Participative Leadership on Organisational Creativity: A Moderating Effect

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Abstract

Organisational culture plays an important role in developing employees' creativity. The culture within an organisation differs from one organisation to another. The four main organisational cultures are adhocracy culture, market culture, clan culture and hierarchy culture. These cultures impact employees' creativity differently and exist in public learning institutions. Public learning institutions are too rigid by nature and highly bureaucratic compared to private institutions. Consequently, rigidness and bureaucracy become an obstacle to developing organisational creativity. Nevertheless, the literature argues that leadership plays a vital role in shaping organisational culture and becomes an agent of change to encourage creativity within a public learning institution environment. This study aims to investigate the moderating effect of participative leadership on organisational creativity. The population of this study was the top 20 Thai universities in the innovation ranking by Scimigo Institutions Ranking for 2022. The questionnaires were distributed to 250 staff working in those universities, and 183 questionnaires were returned. The findings showed that participative leadership had a moderating effect on clan culture and market culture. Nevertheless, participative leadership did not have a moderating effect on hierarchical culture. The paper shows that an organizational culture plays an important role for an innovation as well as a leadership especially a participative leadership. A leader should play a role in shaping an organizational culture which can facilitate an innovation within an organization. Therefore, a process of selecting a leader within a public agency is very vital for promoting creativity and innovation.

Keywords: Organisational culture, Participative leadership, Organisational creativity