



ROLE OF POSITIVE AFFECTIVE EXPERIENCES OF TRANSFORMATIONAL LEADERSHIP'S IMPACT AND INCENTIVES FOR CREATIVE PERFORMANCE AND ORGANIZATIONAL CITIZENSHIP BEHAVIORS

Fakhraddin Maroofi¹

¹Associate professor at department of management university of Kurdistan, Sanandaj, Iran

ABSTRACT

This research employed an interactionist approach to demonstrate the way that trait PA affects TL and, as a result, affect OCB and creative behavior. The methodological approach of this research is a Quantitative survey of 212 employees and their direct managers from the west of education of Iran in Marivan city. Finding show that the results support the hypothesized moderation effect. A transformational leader who possesses high trait PA may have a stronger relationship with a follower with high trait PA. Therefore, the positive influence of transformational leadership on creative performance was significantly reduced for followers who were higher on the trait PA ($\Delta R^2 = .03, p < .05$). The same pattern, in which followers' trait PA appeared to substitute for the influence of transformational leadership, generalized to the outcome of follower OCB as well ($\Delta R^2 = .05, p < .01$). In this paper discussed theoretical and practical implications of these findings.

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Keywords: Interaction approach, Transformational leadership, Creative performance, Organizational citizenship behaviors, Trait positive affectivity, Creative behavior.

Contribution/ Originality

This study contributes in the existing literature and uses new estimation methodology and originates new formula also, is one of very few studies which have investigated and this paper contributes the first logical analysis and paper's primary contribution is finding very well.

1. INTRODUCTION

In the organizational textuality, researchers recognize leadership as a main situational factor that may affect the two noteworthy employee behaviors, including creative performance and organizational citizenship behaviors (OCB) (e.g., creative performance: Tierney *et al.* (1999) OCB: Podsakoff *et al.* (2000). Researchers recognized Creative performance and OCB as privileges for

the organizations (creativity: [Shalley et al. \(2004\)](#) OCB: [Podsakoff et al. \(2009\)](#)). Creative performance refers to the production of novel and beneficial products, processes, and/or services in the organizations [Woodman et al. \(1993\)](#) and OCB refer to “employees’ performance, which advocate the psychological and social circumstances in which task performance occurs” ([Organ, 1997](#)). Also, researchers that investigate about leadership have paid specific attention to the transformational leadership ([Avolio et al., 1999](#)) and found that transformational leadership (TL) is positively forecasting the creative performance ([Shin and Zhou, 2003](#)) and organizational citizenship behaviors ([Piccolo and Colquitt, 2006](#)). [Bass \(1999\)](#) define Transformational leadership as moving the follower beyond instant self-interests via idealized impact (charisma), inspiration, intellectual stimulation, or individualized consideration. The existing experiential and theoretical researches that indicate a favorable link between transformational leadership and two variables of creative performance and OCB (e.g., for meta-analysis, see [Wang et al., 2011](#)) establish backgrounds for proposing that there are more intricate links among them than researchers formerly suppose. This research has used an interactionist approach so as to investigate the intricate affiliation between transformational leadership and creative performance and OCB. Interactionist approach supposes that the determinants of the behavior consist of the interplay between situational and personal factors ([George and Zhou, 2001](#)). The revelation behind our study was the share of the positive capacity affective motives (e.g., for creative performance, see [Baas et al. \(2008\)](#) for OCB, see [Kaplan et al., 2009](#)). Moreover, the transformational leadership partially motivates the followers with impact on their affective experiences at work ([Bass, 1985](#)). Therefore, it is hypothesized that employee’s dispositional tendency to experience a positive effect (i.e., followers’ trait positive affectivity (trait PA). [Watson and Clark \(1992\)](#) possess a significant role in moderating the influence of transformational leadership on creative performance and OCB. In relation to recognizing moderator variables in leadership studies, can try to make two contributions to the literature in this respect ([Howell et al., 1986](#)). First, to attempted to indicate the significance of employee’s character PA as a moderator of the impact of the transformational leadership. Second, as a result of this assumption that all kinds of performance here have the same capacity affective motives investigated that the way the existing moderation pattern distributed to OCB and creative performance. The significance of a transformational leadership style is that this leadership approach influences, followers to achieve beyond the status quo and/or explicit exchange agreement ([Bass, 1985](#); [Bass and Riggio, 2006](#)). Moreover, transformational leadership behaviors are assumed to encompass “strong emotional component” ([Bass, 1985](#)) and usually categorized into four extensive behavioral dimensions ([Bass and Avolio, 1995](#)). These behaviors evince the employees to perceive positively concerning the act in the interest of the group and envelop the praiseworthy behaviors of leaders via role modeling ([Wang and Howell, 2010](#)). The inspirational stimulant is the next dimension contributing to representing inspiring and adsorbent visibilities. These behaviors seem to yield optimism and dither about future aim acquisition, cause the tasks to be meaningful and finally to reinforce high standards. Intellectual motivation is a third dimension, includes motivating followers to take intellectual risks and to challenge the existing status. The fourth dimension, personalized consideration, encompasses considering followers’ personal needs, often by operating as a kind of educator or coach ([Judge and Piccolo, 2004](#)). The transformational

leadership has been researched as a generalized style in the extant study. Employing this conceptual frame at the level of leadership style meant incorporating four dimensions of the behavior and the establishment of an extensively used solitary construct. Moreover, it presumes that leadership styles apply a generalized impact on followers' work environment experiences and behaviors. Although these four dimensions are conceptually distinguished, but they're examined as a ritual of the whole as the way we followed in the extant study (Pieterse *et al.*, 2010; Rosing *et al.*, 2011). With raising strong positive affective effects, transformational leadership may affect person's creative performance (Basu and Green, 1997). This can motivate the followers to positively use their imagination to attain unusual solutions to the problems (Avolio *et al.*, 1999) and employ a critical part of creating performance entitled divergent thinking (Sternberg, 2005). Personalized consideration can afford the followers with positive feelings that may lead to comfort taking a risk and investigating the unresolved ideas (Shamir *et al.*, 1993). The researchers have demonstrated that the positive influence of the transformational leadership on the creative performance of the followers (Wang and Rode, 2010; Rosing *et al.*, 2011; Wang *et al.*, 2011). Moreover, two other researchers (quantitative) have indicated that this positive relationship is also intricate and encompasses important moderators. Besides studies shows that the interaction approach is useful in investigating the relationship between transformational leadership and creative performance and finally the developmental studies indicate that the influence of transformational leadership relies on certain characteristics that the followers possess (Shin and Zhou, 2003). With raising strong positive effects, theoretically, Transformational leadership may affect individual's creative performance. As an example, the positive feelings of dependence and solidarity is being established among followers that probably enhance dither and involvement in pro-social activities like organizational citizenship behaviors. As a result, it assumes that transformational leadership affects OCB and OCB necessitate the employees to act beyond the appointed job needs so as to improve the social and psychological environments of the workplace (Organ, 1997). Some quantitative investigations have indicated the positive relationship between transformational leadership and OCB (Wang *et al.*, 2011). Anyway, growing investigations demonstrated that the relationship between transformational leadership and OCB is more intricate (Judge and Piccolo, 2004). Wang *et al.* (2011) in a meta-analytic study demonstrated that moderators are present in the relationship between transformational leadership and OCB. The former study based on interaction approach within a hypothesized framework indicates the way personal characteristics moderate the effects of transformational leadership (Woodman *et al.*, 1993). The former arguments prominently indicate that positive affective experiences are presented outstandingly among the effects of transformational leadership and the stimulant for both creative performance and OCB. It's believed that when the positive affective experiences are in the center, as a result, it prepares a foundation to hypothesize how a followers' trait PA (Watson and Clark, 1992) may have a significant role in moderating the relationships between administrator's transformational leadership style and employee's creative performance and OCB. Positive affectivity as an effective construct drew the researcher's attention more and more in the literature because researchers recognized an enhanced demand to perceive employers affective experiences within the work environment and these experiences affect individual's behaviors and perceptions (Barsade and Gibson, 2007). Therefore,

the positive affectivity is a disposition construct within our interaction model that describes individual based traits. Especially PA has been investigated with respect to OCB and creative performance. For instance, Kaplan *et al.* (2009) after reviewing experiential evidence found out that there is a positive relationship between positive affectivity and organizational citizenship behavior. Furthermore, Baas *et al.* (2008) go over the experiential evidence and provided patronage for the positive influence of positive moods on creative performance. Watson and Clark (1992) define positive moods as a construct with basic and conceptual overlap with trait positive affectivity. Trait PA indicates a mean of person's state PA (Diener and Emmons, 1984). Therefore, high trait PA reflects people's general inclination to encounter state PA and expound environmental motive, for example, leader styles in positive ways. Transformational leadership, as has been argued earlier, encompasses drastic emotional ingredients related with follower's inclination to experience positive affective incidents in the work environment, for instance, inspiration, charisma, and stimulation. Therefore, trait PA may indicate a significant moderator of transformational leadership's effect on the follower's affective experiences and behaviors in the work environment. Barsade and Gibson (2007) states that persons with higher trait PA in comparison with those with lower trait PA specified as people inclined to be pleasant and full of energy and encounter positive moods, such as pleasure and health throughout various situations contrasted with persons that inclined to be low energy, indolent (Barsade and Gibson, 2007). Those with higher trait PA usually state that they possess such feelings as enthusiasm, deliberation, concern, excitement, inspiration and determination (Watson *et al.*, 1988). Our theory-based discourse regarding the effects of transformational leadership demonstrates that transformational behaviors probably take action similar to impress creative performance. For instance, from the theory point of view, intellectual stimulation, individualized consideration, and inspirational motivation, encourage followers to think divergently, to investigate different ideas and work with the aim of meeting creative solutions. Therefore, it is discussed that to substitute the follower's trait of PA for the impact of transformational leadership that improves creative performance (Howell *et al.*, 1986). For example, when a person possesses high trait PA, as a result, he/she owns the necessary incentives, an inspiration to rely on them to obtain the creative performance. Therefore, it's not probable for such followers be benefited from the more inspirational and motives of transformational leadership. However, for those with lower levels of trait PA that have less stimulation and inspiration, transformational leadership can operate as a strong motivation to meet the creative performers. In the same way discussed the influence of transformational leadership and trait PA on employee organizational citizenship behaviors. Those who possess higher trait positive affectivity, consequently have more energy and vigor that as a result leads to the promotion of approach-related behaviors (Cacioppo *et al.*, 1999). OCB itself encompasses devotion of energy and active engagement. Our theory based argument related to transformational performance demonstrates that the extent influence of transformational behaviors probably acts in the same manner to affect organizational citizenship behaviors. For instance, OCB may be improved employing idealized effect and personalized consideration by enhancing energy amount and inclination to manage more pro-social behaviors that are beyond job necessities. Therefore, discussed that the employee's trait PA can be used as a substitution for transformation leadership

that improve and put forward OCB. To cut the story short suggested that transformational leadership is more significant and effective for the followers with lower levels of trait PA as they possess low inspiration and stimulation. Because for those with higher trait PA, trait positive affectivity can substitute different procedures that transmit the positive effect of transformational leadership needed to promote OCB and creative performance.

Hypothesis 1: Follower trait PA negatively moderates the effect of transformational leadership on follower creative performance, such that the positive relationship between transformational leadership and creative performance is neutralized when followers are higher on trait PA.

Hypothesis 2: Follower trait PA negatively moderates the effect of transformational leadership on follower OCB such that the positive relationship between transformational leadership and OCB is neutralized when followers are higher on trait PA.

2. METHODS

2.1. Participants

Data were collected from the education in the west of Iran, Marivan city and sent out questionnaires to 450 managers–subordinate, which 362 questionnaires completed and returned, resulting in a response rate of 72 percent. Participants included these 362 followers and their direct managers. Among the 362 employees, 60 percent were men, 24 percent were 20–25 years of age, 51 percent were 26–35 years of age, 17 percent were 36–45 years of age and 8 percent were 46.... Years of age. The employees were in a position, which their daily work required creativity. The organization was moderate in size and was located in the west of Iran with regard to many societal and demographic factors, such as education and job opportunities (Logan, 2002). It is believed that the participants in this study shared similar professional attitudes and concerns as their central education counterparts (Den Hartog *et al.*, 1999; Thompson, 2007). Followers responded to a survey containing measures of trait PA, demographic information, and the leadership style of their managers. Direct managers provided ratings of their followers' creative performance and OCB. The research team directly distributed all questionnaires. It is obtained the independent variables and dependent variables from different sources. Followers rated managers' leadership styles and follower Personality and managers rated follower creative performance and OCB. It is obtained ratings from different sources to reduce bias related with common method variance.

2.2. Trait Positive Affectivity

In order to measure trait PA, we employed Watson *et al.* (1988) PA scale and Positive and Negative Affectivity Scale (PANAS) that encompasses eight markers of PA. Also, we used six – point Likert response scale (1 = totally disagree, 6= totally agree) to demonstrate the extent that they agree with the adjectives that describe them generally. (Cronbach's $\alpha = .83$).

2.3. Transformational Leadership

The Multifactor Leadership Questionnaire (Bass and Avolio, 2000) that contains eighteen behaviorally based items was used to rate the managers' transformational leadership and measure four dimensions of transformational leadership: intellectual stimulation (Cronbach's $\alpha = .82$; e.g.,

“Further study critical suppositions ask if they are suitable”). Idealized affect (Cronbach’s $\alpha = .85$; e.g., “discusses his/her most important values and beliefs”); inspirational motivation (Cronbach’s $\alpha = .84$; e.g., “Talks enthusiastically about what needs to be done”); Personal consideration (Cronbach’s $\alpha = .72$; e.g., “Spends time teaching and coaching”). Judge and Piccolo (2004) have indicated that the four dimensions of transformational leadership correlate strongly (after correction, $p=0.94$). In the extant research, the four dimensions were also forcefully correlated, ranging from $r = .67$ (consideration and inspirational motivation) to $r = .86$ (intellectual stimulation and idealized effect). In addition, confirmatory factor analysis yielded factor loadings of .77 and more for each of the four dimensions onto a single transformational leadership factor. As a result, we determined to incorporate the four dimensions by averaging them into a universal transformational leadership variable (Cronbach’s $\alpha = .95$). Answers were prepared on a 6-point response scale (1 = totally disagree, 6= totally agree).

2.4. Creative Performance

Managers were estimated using various-item responded on a 6-point response scale (1 = totally disagree, 6= totally agree) demonstrating followers’ creative performance on a 5-item scale from the George and Zhou (2002) Cronbach’s $\alpha = .87$.

2.5. Organizational Citizenship Behaviors

Managers were estimated using various-item responded on a 6-point response scale (1 = totally disagree, 6= totally agree) demonstrating followers’ OCB on a 4-item scale chosen from Chen *et al.* (1998) Cronbach’s $\alpha = .85$.

2.6. Control Variables

We coded age as 1 = 20–25 years old, 2=26–35 years old, 3=36–45 years old, and 4=46.... Years old. We coded gender as 1 = male and 2 = females. We coded organizational tenure as 1 = 1–5 years, 2=6–10 years, 3=11–15 years, 4=16–20 years, and 5=more than 21 years. We coded tenure with the leader as 1 = 1–5 years, 2=6–9 years, 3=10–14 years, 4=15–19 years, and 5=more than 20 years. We coded education as 1 = primary school, 2=high school, 3=secondary school, 4=college, 5=master. We based responses to the demographic questions on categories on protecting respondent anonymity in compliance with the organization's request.

3. RESULTS

Table 1 shows the means, standard deviations (SDs), reliabilities, and correlations among variable. Although we are analyzing transformational leadership as a single construct, table 1 shown the dimensions of transformational leadership that all four dimensions correlated similarly with both dependent variables and the other study variables. The zero-order correlations between transformational leadership and both follower creative performance and OCB were not significant. Trait PA was significantly related to creative performance ($r=.18$) but not to OCB ($r= .08$). Educational and ages were positively correlated with both creative performances respectively; ($r = .34$; $r=.26$) and OCB (with education, $r = .26$; with age, are $= .26$). Tenure with leader was

positively correlated with OCB ($r = .23$) but not with creative performance ($r = -.01$). Organizational tenure was also positively correlated with OCB ($r = .17$) but not with creative performance ($r = .01$). Females were also rated significantly lower than males on creative performance ($r = -.19$) and OCB ($r = -.021$). We used moderated regression analyses to test Hypothesis 1 that the follower trait PA moderates the effect of transformational leadership on follower creative performance. Table 2 shows the final step of the moderated regression analysis, which includes the interaction between transformational and trait PA, was significant ($b = -.025$, $\Delta R^2 = .03$, $p < .05$), supporting the first hypothesis. The significant negative interaction term demonstrates that as a follower trait PA increased, the relationship between transformational leadership and follower creative performance decreased. Figure 1; shows the simple slopes showing creative performance with transformational leadership for followers who were 1 SD above and below the mean on trait PA. Regarding a Hypothesis 1, there is no relationship between transformational leadership and creative performance among followers 1 SD above the mean on trait PA ($b = 0.01$, $p = .92$). However, among followers who were 1 SD below the mean on trait PA, there is a significant positive relationship between transformational leadership and creative performance ($b = 0.35$, $p = .01$). Hypothesis 2 as shown in Table 2, the final step of the moderated regression with OCB as the dependent variable demonstrated that as a follower trait PA increased, the relationship between transformational leadership and follower OCB decreased ($b = -.030$, $\Delta R^2 = .05$, $p < .01$), therefore supporting hypothesis 2. We planned this moderating effect in Figure 2. Simple slope tests revealed that managers' transformational leadership was not related to follower OCB among those followers who were 1 SD above the mean on trait PA ($b = 0.05$, $p = .76$). However, among followers 1 SD below the mean on trait PA, the relationship between transformational leadership and OCB approached statistically significant ($b = 0.28$, $p = .07$).

4. DISCUSSION

An interactionist approach may be needed to thoroughly perceive the relationships between transformational leadership and OCB and creative performance in the work environment (Pieterse *et al.*, 2010). Positive affective experiences have been connected to the effect of transformational leaders (Bass, 1985). These experiences establish some stimulant for creative performance (Baas *et al.*, 2008) and OCB (Kaplan *et al.*, 2009). According to the evidence, the person's chronic disposition to experience a positive effect may be a significant moderator inside the interaction approach model that describes the transformational leadership's impact on creative performance and organizational citizenship behavior. Our aim is to provide some evidence from this study that the follower trait PA is a significant moderator within the interaction model because no earlier experiential researchers determined trait PA as a moderator within this framework.

As previously mentioned, Trait PA moderates the relationship between transformational leadership and creative performance and organizational citizenship behavior. TL had a positive relationship with a creative performance for those followers which possess higher trait PA but hadn't a significant relationship for the followers with high trait PA. Also, transformational leadership had a positive relationship with OCB for the employee with lower levels of trait PA but TL wasn't positively related to OCB for those with high trait PA. This study indicates that

interaction model is very critical for describing the effects of trait PA on transformational leadership and the effects of TL on follower's behaviors.

4.1. Theoretical Implications

In this study, we found that there is a restricted framework (trait PA) that can investigate the influence of transformational leadership on OCB and creative performance. Our findings reveal that the employee's trait PA may substitute for those positive affective influences that transformational leadership possesses such as inspiration and stimulation. Although this study fits with the influence of transformational leadership on both creative performance and OCB, but it illuminates that trait PA has a critical effect on these relationships. In other words, trait PA distinguishes whether transformational leadership influences creative performance and OCB or not. These results indicate that all followers don't answer the transformational leadership in the same way. In other words, transformational leadership assumes that it cannot impress the creative performance and OCB of those followers that possess high trait PA which demonstrate that PA can be substituted for transformational leadership (Howell *et al.*, 1986). We can find the effect of transformational leadership only on those with low trait positive affectivity. Moreover, this study recognized enthusiasm, excitement and inspiration as the critical variables in TLs impact and creative performance and OCBs stimulant. Besides, the results confirm earlier discussions that leadership impact is a part of an intricate interaction (Barling *et al.*, 2011). In addition, some features individual or context can be substituted for the impacts of leadership or/and neutralised the leadership effects (Piccolo and Colquitt, 2006).

Although, we extended the literature by suggesting that Trait PA is an individual's character that can substitute for transformational leadership's motives on OCB and creative performance. The extant study emphasizes the impact of transformational leadership style on person's behaviors. The study also indicated that impact of TL distributed to both OCB and creative performance, which are two distinguished concept of behavior. Therefore, our findings fill the extant gap in the leadership literature recognizing the impact pattern that can be distributed to follower's outcomes. It also suggests that some theoretical mechanisms may act to affect a number of follower's outcomes. As well as some of the follower's characteristics interact with the impact of TL (Pieterse *et al.*, 2010) personal values, (Shin and Zhou, 2003) and the previous studies clarifies that these interactive effects may distribute to multiple employee outcomes (Pieterse *et al.*, 2010).

4.2. Practical Implications

The extant study proposes that transformational leadership influences those followers who have lower levels of trait PA. Moreover, TL will be more effective (i.e., low trait PA, (Barsade and Gibson, 2007). The results are significant in order to refer to the developing leaders as the former study (Bono and Judge, 2004) demonstrates that transformational leaders are inclined to have the mean levels of extraversion. (A strong correlate of trait PA, (Watson and Clark, 1992) and people may be inclined to develop relationships with people similar to themselves (Byrne, 1971). So, a transformational leader who possesses high trait PA may have a stronger relationship with a follower with high trait PA. Anyway, persons with lower trait PA enjoy more from the

transformational leadership. Second, Prior researchers have demonstrated that we can train transformational leadership (Dvir *et al.*, 2002). If OCB and creative performance are used as TLs teaching effectiveness criteria, then keeping out trait PA may lead to model misspecification and wrong decision making. However, this is significant for evaluating the leadership effectiveness also it's important when OCB and creative performance of the followers are investigated.

4.3. Limitation and Future Research

However, in this study there are some limitations, although devoted good share to the literature. First, to evaluate the creative performance, we didn't employ dimensional scales which confine our capability to study it more sophisticatedly. Researchers can examine various dimensions of creative performance, to perceive the exchange between trait PA and transformational leadership in specifying the follower's creative performance. Also, the future study can use a multi-dimensional measure of innovative performance from Scott and Bruce to study whether the creative performance substitute for TL in influencing the innovation processes (idea generation, idea promotion, and idea realization). The second implication is related to cross-sectional of recent data that leads to accidental direction.

It's probable that employee's performance influence their understanding of their managers' leadership styles. People with high creative performance or OCB may call their managers as "transformational". Therefore, the next researchers can focus on studying the process of accidental direction. Moreover, conceptual level concentrates on distributed patterns defining the interaction of leadership styles with employee's status to affect performance behaviors at a longer time. Moreover, the new researchers can study the extant hypothesis by employing and sampling methodology at a more conceptual level (Song *et al.*, 2008) to investigate the distinguished leader may interact with state-based emotions to affect performance parts. The extent assumption here is that event-based- experiences gather increasingly to establish a generalized pattern.

5. CONCLUSION

Overall, our study employed an interactionist approach to demonstrate that trait of PA affects TL and, as a result, affect OCB and creative behavior. Moreover, we suggested that trait PA can be employed as a substitution for the effects of transformational leadership on follower's behaviors. Furthermore, only those enjoy the effects of transformational leadership who have lower levels of trait PA. This means that those who possess a high trait PA encompass the inspiration, stimulation, and energy and therefore, their creative performance and OCB don't enjoy the further effects of transformational leadership.

Generally, this study developed the literature on transformational leadership theory and the further perception of the effects of trait PA s interaction with transformational leadership to impress creative performance and OCB were to aspire to perceive how to attain organizational success using this study and clarifying the complex interaction exists between the behaviors of the leaders and followers traits.

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Table-1. Means, standard deviations, and intercorrelations among all variables (n=362).

Variables	M	SD	1	2	3	4	4a	4b	4c	5	6	7
Creative performance	3.23	0.89	(.85)									
Organizational citizenship behavior	4.21	0.81	.58**	(.84)								
Positive affectivity	4.02	0.62	.18**	.09	(.82)							
Transformational leadership	3.39	0.60	.07	.04	.51**	(.89)						
Intellectual stimulation	3.48	0.60	.04	.02	.42**	.87**	(.76)					
Inspirational motivation	3.52	0.71	.10	.06	.46**	.83**	.70**	(.80)				
Consideration	3.03	0.65	.06	.03	.50**	.80**	.72**	.63**	(.65)			
Idealized influence	3.50	0.65	.05	.02	.50**	.90**	.76**	.80**	.70**	(.78)		
Education	5.06	0.78	.34**	.25**	.05	.03	-.05	.05	.06	.03	-	
Leader tenure	1.45	0.76	-.04	.23**	-.05	-.06	-.02	-.08	-.08	.15*	-	
Organizational tenure	1.56	0.67	.03	.17*	-.15	-.04	-.11*	-.08	-.12*	.72**		-
Age	1.76	0.63	.26**	.23**	.02	-.05	-.03	.02	-.05	.40**	.20**	.34**
Gender	1.71	0.42	-.15*	-.21**	-.06	.06	.07	-.08	.05	.03	-.23**	-.34**

For variables created from multi-item scales, Cronbach's alpha reliability is shown in parentheses *p<.05; **p<.01.

Table-2. Regression analyses predicting creative performance and organizational citizenship behaviors from transformational leadership and trait positive affectivity.

	DV: Creative performance		DV: OCB	
	Step 1	Step 2	Step 1	Step 2
	Main effects	Interaction	Main effects	Interaction
Predictors				
Constant	1.54**	1.46**	3.34***	3.12***
Education	0.34***	0.38***	0.13	0.12†
Tenure with leader	-.017	-.019	0.22†	0.19†
Organizational tenure	0.03	0.11	-.013	-.04
Age	0.11	0.11	0.19*	0.21*
Gender	-.022	-.019	-.015	-.013
Transformational leadership	-.03	-.03	0.04	0.05
Trait positive affectivity	0.23*	0.20*	0.06	0.06
ΔR ²	.18***		.11***	
Transformational leadership Trait positive affectivity		-.025*		-.030**
ΔR ²		.03*		.05**
Total R ²		.23***		.18***

Note: Unstandardized coefficients are reported. "Gender": 1=male, 2=female. Components of interaction are mean-centered. N = 362.

†p<.10; *p<.05; **p<.01; ***p<.001.

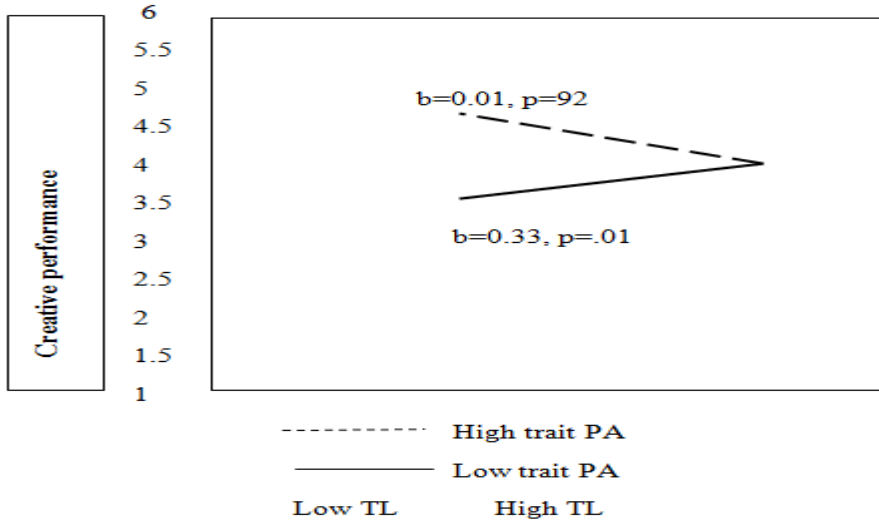


Figure-1. Moderating effect of trait PA on transformational leadership–creative performance relationship

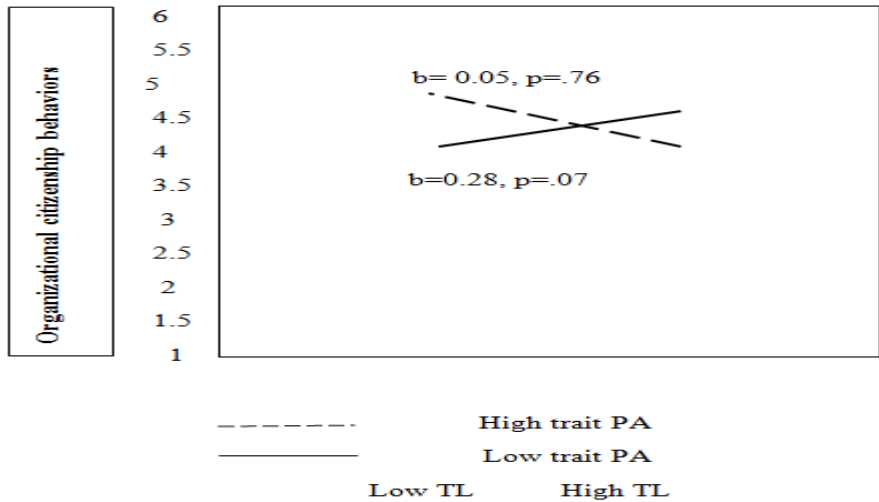


Figure-2. Moderating effect of trait PA on transformational leadership–organizational citizenship behaviors relationship

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