees, materials, and equipment. By having these elements under control, the management also keeps an eye on the workers and therefore, being able to control their actions to benefit the company/organization. If these actions were not to be taken, the workers would behave in a resistant way towards the company, lacking motivation to work. Therefore, the workers need to be rewarded, often in form of a pay raise to keep the motivation going and be punished when something is done wrong.

These are the main tasks of a management, there is however an additional view on how the basic workers act (McGregor, 1960). An X theory leader sees his employees as unmotivated and lazy and that they are only there to gain money with no intention of bringing success to the company. The employees also dislike working and are trying to avoid all possible responsibilities and are therefore in constant need of guidance. For them to deliver good work, they need to be controlled and supervised as well as punished or rewarded depending on how they have done the work. (Mind Tools Contet, n.d.)

4.1.2 Theory Y

The new perspective (Theory Y) reflects as quite the opposite of the conventional view. While the management within an organization or company is still responsible for the different elements such as the economy, employees, materials and equipment, the employees are not seen as lazy or unmotivated but rather the opposite. A person who is resistant towards the company have become so because of previous experiences in a company with a conventional view. The management is required to give possibilities for development as well as responsibilities to the employees, as they are seen as motivated and also willing to achieve the same goals as the company/organization. (McGregor, 1960)

The Y theory leader relies on the employees by giving them opportunities to grow and achieve their own goals. This is because a Y theory leader believes that the employees are not only there for money but also for their own achievements as well as the success of the company. Common assumptions of an employee are firstly the motivation. The employees are seen as self-motivated because of the opportunities and responsibilities given to them by the management. Secondly, the creative and innovative approach on solving a problem. This also indicates that the employees need little direction and that they rather solve the problem on a creative way. The management style between the leaders and employees is a trust-based relationship as well as a collaborative one. (Mind Tools Contet, n.d.)

4.1.3 Creative leadership in the context of Theory X/Y

Having the Y theory in mind, we can see that the definition of a creative leader and Theory Y has a lot in common. As McGregor (1960) explained, a worker that is resistant towards a company is so because of the previous experiences in other companies that might have

given them a bad view of the industry. As Walid (2017) described, to be a creative leader you must take the bad experiences from the past and learn from them, it is key to not let them thrive on in a new company. We see a clear connection between these two and can conclude that both the leader as well as the employees need to manage their bad experiences.

One of the major responsibilities for a creative leader is to let his employees develop themselves, take responsibility as well as letting innovative and creative ideas and approaches flourish. McGregor (1960) also mentioned in the Y theory that there is a requirement that the management gives possibilities for development and responsibility. The relationship between these two leadership approaches comes from the importance of letting an employee grow and reach their own goals, because that will also lead to a more efficient, creative, and innovative working environment.

4.2 Flow

Flow, and especially creative flow is key for both a leader as well as employees in the working environment to be as efficient as possible and to experience a sense of happiness. Mihaly Csikszentmihalyi (1990) searched for an answer to what makes an individual happy in their daily life, after researching many different subjects he came to the conclusion that money, wealth, material etc. can offer short term happiness but have quite a small impact on an individual's happiness in the long term. After studying creative people, he came up with the answer Flow, that gives individuals happiness in their daily lives.

4.2.1 Understanding Flow

An individual can experience flow when their attention is fully invested in one specific goal that they want to achieve without being disturbed by external events. The goal needs to be doable for the individual, meaning that the skill level of the task needs to be possible without becoming too hard, it still needs to be challenging to not become boring. During flow, the individual has control over their psychic and will be able to do their task more effectively. After a flow experience, the individual will generally be happier because of the feeling of success as well as the feeling of being more capable and skilled. (Csikszentmihalyi, 1990)

For an individual to experience flow there are seven different conditions that always occur regardless of religion, culture, economic situation, education etc. Csikszentmihalyi (2004) stated the following conditions:

- Focus: the person is fully involved in what they are doing
- A sense of ecstasy: the outside world stops existing
- Clarity: knowing the goal and what the next steps are to achieve it
- The goal/task is doable: the skill level of the task needs to be hard enough without becoming boring, but it also needs to be possible to succeed for the individual
- Serenity: avoiding all current worries and negativities about oneself
- Timelessness: the focus is on the task and the time just passes by
- Intrinsic motivation: the reward of the task is the flow experience itself

The key to creative flow is not to be a poet, composer, or a musician. It is the feeling of contributing something to the world with your own skills while taking pleasure when you do it. (Csikszentmihalyi, 2004)

4.2.2 Flow within leadership

How can a leader use the creative flow to a company's success and what benefits would such a leader indicate on the employees? A leader bears responsibility that may seem boring and easy which would prevent a flow state, such activities could be paperwork, creating schedules, answering simple questions, and guiding others etc. However, studies indicate that a leader who collaborate with others while trying to find a creative solution to a problem may create a flow state. (Sinar, 2017) Being in a flow state for a leader would increase the creativity and the efficiency when solving a problem, both time wise as well as the quality. If the leader manages to stay in a flow when working with problem solving, he could find solutions that he normally would not think of (Csikszentmihalyi, 1990). Other benefits of flow would be the overall happiness that results after a flow state. A leader that is happier and friendlier creates a better environment for the other employees at the company. (Sinar, 2017)

One of the most important skills for a creative leader is the creative problem solving skills (CPS) and the innovative approach for new ideas that will promote the company both to internal factors such as employees and management as well as external factors e.g.

shareholders, institutions, supplier etc. (Sohmen, 2015). A leader that can accomplish flow will greatly improve these factors further with the creativity and full focus that occurs during flow.

5 Previous studies

5.1 Creativity in an organization

A previous study done in the restaurant business researched whether a creative leader promotes creativity in an organization or not. The study was done in the restaurant business because of its many competitors. To stay competitive, being able to adapt and change is therefore necessary (Gro, Ståle, & Reidar, 2012), this can be referred to creativity and innovation.

With the help of questionnaires sent to different Norwegian restaurants, which questioned both chefs, cooks, waiters, outsiders etc. they gathered enough data to analyze whether a creative leader promotes creativity in an organization or not. (Gro, Ståle, & Reidar, 2012)

The result showed that a creative leader promotes creativity in an organization directly and indirectly by showing his own creativity as well as establishing a creative environment by understanding creative behavior and showing appreciation for it. (Gro, Ståle, & Reidar, 2012)

The result of the study indicates that creative leadership has a positive effect on the working environment. However, the result cannot be implemented on businesses outside of the restaurant field because of the immense differences between businesses.

5.2 Theory X and Y

Russ (2011) did further studies on the X/Y Theory and his results shows that a higher score on theory X does not significantly indicate a lower performance on the organizational effectiveness of managers propensity for *PDM*. *PDM* is the process of managers involving employees in decision making. Managers give over responsibilities and control to their employees so that they can be a part of the decision makings that managers normally

would handle. PDM has been shown to give an increased job satisfaction, job performance, as well as openness to change for the employees. Further, Russ (2011) found that a higher score on theory X would show a linear regression to a lower propensity for PDM in the *power dimension*. Power dimension in PDM describes the willingness of a manager to share responsibilities and decision makings with employees if the results would indicate less or more power for the manager. E.g. a manager would be showing a higher propensity for PDM if it would indicate more power for them. However, if they expect their power to be negatively affected by sharing decision making with employees, they will show a significant lower propensity for PDM. Further, Russ (2011) showed that a leader who follows McGregor's theory Y (1960) will have a higher propensity for PDM in the dimension of how effective an organization is as well as the power dimension. And therefore support McGregor's theory Y (1960).

This indicates that the X theory might have some flaws in how the employees are viewed from a management perspective, by the looks of it, managers seem to be okay to involve employees in decision making as long as they continuously have the same power and respect.

5.3 What kills innovation

According to (Barnes & Soken, 2014) true leadership is necessary to create a successful innovative environment. Leaders need to understand that their organizations and workers are not machines but rather human beings. Creativity and innovation are created in the working environment and it is therefore important for a leader to recognize his employees and their work. For a leader to create and support and innovative working environment he needs to show innovativeness as a priority to the company, as well as creating good relationships and inspiring his employees with the help of mutual values, missions, and visions. By encouraging the employees to focus and put everything into achieving an important goal you create an environment where creativity strives, and the main goal is no longer to earn money. (Barnes & Soken, 2014)

There are numerous ways of creating an innovative and creative environment for your employees as a leader, some key points may be:

- Creating trust and confidence to your employees via your own actions

- Keep your employees well informed of changes and important news and create an open communication between management & employees
- Encourage creative ideas even though you don't believe in them. One of them will most likely be a starting point to something new
- Keep your judgment (positive/negative) away until an idea is completely developed and make sure that there are plenty of options to choose from
- Do not punish failures, instead reward good failures that was a risk but may result in good information later on. (Barnes & Soken, 2014)

6 Result

The result concept will be based on the two different questions: how a creative leader is defined, & if a creative leader has a positive effect on the working environment, and how. With the two questions in mind, I will use and analyze data from the survey as well as using theoretical perspectives & models, as well as previous studies to connect the statements based on the survey.

The survey had 4 major sectors, how a good leader should act (Likert scale), key characteristics of a good leader (Ranking), Possibilities at work (Likert scale), and how the respondents experience the working environment (Likert scale).

6.1 How is a creative leader defined?

The first question in the survey were to describe how a good leader should act. The respondent should answer whether they agree or disagree with the statements. The possible answers were from Strongly Disagree to Strongly agree (Strongly disagree gives a value of 1 and Strongly agree gives the value 6 in the form of analyzing the answers).

The statement was the following, A good leader should: Be strict, Show appreciation, Punish failure, Reward successful tasks, Always have control over his/her employees and supervise each task that is done, assume everyone is motivated to work, encourage

creativity, be open to new ideas, offer more responsibilities, hire employees from different backgrounds, only share information when necessary.

The statements are based on characteristics from theoretical perspectives and models. Further, the statements are supposed to answer how a creative leader is defined according to the respondents.

6.1.1 Data analysis of “How a good leader should act”

The analysis on the survey is based on what the respondents have answered, and if the answers are close to identical (not a huge difference between answers) the average number have been calculated. The options for the answers have the following value in numeric data:

Strongly agree	6
Agree	5
Somewhat agree	4
Somewhat disagree	3
Disagree	2
Strongly disagree	1

The respondents average score on the question on whether a leader should be strict or not resulted to a score of 3,95 which can be translated into the statement “Somewhat agree”. In McGregor’s (1960) new perspective (Theory Y) he stated that the managers have full responsibility of the different elements in the company such as the economy, employees, materials, and equipment. If the management wouldn’t be strict, it would be hard to maintain full control over the different elements.

For a leader to show appreciation towards employees was seen as very important for the respondents and did therefore give an average score of 5,45, where all the respondents have answered that they either agree or strongly agree with the statement. Walid (2017) mentioned in his creative leadership standards that a leader is nothing without a team, and therefore needs to show appreciation towards the employees. Further, showing appreciation towards the employees can bring up the motivation to develop and create new creative solutions, this can also be seen in the previous study of “Creative leaders promote creative organizations”. (Gro, Ståle, & Reidar, 2012)

To punish failure is mentioned as a way to provide continuous motivation to the employees as well as having full control over the employees. However, this is the perspective of McGregor's conventional view, while the new perspective is more related to that of a creative leader. The respondents were quite unanimous that a leader should not punish failure and resulted in an average score of 1,90, which is defined as "Disagree". This can be based on the fact that a leader who doesn't punish failure, can instead take the risk, and learn from it (Kaufman, 2016). Further, a leader who let mistakes happen without punishing the employees, might create an environment where the employees are willing to take creative approaches. (Walid, 2017)

Reward successful tasks can be defined differently from individual to individual. For some it may mean that you get a pay raise, while for others it may be in form of more responsibilities or appreciation. Whatever the case is, the respondents answers show an average of 4,85, which shows that all the respondents feel the need of a leader who will reward them after they have completed a successful task. According to McGregor's (1960) X and Y theory, a good leader needs to reward successful tasks to keep the motivation for the employees, whether it is in form of a pay raise, or in form of more responsibilities and appreciation.

The question "always have control over his/her employees and supervise each task that is done" have had a few variants of answers from strongly disagree to agree, however, the average still shows a 2,15, which indicates that the majority of the respondents do not agree with the statement. McGregor's (1960) conventional view states that a leader needs to have full control over his/her employees for them to deliver good work. This is however not the case when looking at the "New Perspective", it is instead stated that a leader should give possibility for development and do not need to supervise his employees because they are seen as self-motivated. Further, as stated by one of the respondents in an open question about how a leader should act: a leader should "Not interfere when not necessary". The comment strengthens the argument that a leader should not have full control or supervise every activity, because employees are self-motivated and do not need help with every activity.

The respondents had quite different perspectives on whether a leader should assume that the employees are motivated. 12% of the respondents disagreed with the statement,

while 30% agreed. The average shows a score of 3,95, which indicates that the majority of the respondents somewhat agrees with the statement. According to the new perspective, a leader assumes that the employees are self-motivated because of the possibilities for self-development as well as the opportunity to take on more responsibility (McGregor, 1960). However, it does not indicate that a leader shouldn't promote motivation for the employees.

To encourage creativity shows an average score of 5,35. The respondents either agrees or definitely agrees with the statement. Encouraging creativity and innovative approaches is an important characteristic for a transformational leader, which can be further connected to a creative leader (Runco, 2014). A study done by Barnes & Soken (2014) also shows that encouraging creativity will lead to the employees creating new ideas, and one of them will likely be a start to something new.

The following statement "be open to new ideas" is connected to the previous statement in quite some ways. Barnes & Soken's (2014) study shows that encouraging creativity will result in new innovative ideas, which means that the leader needs to be open to all different ideas. Further, as Walid (2017) stated in his creative leadership standards, a leader is rarely the one to come up with all the successful ideas in a company/organization. The result also indicates that there is a great connection and importance between this statement and the previous one. The average shows a 5,50 which is translated into that the respondents strongly agrees that a leader should be open to new ideas.

To offer more responsibility may not suit everyone since some might have their table full already. However, according to the new perspective (McGregor, 1960) it is key to offer more responsibility to the employees so that they have the possibility to develop themselves and to achieve common goals with the company. There is however an important difference between giving more responsibility and offering more responsibility. The respondents all agreed that the leader should offer more responsibility, and therefore the average score was 5,10.

Hire employees from different backgrounds, or promoting diversity, is key when hiring new employees for the company to get unique skills that might complement what others may lack (Walid, 2017). The average resulted in 5,00 which shows that all the respondents agree to some extent.

To only share information when necessary, can be understood differently from individual to individual. According to Barnes & Soken's (2014) study, it is key for a leader to share important information to the employees as well as having an open communication between the management and the employees. The respondent's answers were divided. Some answered that they agree, while some answered that they strongly disagree with the statement. The average still shows an inclination towards that the respondents somewhat disagree, with the result of 2,75 in average.

6.1.2 Data analysis of “Key characteristics of a good leader”

This section asked the respondents to rate the three (3) most important characteristics of a good leader. The answers will provide a better understanding of what is appreciated in a leader, and whether it is connected to the characteristics of a creative leader.

The respondents had the following characteristics to choose from: Innovative, Friendly, Open minded, Trust & open based communication, Encouragement to new ideas, Strict, Honesty, and Flexibility. The characteristics mentioned above is based on previous studies/theories that have been mentioned in this thesis.

Out of 20 answers, 18 have put “Trust & open based communication” as a key characteristic, which makes it the most important one according to this survey. Based on Barnes & Soken's (2014) study, they came to a conclusion that would help creating an innovative and creative environment for the employees. Two of those concepts were trust, and open communication. Creating trust between a leader and the employees via a leader's own actions is important. Followed by having an open communication to the employees about all the key information necessary as well as things that are happening in the company. McGregor's (1960) new perspective, theory Y, has also mentioned the importance of having an open and trust based communication between the management and the employees. This would indicate that a key feature for a creative leader is to build trust and have an open based communication style.

“Honesty” got 12 out of 20 possible answers and was therefore, the second most important characteristic according to the respondents. Honesty is a key element in creating a trust-based relationship with your employees (Clemmer, n.d.), and is therefore a very important role for the “Trust & open based communication” to work. Honesty in this

thesis is referred to not lying to your employees, instead you should speak the honest truth. As Walid (2017) mentioned, a leader needs to act on negative behaviors in the working environment before it gets out of hand, this would indicate the need of being able to be honest whether it is something positive or not.

The third characteristic with most answers was "open minded" with a total of 10 votes. An important role in the concept of a creative leader is to be open to new ideas, because it may lead to a creative and innovative solution to a current problem (Walid, 2017). Further, encouraging new ideas will eventually lead to a new starting point (Barnes & Soken, 2014). For a leader to allow employees to come up with new ideas, he needs to be open minded and take every idea into account, because one of them will likely become something great.

The rest of the characteristics were rated in the following order (with most votes first): Flexibility, Encouragement to new ideas, Friendly, Innovative, Strict.

To conclude, characteristics for a good leader such as trust & open based communication, honesty, and open minded was seen as very important from the respondents point of views. The characteristics can be connected to that of a creative leader in the sense of being open minded, which in this case would mean taking new ideas into account. Further, honesty and trust & open based communication being the key connection between a leader and his/her employees to develop their relationship.

6.2 Does a creative leader have a positive effect on the working environment?

The survey has two key questions that will help answer if a creative leader has a positive effect on the psychological working environment, and if that is the case, how? The first main question asked the respondents how they experience the working environment in form of opportunities and leadership behaviors. The second question analyzes how the respondents experience psychosocial effects in the working environment, such as happiness, satisfaction, appreciation, etc.

6.2.1 Analysis of opportunities and leadership behaviors

This section contains 9 questions in a Likert scale, where there's 7 different answers. 1 results in Strongly disagree, 4 indicates a neutral answer, and 7 results that a respondent Strongly agree. This section will provide results in whether the respondents leader can be seen as a creative leader in the context to the theories mentioned in this thesis. Further, calculating correlations between a leader's behavior and the effect on the respondents' experience in the working environment.

Strongly agree	7
Agree	6
Somewhat agree	5
Neutral	4
Somewhat disagree	3
Disagree	2
Strongly Disagree	1

The first question asked whether there are possibilities for individual growth and development in their work. The respondents were unanimous that there are possibilities for growth in their company/organization, the average score was therefore 5,60. This would indicate that it is likely that the respondent's leaders can be seen as creative leader. To follow the last statement, McGregor (1960) pointed out the importance of giving opportunities in development to the employees because it will also result in more gain for the company/organization. Csikszentmihalyi (1990) also mentioned the importance of having responsibilities and challenging tasks to achieve the state of flow that will improve the individual's performance greatly.

The following question "your ideas are taken into account" aims toward understanding if the leader at the company listens to everyone's ideas, which is a key when defining a creative leader. The respondents were once again unanimous and the average scored 5,60, which results in that they agree. This indicates even further that the respondent leaders can be seen as a creative leader. As both Walid (2017) and Barnes & Soken (2014) mentioned in their studies, a leader needs to take all ideas into consideration, because one of the ideas are likely to become a starting point for something new, and that a leader is rarely the one who come up with all new creative ideas in a company.

The third question "It is okay to change old ways of doing a specific task" focuses on the leader's role of allowing creative approaches and ideas to flourish. According to McGregor's (1960) new perspective, it is important for a leader to think about the future rather than the current situation. By allowing creative approaches in the company, the employees may come up with new and effective ideas that will improve the performance (Walid, 2017). The respondents who answered to the question gave an average of 5,50, which indicates that they all agreed to the question to some extent.

The difficulty of tasks matches your own skill level, meaning that a task is not too hard nor too easy. It is a key component in achieving the flow state according to Csikszentmihalyi (1990). The respondents average resulted in 5,60 which indicates that the respondents receive new and harder tasks simultaneously with their own development.

Successful tasks are rewarded can both refer to getting a pay raise or getting more responsibilities and challenges. McGregor's (1960) new perspective refers to giving rewards to employees in form of more responsibilities and opportunities, while the conventional view refers to pay raise for a successful task and punishment for a failed task. The respondents average score was 4,40. Eight out of the 20 respondents answered "Neutral" to this question, which indicates that the respondents were either unsure of how to define the question and the word "reward", or that they simply cannot tell whether the tasks are rewarded.

Tasks need to be supervised by the management to achieve the best results had an average of 3,80 which transfers into somewhat disagree or neutral to the question. The respondent's answers were from disagree all the way to strongly agree. The question tries to answer whether the employees are getting free hands to do tasks in their own way or if the leaders and management will interfere to try to gain the best possible outcome. According to McGregor's (1960) X/Y theory, the conventional view will need to supervise and have control over his/her employees to achieve the best results. However the new perspective, which can be referred to a creative leader, explains that the employees do not need to be supervised, because they are self-motivated and want to develop themselves and the company at hand. The respondents did not have the same opinion, however, 50% have answered disagree or somewhat disagree. To further investigate the question at

hand, the correlation between this question and the experience in the working environment will be calculated.

The sixth question "You have a common goal to achieve success for the company" refers to that of McGregor's (1960) new perspective, where he stated that employees do not need to be supervised, nor do they need a lot of guidance. The reason behind that statement is because of the view of the employees, such as the view of self-motivation and the possibilities for self-development that will also achieve success for the company. The respondents answer was between somewhat agree to strongly agree, with an average of 5,80, which indicates that all the respondents agreed that they have a common goal to achieve success for the company and themselves.

The following question "you are motivated to develop yourself and the company" is a follow up question to the statement of McGregor's (1960) new perspective mentioned in the previous question. The respondents answer also shows that it is true, therefore the average resulted in 6,15. The respondents answer indicates that being motivated to develop yourself will also lead to a development in the company, by achieving a common goal.

The last question "Creative approaches on solving a problem is appreciated" also had positive answers, where all the respondents agreed with the statement to some extent. The average was 5,95. As Barnes & Soken (2014), and Walid (2017) mentioned in their studies, promoting creative approaches towards tasks and problems will likely at some point lead to a new successful idea. Further, McGregor's (1960) new perspective indicates that employees should take creative approaches because of their motivation towards self-development.

6.3 What impact does a creative leader have?

This section contains of four questions about how the employee experiences the psychological working environment. Further, these experiences will be analyzed to find out whether there are correlations between the experiences and how a creative leader act.

6.3.1 Analysis of employee experience in the working environment

The questions are based on a Likert scale with answers from 1-5 (strongly disagree, disagree, neutral, agree, strongly agree). There is also a follow up question that is optional, "In your opinion, how should a good leader act to make you feel appreciated and happy at work?"

Strongly agree	5
Agree	4
Neutral	3
Disagree	2
Strongly Disagree	1

The first question asks whether the respondent experiences that diversity is encouraged in the working environment, e.g. different nationalities, genders, age, cultures etc. Diversity in a company is key to make a perfect team/group, because individuals with unique abilities will complement what some may lack (Walid, 2017). The respondents were very neutral to the question, 11 out of 20 answered neutral. It's likely that the question didn't have a clear and understandable structure, and therefore, there were many neutral answers. However, based on the rest of the answers, the average resulted in 3,30 which indicates a bit more to the side of agreeableness, however the average is still very neutral.

The three following questions targets the employee experience in the psychological working environment in the aspect of affect, cognition, and behavior. (Briner, 2000)

"Do you experience good interactions with your colleagues?" tries to answer whether the employees have good relationships with each other, it is a question that relates to the behavior part in the psychological environment (Strangor, 2014). The respondents have been quite unanimous, and the average score resulted in 4,00, which indicates that they agree with the statement.

The third question "Do you experience satisfaction and happiness?" is based on the affect, which in this case is related to emotions, which can be both short term and long-term, and may therefore have an impact on the result of the respondents depending on their recent emotions (Strangor, 2014). None of the respondents have answered that they disagree

with the statement, but there were a few neutral answers. The average shows a score of 3,75 which indicates that the majority of the respondent's experiences satisfaction and happiness to some extent, but there might be some that don't, based on the neutral answers. The respondents think that a leader should have good collaboration, be flexible, show interest, as well as being a good listener and coach in order to bring happiness to the employees.

The final question asks whether the respondent experiences "gratitude and appreciation" in the working environment. This question also refers to the affect part, and more specifically the emotions that occur in the working environment (Strangor, 2014). The answers collected were between either that the respondents are neutral to the statement, or that they agree, this gave an average of 3,65. The following comment was mentioned from one of the respondents in how a leader should act to make you feel appreciated at work "Show interest in work progress and offer support when tasks are difficult". Further, he should also be interested in your well-being, both in the working environment as well as outside of work, and give both positive and constructive feedback according to one of the respondents. A leader should also not interfere in an employee's tasks if not necessary, but rather keep them in the loop of other developments in the company in order to make the employees feel appreciated.

6.3.2 Correlations

The correlations between the different statements and the respondent's answers did not show a significant correlation, therefore, the correlations cannot be used to support the main question at hand of: How does a creative leader impact the working environment. The highest correlation was at 0,66, which still does not indicate a very high correlation between the statements.

7 Discussion

This section will contain two main topics, a discussion about the result and possible reasons to why it turned out the way it did, as well as a method discussion where I will go over the choice of method and things that could have been improved in the research.

The survey was sent out to companies and sectors where a creative leader would likely exist. The survey was sent out to 15 different companies in Ostrobothnia, Finland. One major company answered the survey, and therefore, the survey was sent out in a Facebook group with the qualification that the respondent needs to work in an environment where creativity is likely to appear (Marketing, company development, developing, administration etc.). The total amount of respondents was 20. Out of the 20 respondents who had given personal information such as age and number of years at the company, the average age of a respondent was 44 with a total of 9 years working at the company. Without breaking the anonymity of the respondents, some of the sectors that have participated in the survey was: marketing, manufacturer, healthcare, sales, accounting, and municipal managers.

7.1 Result discussion

The results did show a clear pattern and followed the concepts and characteristics mentioned in the theories used. However, the correlations were not able to prove the impact of a creative leader directly. The reason may be because I used the Likert scale with different number of answers, e.g. one of the questions had 1-5 while some other had up to 1-7. Further, the option "neutral" is not actually a neutral answer when calculating it into numeric data (it gives the value 4 in a scale from 1-7), this may be a reason why there were no clear correlations between different answers.

7.1.1 Defining a creative leader

Based on the answers from the survey, a good leader should show appreciation, reward successful tasks, and assume that the employees at the company/organization are motivated to work. According to McGregor (1960) the X theory leader is very strict, however in the concept of a creative leader which is more related to the Y theory, the leader is not supposed to be too strict. There is a possibility that the respondents thought of the topic more as a way of having things under control and dealing with problems, which is indeed needed in a leader, it therefore may explain why the answers showed that a leader should be strict. However, the respondents did not agree that a leader should punish failure nor have full control over his/her employee's tasks which also is mentioned

in McGregor's (1960) new perspective, it can therefore be connected to the theory Y and the concept of a creative leader.

The following questions followed the same pattern in form of the answers, meaning that the respondents were unanimous. A good leader should encourage creativity, be open to new ideas, offer more responsibilities to those who want it, encourage diversity in the working environment, as well as sharing information with the employees (not only when necessary, but in general). Based on that, all the answers also followed concepts from the theories mentioned earlier in the research about how to define a creative leader, we can conclude that these factors are important in a creative leader. Further, it is also mentioned in the previous study of Barnes & Soken (2014) that a creative leader needs to encourage creativity and be open to new ideas, which follows the same pattern of answers as in this thesis.

To choose three of the key characteristics of a good leader might have been a hard challenge for the respondents, since a good leader is contained of many characteristics that creates a personality. However, the result still supports the theories mentioned in this research.

7.1.2 Does a creative leader have a positive effect on the working environment?

According to the result of the survey and the previous studies and theories mentioned in this research, a creative leader who creates opportunities for development for his/her employees, listens, and appreciates creative problem solving creates an environment where it is more likely that the employees experience good interactions, satisfaction & happiness, as well as a feeling of appreciation from other employees/management. The survey results indicates that this is true. Further, to strengthen the argument, the respondents have also mentioned in an open question that the factors mentioned above are key factors to how a leader can make them feel appreciated. However, if there is a strong connection or just a coincidence that the respondents experience this type of feelings/emotions in the working environment based on the creative leader's acts cannot be showed. Further, there are other factors in the working environment that can affect the feelings of satisfaction, happiness, appreciation etc. those factors are not taken into consideration in this thesis.

The question whether diversity is encouraged in the working environment has received a lot of neutral answers. This may be because of the fact that a lot of companies today state that they are encouraging diversity, however, there is actually no sign of it. Another reason may be that the respondent's companies are located in areas where there are no possibilities to employ workers from different backgrounds, cultures etc. because the location of the company is too small, and therefore diversity does not exist in that location.

7.2 Method discussion

The method used was chosen to get a broad analysis of the concept. The survey had 20 respondents, which is a bit on the short side. If there would've been more time, I could have compensated the small number of respondents by doing a few (2-3) interviews of the respondents. I would have then received a better understanding of why they answered the way they did, and also get a little more in-depth information. However, despite the lack of respondents, those who answered followed a pattern. The answers were overall very unanimous, meaning that out of all the questions there were only a few that had answers from both sides of the Likert scale (Agree & disagree), the rest of the questions were answered in similar ways. This indicates that despite the lack of respondents, the result would likely show a similar pattern even if there would have been more respondents.

The analysis was very broad. To get more in-depth data, and possible correlations between a creative leader and his/her impact on the working environment, I could have chosen to only target one (1) sector, e.g. marketing companies. However the thesis choice of method shows a result of a broad way of sectors, and what effects a creative leader can have on them.

8 Conclusion

Based on the research questions, the idea of how a creative leader is defined before starting the research matched the results after. The key factors of a creative leader seem to be the ability to solve problematic tasks with innovative ideas, create an open based communication with employees in the working environment where both partners benefit (leader and employee), as well as giving opportunity to employees, because it will also be beneficial for the company.

The following research question “does a creative leader have a positive effect on the psychological working environment” shows a quite clear picture on how employees experience a creative leader. There is an indication that a creative leader affects the working environment positively by allowing self-development, encouragement as well as an open communication where the leader allows mistakes to happen without any severe punishment.

Further research could be done, specifying on the affect and emotions that a creative leader effects on the employees and come to an answer whether there might be other factors that impacts the employee emotions/feelings. Further studies could also be done by targeting a specific line of business instead of an overview of many sectors.

9 References

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Appendices:

A creative leader's impact on the working environment

My name is Kim and I'm writing my bachelor thesis in business administration. This is a short survey on a creative leader's impact on the working environment. Your answers will be anonymous (name & age will only be used for statistical reasons). The answers from the survey will only be used for the purpose of the thesis.

Thank you for taking your time!

* Obligatoriskt

Company information

Not mandatory, but preferred (for statistical reasons)

1. Company name:

2. Your age:

3. Number of years at the company:

Questions about leadership

Please answer to the best of your knowledge

4. A good leader should: *

	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly agree
Be strict	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Show appreciation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Punish failure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reward successful tasks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Always have control over his/her employees and supervise each task that is done	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Assumes everyone is motivated to work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. Further, a good leader should also:

	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
Encourage creativity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Be open to new ideas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Offer more responsibilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hire employees from different backgrounds	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Only share information when necessary	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. What are the key characteristics of a good leader in your opinion? Select the three (3) most important characteristics *

- Innovative
- Friendly
- Open minded
- Trust & open based communication to employees
- Encouragement to new ideas
- Strict
- Honesty
- Flexibility

7. Did I leave a key characteristics of a good leader out of the answers? In that case, which?

8. At your work: *

	Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree
There are possibilities for individual growth (via e.g. responsibilities, challenging tasks)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your ideas are taken into account	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is okay to change old ways of doing a specific task	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The difficulty of tasks match your own skill level (Not being too hard nor too easy)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Successful tasks are rewarded	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tasks need to be supervised from the management to achieve the best results	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
You have a common goal to achieve success for the company	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
You are motivated to develop yourself and the company	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creative approaches on solving a problem is appreciated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. In the working environment, do you experience: *

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
That diversity is encouraged? (Different nationalities, genders, cultures etc. exist in the company)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Good interactions with your employees?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Satisfaction and happiness?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gratitude and appreciation from others?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. In your opinion, how should a good leader act to make you feel appreciated and happy at work?

11. If there is anything you would like to add to a creative leader's impact on the psychological working environment, please do so.

A large, empty rectangular box with a thin black border, intended for the respondent to write their answer to question 11.