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MD. NURUN NABI, MD. AMDADUL HOQUE, MD. FARIJUL ISLAM, SYED MUDASSER ABBAS, MD. AHASHAN HABIB, MD. SHELIM MIAH, MARZIA YESMIN

The Nexus between Participative Leadership and Followers Creativity: Role of Willingness to Risk-Taking as Behavioural Mechanism

Abstract

Research background and purpose: The main objective of this research is to investigate the effects of participative leadership (PL) on followers creativity including follower radical creativity (FRC) and follower incremental creativity (FIC) of Bangladeshi textile employees. In addition, this and also research examine whether the willingness to risk-taking (WRC) (a behavioural mechanism) mediates the aforementioned relationship in Asia's manufacturing contexts.
Design/methodology/approach: In this quantitative exploratory study, 349 respondents from Bangladesh's technology and labour-intensive textile industries participated in a survey. The research used the random as well as purposive sampling in accordance prior research. The research employs a deductive methodology in order to examine the hypotheses, utilizing SPSS 26 and SMART PLS 3.8.
Findings: The findings revealed that participatory leadership was positively related to willingness to risk-taking as well as follower radical, and incremental creativity. Furthermore, willingness to risk-taking is also positively correlated to follower radical and incremental creativity. In addition, the findings also indicated that risk-taking had a positive and substantial role in mediating the aforementioned association between participative leadership and follower radical and incremental creativity.
Value added and limitations: In contrast to the previous conventional social exchange theory (SET), this study expands the focus of SET by examining the relationship between participative leadership and follower radical and incremental creativity in relation to willingness to take risks. This research adds to the existing body of literature on the connection between leaders and followers. In addition, this research also contributes to the expanding literature on how workers in textile firms may promote both radical and incremental creativity and develop the creative innovation inside their company. Apart from that, it also explores strategies for inspiring followers to embrace risk-taking and engaging in both radical and incremental creativity activities that can improve organizational creative performances. The study's shortcomings and potential avenues for more investigation are explored.

Keywords: *participative leadership, willingness to risk-taking, follower radical creativity, follower incremental creativity, developing country, emerging economics*

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Md. Nurun Nabi ✉
Department of Textile Engineering Management, Bangladesh University of Textiles, Tejgaon, Industrial Area, Dhaka-1208, Bangladesh; Email: nurunnabimgt@gmail.com; ORCID: 0000-0002-6736-5624
Md. Amdadul Hoque
Department of Finance and Banking, Comilla University, Comilla, Bangladesh; ORCID: 0009-0006-7573-3032
Md. Farijul Islam
Department of Marketing, Jagannath University, Dhaka, Bangladesh; ORCID: 0009-0007-3350-6146
Syed Mudasser Abbas
Institute of Business Studies, Kohat University of Technology and Science, Pakistan; ORCID: 0000-0002-6088-2231
Md. Ahashan Habib
Department of Textile Engineering Management, Bangladesh University of Textiles, Dhaka, Bangladesh; ORCID: 0000-0002-6850-6505
Md. Shelim Miah
Southeast Business School, Southeast University, Dhaka, Bangladesh; ORCID: 0000-0002-8838-9852
Marzia Yesmin
Department of Mathematics and Statistics, Bangladesh University of Textiles, Dhaka, Bangladesh, ORCID: 0000-0002-0406-2941

1. Introduction

In recent decades, the phenomenon of followers' creativity has garnered considerable scholarly and professional interest (Guo & Zhang, 2024). Despite extensive investigation and practical application spanning numerous years, it continues to be recognized as a significant catalyst and organizational asset (Zhang & Bartol, 2010). Textile organizations in Bangladesh are facing multiple problems like increasing competition for similar products and services, product designs and product customizations, high-tech-based manufacturing systems, buyers' requirements, prompt satisfaction of customers' orders, irreparable injuries and damages to employees, and even the sudden death of followers (Nguyen et al., 2024). Further, developing and emerging economies experience a dearth of infrastructure, support systems, and other amenities when compared to developed country. Moreover, providing appropriate service is challenging due to the high cost of creativity installation, maintenance, expansion, and overall hesitation to accept the risky task from the follower side (Qu et al., 2015). Organizations commit a significant amount of resources in order to hone the creative capacities of their followers in order to address the challenges and risks that are present in the global competitiveness of the business atmosphere (Chen et al., 2021). There is a lot of evidence supporting the link between leadership styles and creativity, but more recently, academics have focused on developing a more thorough knowledge of how participatory leadership styles affect and foster followers' radical creativity (Chen et al., 2021). Nonetheless, the majority of research has tried to investigate the many precursors of followers' inventiveness, and creative thinking (Tu et al., 2019), however, scant scholarly consideration has been directed toward the subject matter of participative leadership and its intricate connection to the manifestation of radical and incremental creativity among followers (Nabi et al., 2022; Xu & Wang, 2019) in the context of Bangladesh. To extend, many Bangladeshi industries have started to use the perception of participative leadership that can assist followers in producing new and helpful concepts through participative behaviours and a collaborative environment in terms of products as well as goods, services, techniques, and ways of accomplishing a task (Chen et al., 2020). Apart from that, empirical evidence increasingly supports that participative leadership constitutes an essential contextual factor in motivating and augmenting followers' creativity (Chen et al., 2021; Li et al., 2021; Nabi et al., 2022). Several studies, including, Dewett, (2007) and Jung et al., (2020), revealed that risk-taking behaviour positively influenced creative performance. In accordance, innovations, creativity, and breakthroughs frequently entail substantial uncertainty. (Cai et al., 2021). Previous research has evidenced that risk-taking is crucial for increasing followers' creativity (Chen et al., 2020), and a considerable body of pertinent literature suggests that risk-taking positively influences the creativity of followers (Javed et al., 2018; Jung et al., 2020). However, the research on willingness to take risks presents

both conflicting and inconclusive results (Beekwilder & Endlich, 2019; Henriksen et al., 2021). For instance, Y. Zhang et al., (2021) found that risk-taking had a partial moderation effect on followers' creativity. In contrast, Creely et al., (2021) discovered that risk-taking had no beneficial or substantial mediation impact. So, the role and importance of willingness to risk-taking require more clarification and interpretation in this textile industry context. Considering the prior evidence, this research proposes that participative leadership is beneficial to the followers' creativity (Guo & Zhang, 2024). This proposition adds the value of association between participative leadership and follower radical and incremental creativity in developing country context.

The significance of radical and incremental creativity in contemporary Bangladeshi textile organizations arouse a continuing research interest to examine and identify personal and situational factors that foster or hinder followers from engaging in creative acts (Zhou et al., 2024). Recognizing the differences in the radicalness of creative ideas is essential in the Bangladeshi context (Nabi, 2023). Accordingly, the researcher adopted a more nuanced conceptualization of follower radical and incremental creativity. In addition to that, prior empirical studies have not yet incorporated the factors that lead to radical and incremental creativity. It is worth noting that participative leadership has been conspicuously overlooked in the realm of research, despite the recommendations put forth by scholars in the field of creativity (Zhou et al., 2024). These scholars have urged a more concerted effort toward exploring leadership approaches that possess the capacity to effectively tackle the fundamental foundations of both radical and incremental creativity within the textile industries (Guo & Zhang, 2024). This research contributes to the existing body of knowledge by assessing the mechanism of participative leadership on follower radical and incremental creativity.

Nonetheless, several studies have looked at many key components of current frameworks. There may be contradictions in certain study outcomes due to the diverse backgrounds of the researchers (Guo & Zhang, 2024; Nabi, 2023; Zhou et al., 2024). For instance, research on followers' creativity and participatory leadership has revealed significant effects (Beekwilder & Endlich, 2019; Cai et al., 2021), although other studies' findings indicate that the effects are negligible (Fatima, 2017). In addition, the previous study has shown conflicting findings on the impact of participative leadership on followers' creativity, including negative (Zhang et al., 2021), positive (Zhang & Bartol, 2010) as well as no relationship (Wang & Noe, 2010). However, most of the previous studies were conducted in the context of a high-income world country (Azim et al., 2019; Le & Lei, 2019). Likely, experimental designs were used with students in the U.S. (Cai et al., 2021), or surveys were used with workers in an organizational context in South Korea (Chen et al., 2020), Turkey (Beekwilder & Endlich, 2019), Taiwan (Qu et al., 2017) and China (Qu et al., 2015). These all are the evidence of the developed country, but the perspective of a developing country is hardly found (Guo & Zhang, 2024; Nabi, 2023). In addition, few researchers have tried but the evidences

are not sufficient and findings are contradictory as well as versatile. Nonetheless, many countries, particularly developing ones feel a lack of radical and incremental inventiveness. In accordance with, there is a dearth of literature on follower radical and incremental creativity in Asian organizational contexts. The divergent conclusions of these studies not only perplex scholars but also impose obstacles to the cultivation of followers' creative potential.

Moreover, there has been little theory-building or empirical examination of specific leader behaviours that encourage or inhibit creativity in textile industries (Zhang et al., 2021). There is a demand for a reliable and comprehensive framework to better understand participatory leadership, willingness to take risks, and the creativity of followers in both radical and incremental ways. This paradigm will help address the lack of consensus in the existing literature, especially in the unique context of Bangladesh (Nabi, 2023). Undoubtedly, prior research has certain limitations that need to be taken into account in a different setting. This research aims to resolve these concerns by introducing and examining a novel framework. The framework suggests that participatory leadership plays a crucial role in enhancing followers' ability to engage in creative problem-solving (Nabi et al., 2022). This is achieved by fostering a sense of safety and encouraging a willingness to take risks throughout the creative process. At first, the study explores the association and interaction between participative leadership and follower radical and incremental creativity and also the function of mediation in willingness to risk-taking in this relationship. Secondly, the integrated model of mediation contributes to the advancement of understanding about the function and role of participative leadership in enhancing follower radical and incremental creativity. Based on the abovementioned exploration, the study has successfully developed the primary studies inquiries and questions of this quantitative investigation.

To close the aforementioned literature gaps, this study aims to respond to the following research inquiries:

RQ-1: How does participative leadership influence follower radical and incremental creativity?

RQ-2: What are the immediate effects between participative leadership, willingness to risk-taking, and follower radical and incremental creativity in a creative work environment?

RQ-3: To what extent does willingness to risk-taking mediate the association between participative leadership and follower radical and incremental creativity?

Consequently, this article's main goals as well as objectives are to (a) to explore the effects of participative leadership on willingness to risk-taking and follower breakthrough and incremental creativity, (b) to examine the effect of willingness to risk-taking on follower radical and incremental creativity, (c) to evaluate the influence that intervened

in willingness to risk-taking between participative leadership and revolutionary and gradual creativity, and (d) what are the managing strategies that enhance the follower radical and incremental creativity in the textile organization.

This study aimed to make several important contributions to our research. At first, this research enlarged and expanded the recent empirical literature by remarking on creativity. In addition, this research extends studies by formulating and articulating a theoretical proposition that delineates the indirect repercussions of participatory leadership on follower radical and incremental creativity via a willingness to risk-taking (Lythreatis et al., 2019; Miao et al., 2014). Secondly, this study adds to previous research that has concentrated on a single mediator between participatory leadership and follower radical and incremental creative thinking by studying behavioural processes (Fatima et al., 2017; Qu et al., 2017) and answering (Tierney, 2008) requests for investigating the dynamic, intricate intervening factors. Thirdly, this research expands the social exchange theory connected to followers' creativity and innovation by demonstrating how risk-taking and creativity engagement affect collaboration for creativity which then leads to radical and incremental creativity (Li et al., 2018). Lastly, not much is known about the factors that influence both radical and incremental creative engagement in emerging country like Asian contexts and those with low entrepreneurial activity, organizational innovation, and business competitive rankings (Azim et al., 2019). This empirical study examines how followers accept risk and participate actively in the creative process by taking proactive risks in the specific context of Bangladesh, a developing nation with a developmental progress.

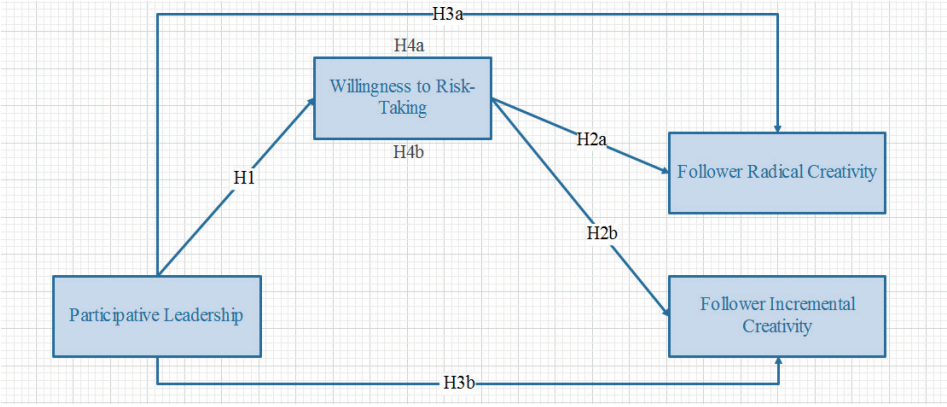

Figure 1: **Conceptual Research Model**

Source: own study

This study is organized as follows: first, we address the research gaps and develop the research objectives in the background of the research; then, we go over the fundamental ideas and theoretical background as well as hypotheses development. After that, the survey's methods and processes are discussed. The primary results of our empirical investigation are presented, followed by a discussion of the statistical data. Furthermore, important theoretical and practical implications are addressed in light of the results followed by limitations and conclusions.

2. Theoretical Background and Hypothesis Development

The research suggested that the amalgamation of leadership endeavours and followers' proactive behaviour results in the superior creative performance of individuals. The significance of follower creativity stems from the inherent value of followers who possess a profound understanding of their respective roles, thereby enabling them to serve as a wellspring of meaningful inspiration for innovation within an organizational context (Peng et al., 2022). According to Amabile et al., (1996), all innovation begins with creative ideas. In light of this, the creative process of followers starts with the generation of creative ideas, which ultimately results in the effective application of new methods. Creativity, in essence, emanates from the depths of an individual's cognitive prowess, encapsulating the ability to generate ideas that are both original and practical across various domains (Amabile et al., 1996). In addition, researchers Nabi (2023), argue that radical & incremental creativity serves as the fundamental catalyst for all forms of organizational innovation, while the psychological interpretations of innovation, specifically the execution of individuals' imaginative concepts, within an organizational context, are poised to significantly influence the impetus to generate novel ideas. Mumford et al. (2002), differentiate between two fundamental sets of processes that seem to be implicated in the realm of creative endeavours: the creative processes, encompassing the underlying activities that facilitate the genesis of novel ideas, and the creative processes, encompassing the underlying activities that facilitate the actualization and execution of these newfound ideas. The primary interesting phenomenon in the study is the identification of follower radical and incremental creativity as a dependent variable. Based on theoretical and practical investigations, it has been observed that radical creativity yields ground-breaking innovations or entirely novel goods and products. On the other hand, incremental creativity encompasses minute refinements or substantial alterations in the manner in which work is executed, a fact that holds notable significance (Nabi et al., 2022). Within the realm of literature, the concept of leadership is currently gaining prominence as a burgeoning field dedicated to cultivating attitudes and behaviours within an organization. Here, the role of the leader assumes a boundary function, serving as a pivotal link between

various facets of the organization. Participative leadership as an independent variable is considered as a forerunner which is more appropriate to enhance follower radical and incremental creativity. The evidence strongly indicates that the implementation of participative leadership has the potential to yield positive outcomes in terms of enhancing the creative performances of various followers (Busse & Regenberg, 2019). Furthermore, it is imperative to acknowledge that a participatory milieu posits that the active engagement of followers in the process of decision-making serves to augment their cognitive abilities, particularly in terms of fostering creative as well as innovative brainstorming (Fatima et al., 2017).

Nevertheless, the existing body of research has presented divergent results regarding the influence of participative leadership on the creative abilities of employees. There exists a paucity of scholarly investigations examining the direct correlation between participative leadership and both radical and incremental creativity exhibited by subordinates. This dearth of empirical evidence underscores the imperative need for additional scholarly investigation and exploration in this domain. Even thought better understand relationships, social science, and information system researchers have examined the presence of a mediator, also known as intervening variables, in relationships among variables (Peng et al., 2022). The exploration of mediating factors holds significant importance in discerning the underlying values of followers that foster a willingness to embrace the influence exerted by leaders. Consequently, followers are likely to exhibit heightened receptiveness in such circumstances. The assessment of the mediating variable's influence is conducted through an indirect measurement, which entails evaluating the repercussions of the preceding outcome variable. The creative process is characterized by ambiguity and requires followers to demonstrate a willingness to embrace uncertainty and engage in risk-taking. Willingness to risk-taking is considered a mediator in the study. The theoretical and empirical examination has effectively endeavoured to construct a rationale for how the inclination towards risk-taking impacts the augmentation of creativity in followers. The present study endeavours to further the understanding and exploration of the prediction, which has formerly yielded inconclusive and contradictory results regarding its predictive nature of participative leadership influences on radical and incremental creativity via willingness to risk-taking is shown in Figure 1. In light of previous research, this study developed and examined the following hypothesis for this particular study.

2.1. Participative Leadership and Willingness to Risk-Taking

Leaders play a pivotal role in the facilitation and expansion of creativity within organizational contexts, as they effectively stimulate intrinsic motivation, facilitate problem-solving endeavours, cultivate a congenial team environment, and provide

indispensable psychological support to navigate the inherent risks associated with the realm of creative thinking and innovation (Bulut et al., 2022). As a result, Carmeli et al. (2010) contends that followers observe leaders' actions and reactions to circumstances. Whenever their leader is psychologically and physically distant from them, followers are more likely to be reluctant or even unwilling to engage in hazardous and perhaps harmful actions (Edmondson, 1999). In that situation, participative leaders supervise and manage followers according to organizational norms, assisting followers in anticipating organizational requirements and daring to accept the risks for newness and inventiveness. Furthermore, this leader understands and respects followers and treats all individuals fairly, which may encourage advantageous behaviours such as creativity. For example, Tu et al. (2019) discovered that participatory leadership has a positive influence on the outcomes of followers, such as their willingness to accept change for the sake of enhancing the organization's creative capacity. This leadership respects followers' opinions and encourages their initiative, which may assist in building followers' enthusiasm and involvement in work and, result in followers wanting to try new things and generate new ideas. As a result, followers are more inclined to consider modifications to existing work procedures, systems, and techniques, share information with others, and identify innovative ways to cope with challenges (Denti & Hemlin, 2012). Thus, the environment and, in particular, leadership style impact risk-taking (Hamid et al., 2022).

A risk-taking environment, on the other hand, is defined as an advocate for proposing novel as well as useful ideas, investigating possibilities, and options, and developing high-risk proposals (Henriksen et al., 2021). This aligns with the features of participatory leadership (including facilitating open dialogue and group decision-making) and the surrounding environment, which allows for creative concepts, ideas, and thoughts with a low degree of risk. Employees are encouraged to think outside the box and take calculated risks in organizations with a strong risk-taking environment and support from the participative leader, even in the absence of the desired certainty and information, to creatively contribute to achieving the organization's goals (Creely et al., 2021). Within a risk-taking context, followers see participative leadership acts as solid, reliable, encouraged, and well-rewarded by the genesis and origination. The risk-taking behaviour contributes by establishing a creative atmosphere in which followers may develop and share their creative and innovative ideas (Cheng et al., 2016). Furthermore, participative leaders have a greater chance of being successful in encouraging their followers to engage in exploratory thinking and to have the bravery to suggest hazardous ideas. These ideas are characterized by a high rate of return and a high probability of failure, and they are essential for the effectiveness of the present industry (Beekwilder & Endlich, 2019). However, the investigation shows several empirical types of research in various contexts and diversified regions. Over the course of the last several decades, there

has been a tremendous growth in the amount of literature on participatory leadership, which originates from idealization and conceptualization. This literature is being investigated at an exponential pace by researchers. The findings of these studies, on the other hand, are conflicting and ambiguous. Participatory leadership and willingness to take risks are dynamically related; thus, further investigation is required to understand the effects or relationship.

It is possible to explain the theoretical connection between the two theories by taking into consideration social exchange theory. The present research makes use of the social exchange theory to make its claim that participatory leadership is directly connected to followers' willingness to take risks (Carmeli et al., 2013). Participation aids in the clarification of objectives and visions, as well as the empowerment of followers with the provision of necessary power, self-determination, and liberty, inspiring conviction and helping them to develop a positive mental state (Aslam & Scholar, 2017). According to the exchange theory, when followers and managers have positive working interactions, a mutual agreement forms that benefits both the people and the organization as a whole (Dewett, 2007). In due course, followers who possess self-assurance and are in a positive psychological condition will actively engage in organizational change and undertake risks without being concerned about the possible consequences. While there is a chance of failure, radical and incremental creativity may lead to innovation, development, and transformation such as the development of a new procedure or product (García-Granero et al., 2015), individuals who engage in risk-taking behaviour are more inclined to prioritize a favourable result and see danger as a potential opportunity (Chen et al., 2020). In accordance, people who like taking risks are more committed to new initiatives and procedures. such as organizational transformation (Jung et al., 2020) since participative leaders attempt to seize and create new chances that lead to radical and incremental creativity. The willingness to take risks helps by establishing an atmosphere conducive to creativity, which offers followers the opportunity to generate and discuss new ideas. Based on the aforementioned investigation, it is hypothesized that:

Hypothesis 1: There is a positive relationship between participative leadership and willingness to risk-taking.

2.2. Willingness to Risk-Taking and Follower Radical and Incremental Creativity

Risk is defined as the possibility of experiencing a loss or the degree of uncertainty that makes it possible for actions to not turn out as planned (Zhang et al., 2021). Risk is a reality of modern life and is present in a wide range of contexts, including the economic world and the business environment. Individuals create varying outcomes based on how they respond to jeopardy and risks Risk-taking behaviour, according to Huang et al.

(2006), can change according to the leadership approach of the organization's top-level management. According to social exchange theory, leaders are more likely to accept followers' opinions, give alternatives within defined norms and boundaries, provide meaningful feedback, and promote initiation, and justification when followers pursue a certain activity.

Participation and empowerment of followers have a direct impact on followers' psychological thinking and feelings (Jung et al., 2020). Participation clarifies creative objectives, missions, and aims while empowerment gives followers essential power and autonomy, boosting their self-esteem and allowing them to achieve a happy state of mind (Nabi et al., 2022). Eventually, followers who are psychologically well and self-assured will actively engage in organizational change and take risks without fearing negative consequences. Although there is a risk connected with failure when it comes to innovation via radical and incremental creativity, such as the creation of a new product or method, people who are willing to take risks tend to concentrate on a good result rather than failure and see risk as a chance of opportunity (Creely et al., 2021). Individuals who have a penchant for taking risks are more likely to be dedicated to newly developed creative processes and activities, (Jung et al., 2020), due to the fact that they are focused on acquiring and developing new possibilities.

By taking into account social exchange theory, the theoretical connection between the two constructs may be clarified. Accordingly, this research employs social exchange theory to argue that participative leadership is connected to risk-taking (i.e. when followers experiment with new or ground-breaking ideas or concepts via exchanging participation). Furthermore, followers can increase risk-taking behaviour by lowering fear, anxiety, and tension. Risk-taking proactivity encourages followers to take risks and reduces their fear of change, making it a crucial component in generating new ideas for radical and incremental creativity. Followers who are prepared to take risks are more likely to be open to seizing opportunities, challenging the conventional methods of doing a job, and having the bravery to engage in activities that may disrupt the status quo. Furthermore, this leadership fosters followers' commitment and drive to change while offering a safe atmosphere for radical and incremental creativity by encouraging risk-taking. Thus, considering the aforementioned exploration, the present research proposes the following hypothesis.

Hypothesis 2a: There is a positive relationship between willingness to risk-taking and follower radical creativity.
Hypothesis 2b: There is a positive relationship between willingness to risk-taking and follower incremental creativity.

2.3. Participative Leadership and Follower Radical and Incremental Creativity

Prior research indicates that companies employing creative as well as innovative staff members exhibit higher levels of productivity. Leadership support is required for followers to be creative (Amabile et al., 2004; Carmeli et al., 2010) because leaders have a significant effect on working circumstances and conditions (Mainemelis et al., 2015). Research has focused in particular on the association between participative leadership and the emergence of followers' creativity (Chen et al., 2021; Chen et al., 2020; Nabi et al., 2022) which is the focus of this research because radical and incremental creativity is essential for developing-world textile firms to maintain long-term competitiveness. Participative leadership represents a managerial approach wherein leaders foster an environment that promotes the active involvement of followers in the realms of decision-making and problem-solving endeavours (Chen et al., 2021). Furthermore, this particular leadership approach can be characterized as a managerial tactic that fosters an environment wherein subordinates are motivated to assume greater levels of accountability within their professional roles (Amabile et al., 2004). These leaders exhibit a preference for consultations over directives. Under participative leadership, followers enhance employee engagement by fostering a sense of psychological empowerment as well as engagement, intrinsic motivation, and organizational commitment to foster creative thinking and creativity (Huang et al., 2010). This leader cultivates creativity by encouraging followers to participate in processes that are pertinent to creativity and by promoting collaboration between leaders and followers in order to generate new ideas and concepts. For instance, Lei et al. (2020) found that the more a leader supported followers, the more unique ideas were sent to the organization's suggestion box. Participative leaders give followers the impression that they can influence procedures and decisions on organizational operations by fostering consultation and asking for recommendations (Odoardi et al., 2019).

It was found that a substantial amount of empirical research demonstrates that participatory leadership has a favourable influence on work outcomes, such as enhanced job performance, work engagement, work commitment, organizational citizenship behaviour, voice behaviour, and organizational commitment (Miao et al., 2014). However, there are several settings and geographical areas where empirical research on participative leadership has been conducted, including China (Chen, 2020), South Korea (Shin & Zhou, 2003), and Turkey (Gumusluoğlu & Ilsev, 2009). In the most recent decades, there has been a tremendous growth in the amount of literature on participatory leadership from the point of conceptualization and ideation, which is being investigated at an exponential pace. This phenomenon is both intriguing and surprising. The findings of these studies, on the other hand, are conflicting and perplexing. Participative leader and follower radical and incremental creativity are

dynamically connected; consequently, more study is recommended and required to narrow the gap and develop theory. The association between participative leadership and radical and incremental creativity can be explained through the explanation as well as interpretations of the social exchange theory. Given that the primary goal of participatory leadership is to force followers to comply with leaders' expectations of creative solutions, a participative leader would be expected to take into account team members' creative recommendations and address difficulties via consultations and collaborative discussions.

Considering the abovementioned arguments, participatory leadership can act as a facilitator of follower radical and incremental creativity for the following reasons. Firstly, participatory leaders engage in consultation with their followers prior to making any decisions. This consultation procedure facilitates the exchange of information and enables the leader and followers to deliberate on various alternatives (Huang et al., 2010), which in turn stimulates radical and incremental creative ideas. Second, by engaging in collaborative decision-making, followers are able to satisfy their inherent psychological wants and desires (Zhang & Bartol, 2010) to fully actualize their potential and achieve progress toward higher levels of accomplishment (Zhou & George, 2003). Participation possibilities and chances allow them to showcase their skills and expertise, allowing them to come up with innovative solutions. Followers are intrinsically driven to complete their tasks and, as a result, create great creative performances. This happens as a result of a heightened feeling of competence and the growth of self-determination (Lam et al., 2015). Thirdly, during the engagement, supervisors, and workers collaborate collaboratively via regular communication and exchanges, and followers are able to securely express their thoughts and views to enhance the quality (Lam et al., 2015). Consequently, followers experience a strong sense of trust in leaders, leading them to be more motivated to provide original and valuable ideas for both radical and incremental creativity. This is a way for followers to reciprocate the confidence placed in them by leaders (Atwater & Carmeli, 2009). Based on the investigations, rigorous reasoning, and extensive evidence, the following hypotheses are proposed.

Hypothesis 3a: There is a positive relationship between participative leadership and follower radical creativity.
Hypothesis 3b: There is a positive relationship between participative leadership and follower incremental creativity.

2.4. Mediating Role of Willingness to Risk-Taking

According to Madjar et al., (2011) risk-taking ability is an essential personality excellence that determines radical and incremental creativity. Risky ideas, whether

radical or incremental, always indicate ground-breaking procedures or products that deviate from accepted practices (Madjar et al., 2011). Following this, willingness to risk-taking implies an individual's behaviour and readiness to openly accept possible risks in the hopes of achieving a positive result in a circumstance where negative repercussions are anticipated (Jung et al., 2020). Thus, the way how an organization reacts to risk and the extent to which it engages in risk-taking activity can have an impact on its operations.

Participative leadership acknowledges the value of followers' efforts and empowers them, even psychologically, enabling individuals to develop trust in their leaders and gain assurance in their own efforts and successes (Zhang & Bartol, 2010). When followers have faith in their leaders and feel that they are capable of achieving high levels of performance, they are more likely to take risks (Zhang & Bartol, 2010) and do their tasks using greater creativity and inventiveness (Nabi, 2023). This leadership improves performance by establishing in followers a feeling of safety and protection inside the organization (Denti & Hemlin, 2012). Furthermore, this kind of leadership fosters assurance and stability among followers by granting them autonomy and offering assistance in enhancing their capabilities (Elsetouhi et al., 2022). Followers' errors and failures are viewed as learning opportunities in this process, motivating them to take chances and attempt new things. Followers' fears, anxiety, and stress are reduced when leaders demonstrate an interest in them through participative leadership (Henriksen et al., 2021). There is evidence that this kind of leadership helps followers experience fewer negative emotions, which in turn helps them believe in the company and its leaders. It also helps them prepare to face the inevitable unpleasant consequences of change, whether it's radical or incremental creative thinking and creativity. As a consequence, participative leadership may assist followers in finding purpose in their jobs and feeling comfortable inside the organization, and lowering the risk, while simultaneously encouraging radical and incremental creativity. Thus, risk-taking willingness may be a by-product of participative leadership and a precursor to radical and incremental creativity. Participative leadership gives followers authority, accountability, and autonomy. Followers have faith in their leaders and organizations, and they follow them when they have the required power and autonomy (Chen et al., 2020). Considering the aforementioned arguments, this research propose the following hypothesis.

Hypothesis 4a: Willingness to risk-taking positively mediates the relationship between participative leadership and follower radical creativity.
Hypothesis 4b: Willingness to risk-taking positively mediates the relationship between participative leadership and follower incremental creativity.

3. Materials and Methods

3.1. Participants and Procedures

To test hypotheses and the conceptual model, data were gathered from the textile organizations in the mainland of Bangladesh. The participants in this research were white-collar personnel employed by a major corporation in the textile and clothing sector. The employees performed a diverse range of responsibilities spanning all functional domains within the organization including operations, supply chain, marketing, and human resource department, and collected data from Dhaka, Chattagram, Cumilla, Gazipur, Narsingdi, and Special Economic Zone (SEZ) therefore improving the validity and generalizability of the research (Akhter et al., 2022). In line with the research conducted by previous researchers, such as Nabi et al. (2022), the findings of this research show that the textile sector, which utilizes a significant amount of technology and information, is an excellent environment for examining and exploring participative leadership and follower radical and incremental creativity (Cai et al., 2021; Guo & Zhang, 2024; Zhou et al., 2024). The achievement, success and long-term viability rely heavily on the level of involvement of followers of risk-taking for creativeness (Nabi, 2023). Moreover, technology and knowledge-intensive industries in our sample have designed workflow systems that involve managers or leaders and followers for technology adoption and development of radical and incremental creativity for innovation (Khan, 2019).

The significance of innovation and originality, sustainability, and long-term competitive advantage were the primary considerations in picking up Bangladesh's textile sector. Additionally, the sectors' local and worldwide markets, as well as their total economic contributions, make it appealing. The respondents were identified using a simple random sampling as well as purposive sampling procedure. The researcher used Yamane (Yamane, 1967) criteria for determining the sample of the research. After that, the researcher administered 436 questionnaires to the employees, while 394 questionnaires were received back. Approximately 45 questionnaires that were not fully completed were removed from the questionnaire poll list. Finally, 349 responses were found useable. Approximately 90.36% of the questionnaires were successfully returned, while 11.42% were excluded due to incomplete, non-matching, and substandard responses. Consequently, the resultant effective response rate stands at an impressive 88.58%. Two separate multilingual specialists ensured the quality of the translation by translating the questionnaire from English to Bengali and back again (Brislin, 1970). Each leader is assigned a team consisting of a minimum of three and a maximum of eight followers. The answer to this query is contingent upon the inherent characteristics and scale of the respective entities in question. Upon the culmination of the comprehensive surveys, it has been determined that a total of 72 responses from

esteemed leaders and 274 responses from diligent followers have been deemed suitable for analysis and further examination. Initially, the researcher submitted the survey to an initial pre-test with 31 senior leaders to evaluate whether the informants understood what the researchers were going to ask. Data were collected through online and offline surveys via the questionnaires. The administration of the survey was carried out in the conference room of the firm, where employees and their managers gathered together. The finalized questionnaires were sent to the research investigators either in person or by mail, without the involvement of management to minimize their impact on the participants. The research promised to share the outcomes of the research if the industry leader and follower wish to receive and may apply for the development of creativity and innovation system.

In the preliminary stage, the researcher, alongside two research assistants, engaged in direct personal interaction with the human resources managers of various textile and apparel organizations. During these interactions, a comprehensive presentation was delivered, encompassing an elucidation of the study's imperative nature, its overarching objectives, and its profound significance. Notably, particular emphasis was placed on the study's practical implications for the specific industry under investigation. As soon as confirmation was received, the HR department assisted the authors in distributing paper questionnaires to both workers and their managers. In order to facilitate the process, the HR managers committed to providing a roster of permanent subordinates and leaders. To facilitate the matching of follower feedback with direct supervisor assessments, each survey was allocated a unique identifier by the researchers. In order to maintain privacy, anonymity, and confidentiality, the participants sent their completed survey questionnaires back to the researchers in sealed envelopes directly, and all participants completed the questionnaires during their working time. It consisted of demographic information and four self-rated scales measuring participants' perceptions. The survey questionnaire items are mentioned in Appendix B and respondents' profiles are shown in Table 1.

3.2. Measurement of Survey Instrument

The researcher utilized established measuring scales to assure validity and reliability and slightly changed them to fit the needs of the study. The instruments were not previously validated in the cultural context of Bangladesh. Based on the contextual as well as evidence gaps, this research validated the measurement instrument. Table 1 shows the demographic information of the participant's age, gender, education, work experience, department, and positions. The employees were asked to indicate based on a five-point scale ranging from 1, "strongly disagree", to 5, "strongly agree".

Participative leadership was measured using the six-item measurement (Arnold et al., 2000) and (Chen et al., 2020). The five-point scale ranging from 1, "strongly disagree",

to 5, "strongly agree" used to collecting the response from the respondent. For example, sample items are "The supervisor encourages us to express our opinions and suggestions.", and "The supervisor listens to my work group's ideas and suggestions". Cronbach's α=0. 0.91.

Willingness to risk-taking was measured using the three-item measurement (Andrews & Smith, 1996). The five-point scale ranging from 1, "strongly disagree", to 5, "strongly agree" used. The sample items of willingness to risk-taking are "I am a risk-taker when it comes to proposing ideas to market this product." Cronbach's α=0.84.

Follower radical creativity was measured using the four-item measurement (Madjar et al., 2011), (Baer, 2012) and (Zhang et al., 2021). The five-point scale ranging from 1, "strongly disagree", to 5, "strongly agree" used. Sample items of follower radical creativity are "Discoveries of completely new processes or products". Cronbach's α=0.92.

Follower incremental creativity was measured with three items (Madjar et al., 2011). The five-point scale ranging from 1, "strongly disagree", to 5, "strongly agree" used. For example, "Incremental improvements upon existing processes or products". Cronbach's α=0.87.

4. Results

4.1 Demographic Information of the Participants

The descriptive section illustrates the demographic profiles of survey participants who completed the survey questionnaire. The participants provided information about their sex ('male,' 1, 'female' 2), age (in years), education (1, 'undergraduate,' 2, 'diploma,' 3, 'graduate,' 4, 'post-graduate 5, 'Ph.D.'), and organizational work experience. A total of 436 questionnaires were administered, while 394 questionnaires were returned. Almost 45 questions were eliminated from the questionnaire survey list because they were incomplete. Finally, 349 responses were found useable. The effective response rate is 88.58%, with 90.36% of surveys returned and 11.42% removed due to incomplete non-matching and poor standard answers. Out of 349 participants who provided information about their sex, 89.97% were male and 10.03% were female. From the perspective of age in years, 10.03% of participants were more than 50 years old, 17.48% were 40-50 years old, and 31.81% were 30-40 years old, while the majority of the participants were 40.69%. In terms of educational qualifications of respondents, 2.01% of the Ph.D. holders, 6.59% were postgraduate, 16.05% of the respondents were undergraduate, 34.69% the diploma holders, and 40.69% were the respondents of graduated. Considering work-related experience, it has been reported that the majority of the respondents (36.39%) had 5-10 years of experience, while 29.23% had 2-5 years of experience, 13.75% had 11-15 years of experience, and 11.75% had 16-20 years and had 20 years or more experience. The minimum representation

(8.88%) was of the employee having an experience of 20 or more years. In addition, 31.24% of participants came from the operation department while 26.36% respondents from the marketing and 23.20% from the supply chain department. Moreover, the minimum number of participants who came from the operations department is 19.20%. Precisely, 22.63% of the total respondents were front-line managers, 53.30% of them were middle managers and 24.07% were top managers. Table 1 provides the demographic information of the participants considering age, gender, education, and experiences.

Table 1. **Demographic Factors of the Respondents (n=349)**

Variables	Values	Frequency(N)	Percentage%
Gender	Male	314	89.97%
	Female	35	10.03%
Age	20-30 years	142	40.69%
	30-40 years	111	31.81%
	40-50 years	61	17.48%
	>50 years	35	10.03%
Educational Qualifications	Undergraduate	56	16.05%
	Diploma	121	34.69%
	Graduate	142	40.69%
	Post Graduate	23	6.59%
	PhD	7	2.01%
Working experience	2-5 years	102	29.23%
	5-10 years	127	36.39%
	11-15 years	48	13.75%
	16-20 years	41	11.75%
	>20 years	31	8.88%

Variables	Values	Frequency(N)	Percentage%
Department	Operations	67	19.20%
	Supply Chain	81	23.20%
	Marketing	92	26.36%
	Human Resource	109	31.24%
Job Position	Top Management	84	24.07%
	Middle Management	186	53.30%
	Lower Management	79	22.63%

Source: own study

4.2. Normality Test

To determine the univariate normality and validity of each variable, this research applied the skewness-kurtosis method (Hair Jr et al., 2017). The study revealed interesting and promising outcomes in their respective potential scales correspondingly. The data were distributed in a regular manner across all of the outcomes that were presented in Appendix A. According to the standard distribution, the values of skewness and kurtosis are shown in Appendix A. These values range from 2 to +2 and 7 to +7.

4.3. Common Method Bias (CMB)

Since the measurement scales in our study were self-reported, it is crucial to eliminate the potential CMB to ensure that the findings are unbiased. First, Harman's single-factor analysis with all three constructs was utilized to ensure that the obtained data was free from CMB (Podsakoff et al., 2003). The results reveal that a single factor explained 29.52% of the variation, which was much less than the recommended threshold of 50% (Podsakoff et al., 2003), suggesting that no evidence of CMB was presented in this study. Secondly, the researcher conducted the normality and collinearity test that resulted in variance inflation factors (VIFs) (Appendix A). Thirdly, the model is considered free from CMB as the VIF values are less than or equal to 3 (Kock, 2015). The results revealed that the VIF mean value was 1.299 and

the highest value was 2.500 which is far below the cut-off value of 3 suggested by (Kock, 2015). Findings from Appendix A, all the VIF values are to be no more than 3 in this research. Therefore, no multicollinearity issue was found in the study. In accordance, there was no evidence of the CMV in this investigation.

4.4. None Response Bias

When participants in a questionnaire survey do not answer it all at once, non-response bias takes place. In accordance with (Ooi et al., 2018), the research utilized an independent t-test as a means to assess the potential presence of non-response bias. The participants were initially segregated into two cohorts based on the median of data collection, and subsequently, the constructs were formulated. The results of the t-test showed that there were no significant differences among early and late replies since all of the P-values were >0.05. Therefore, the researcher concluded that there was no evidence of non-response bias in this particular study.

4.5. Data Analysis Procedures

Structural equation modelling, often known as SEM, is a multi-variate analytical research method that is both adaptable and effective. It enables participants to explain and grasp underlying structures as well as the connections between them. Multiple regression is closely connected to structural equation modelling (SEM) (Hair Jr et al., 2017). Even with a modest sample size (100 observations), this technique is enough for validating and analysing the conceptual research model. PLS-SEM is quite flexible compared to CB-SEM, which is extremely critical of the data. By estimating various statistics, measurement and structural equations were taken into consideration. In terms of explaining variance in endogenous variable measurements, PLS-SEM surpassed CB-SEM. To verify that the final decision was right, the results of T-statistics and P-values were accounted for using a 95% significance threshold.

4.6. Measurement Model

When assessing the goodness of fit indices of the proposed research modal, the measurement modal employs confirmatory factor analysis. To ensure accuracy and trustworthiness, the research makes use of two psychometric characteristics: validity and reliability. According to the inner coherence of the items evaluating the constructs and reliability assesses the scales. Furthermore, Factor loadings (>0.50),

Cronbach's Alpha (α>0.50), Composite Reliability (CR) (>0.70), and Average Variance Extracted (AVE) (>0.50) are used in the study to assess composite reliability and convergent validity. To assess the reliability of the variable, this research calculated Cronbach's alpha, which must exceed 0.50 (Hu & Bentler, 1998), Accordingly, the value > 0.90 is excellent, (0.70-0.90) is high, (0.50-0.70), high moderate and (0.< 50) will be low and composite reliability must be 0.70 above for measuring construct reliability (Fornell & Larcker, 1981). Table 2 provides the factor loading items values in confirmatory factor analysis (CFA) of the measurement model which is greater than 0.7. In addition, the researchers used the Fornell-Larcker Criterion (FLC) and Heterotrait-Monotrait (HTMT) for analysing correlations in variables and evaluating discriminant validity (Joe F Hair Jr et al., 2017). In accordance with (Hair Jr et al., 2017), discriminant validity is the "degree to which a construct is separate from other constructs, both in terms of how strongly it correlates with other constructs and how measured variables indicate just this single construct." Accordingly, the study shows that all of the constructs were different from each other. Table 3 lists below and demonstrated this fact since the values on the diagonal which are bold are greater than any values in their corresponding rows and columns of the table. In contrast, (Henseler et al., 2015) has proposed an alternative method or way of assessing or measuring the discriminant validity based on the multitrait-multimethod matrix, which is the Heterotrait-Monotrait

Table 2. **Reliability and Validity**

Main Constructs	Items	Loadings	Cronbach's Alph	rho_A	Composite Reliability (CR)	Average Variance Extracted (AVE)
Follower Incremental Creativity	FIC1	0.899	0.847	0.857	0.907	0.765
	FIC2	0.854				
	FIC3	0.871				
Follower Radical Creativity	FRC1	0.780	0.856	0.858	0.893	0.582
	FRC2	0.713				
	FRC3	0.780				
	FRC4	0.760				

Participative Leadership	PL1	0.777	0.855	0.860	0.892	0.580
	PL2	0.703				
	PL3	0.776				
	PL4	0.754				
	PL5	0.822				
	PL6	0.730				
Willingness to Risk-Taking	WTR1	0.775	0.717	0.718	0.841	0.639
	WTR2	0.833				
	WTR3	0.789				

Source: own study

(HTMT) criterion of the correlations in Table 3. For the first criterion, discriminant validity is problematic if the HTMT value exceeds 0.90 (Henseler et al., 2015). As shown in Table 3, however, all values are within the range or limit HTMT.90. Finally, the Heterotrait–Monotrait ratio (HTMT) of correlations was lower than 0.9, indicating a satisfactory HTMT. Therefore, the discriminant validity of the constructs is acceptable or satisfactory for the study. However, to assess model quality, the dissertation must first study the model fit criterion. SEM-PLS incorporated model fit parameters that evaluate the overall goodness. The first parameter is the standardized root mean square residual (SRMR), and the second parameter is the normed fit index (NFI) recommended by (Nabi et al., 2022).To validate the proposed modal fit and model misspecification, the SRMR value ranged from < 0.08 or < 0.10, and NFI might not be more than 0.95 (Hu & Bentler, 1998). Therefore, our proposed modal fits better with SRMR 0.0984 and NFI 0.0944. Based on the abovementioned, this study provided an effective fitted model for the Bangladeshi textile and apparel industries.

Table 3. **Latent Variable Descriptive, Correlations Coefficients and Discriminant Validity Assessment**

	Fornell-Larcker Criterion (FLC) Heterotrait-Monotrait (HTMT) Ratio									
	Mean	SD	FIC	FRC	PL	WRT	FIC	FRC	PL	WRT
FIC	3.677	1.043	0.875							
FRC	3.976	1.012	0.626	0.763			0.854			
PL	3.898	0.998	0.533	0.599	0.761		0.654	0.668		
WRT	3.788	1.063	0.476	0.485	0.485	0.799	0.611	0.618	0.618	

Notes: N =349; p < 0.10; *p < 0.05; **p < 0.01; ***p < 0.001; PL=Participative leadership; FIC=Follower Incremental Creativity, FRC= Follower Radical Creativity, WRT=Willingness to Risk Taking

Source: own study

4.7. Structural Model

We previously evaluated the measurement model and found a statistically meaningful result. The structural modal is presently being validated and examined. Table 3 shows the direct and indirect effects of participative leadership and willingness to risk-taking on fostering follower radical and incremental creativity. To determine whether the hypothesis is significant or insignificant, researchers would employ the Path coefficient (β), T-statistics, and P-values. Table 3 provided that participative leadership has a significant impact on willingness to risk-taking (β=0.157, T=2.353, p <0.05). Therefore, it is proved that H1 is supported. Similarly, willingness to risk-taking positively and significantly generates and fosters follower radical creativity (β=0.415, T=7.097, p <0.05), and follower incremental creativity (β=0.66, T=7.097, p <0.05) which indicates H2a and H2b supports. In addition, participative leadership positively and significantly influences the follower radical creativity (β=0.655, T=2.770, p< 0.05) and follower incremental creativity (β=0.521, T=2.384, p< 0.000) through follower's acceptance of risk and engaging the risk-taking activities, and thus the H3a and H3b is significant.

On the other hand, to measure the effect size (f2), the researcher used (Hair Jr et al., 2017) guidelines, which are >=0.02 for small effects, >=0.15 for medium effects, and >=0.35 for large or strong effects. The result shows the effect size of all relationships such as participative leadership -> follower radical creativity, participative leadership -> follower incremental creativity, Participative Leadership -> Willingness to Risk-Taking,

Willingness to Risk-Taking -> Follower Radical Creativity, and Willingness to Risk-Taking -> Follower Incremental Creativity (f2=0.380, 0.155, 0.308, 0.422 and 0.300) effect size was denoted moderate to strong effect. Furthermore, the value of the coefficient of determination (R2) determines the explanatory and descriptive power of the suggested model in this section. It assesses variation for the structural model endogenous component. R2 found that the model accurately predicts results. In this study, Table 5 shows R2 of follower radical creativity, follower incremental creativity, and willingness to risk-taking values was illustrated with 0.497 considered as moderate, 0.698 regarded as substantial, and 0.333 regarded as moderate. Furthermore, the Q square (Q2) test assessed the conceptual model's relevance and showed the theory's applicability. When (Q2) is greater than zero, the model's projection relevance is extremely strong, indicating a good to outstanding match. When Q2 (follower radical creativity 0.411, follower incremental creativity is 0.507, participative leadership is 0.670, and Q2 (willingness to risk-taking) is found to be 0.280, the model exhibits a satisfactory fit. There is detailed information in Tables 4, 5 and 6.

Table 4. **Standardized Path Coefficients and Hypotheses Result (Directs effects)**

Path	Standardized β	Sample Mean (M)	T Statistics	P Values	SE	Bias-corrected CI 2.5%	7.5%
H1: Participative Leadership -> Willingness to Risk-Taking	0.157	0.159	2.353	0.000	0.00019	0.029	0.290
H2a: Willingness to Risk-Taking -> Follower Radical Creativity	0.415	0.416	7.097	0.000	0.00016	0.299	0.525
H2b: Willingness to Risk-Taking -> Follower Incremental Creativity	0.438	0.440	7.946	0.000	0.00015	0.328	0.542
H3a: Participative Leadership -> Follower Radical Creativity	0.655	0.653	6.153	0.000	0.00001	0.322	0.533
H3b: Participative Leadership -> Follower Incremental Creativity	0.521	0.520	2.384	0.000	0.00006	0.158	0.354

Note: SE= Standard Error, CIs= Confidence Intervals

Source: own study based on partial least squares structural equation modelling (PLS-SEM)

Table 5. **Coefficient of Determination (R2)**

Constructs	Standardized β	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Follower Incremental Creativity	0.698	0.701	0.032	21.540	0.000
Follower Radical Creativity	0.497	0.497	0.052	7.772	0.000
Willingness to Risk-Taking	0.333	0.238	0.055	4.242	0.000

Source: own study based on partial least squares structural equation modelling (PLS-SEM)

Table 6. **Cross-Validation Redundancy and Cross-Validation Communality**

	Q^2 - CVR	Q^2 - CVC
Follower incremental creativity	0.285	0.507
Follower radical creativity	0.268	0.411
Participative leadership		0.670
Willingness to risk-taking	0.044	0.280

Source: own study based on partial least squares structural equation modelling (PLS-SEM)

4.8. Mediation for Willingness to Risk-Taking

This study has been guided by the preceding (Hair Jr et al., 2016) to assess the variables' mediation relationship. In congruence with (Rahi et al., 2019), indirect effect confirmation is based on bias-corrected confidence intervals (CIs) of lower and higher values, which do not reach zero. The full mediation takes place at the significant level of 0.05 by bootstrapping confidence intervals. Table 7 demonstrated the result of bootstrapping and indirect effect (participative leadership-> willingness to risk-taking -> follower radical creativity, (β=0.269, t-values of 2.251, $p < 0.05$) was significant enough to support H4a at $p < 0.05$. In addition, indirect effect 0.269, bias-corrected boot CI (LL =0.012, UL =0.131) is neither negative nor zero which shows a positive relationship, when one unit of willingness to risk-taking increases, it will lead to an increase in follower radical creativity by (0.269). Moreover, it shows the hypothesis is significant at (0.000) which is lower than (0.05). Accordingly, these findings indicate this hypothesis will be

accepted. Furthermore, another mediating effect can be observed from the result of Table 7 shows the bootstrapping result and indirect effect of (Participative leadership -> willingness to risk-taking -> follower incremental creativity (β=0.165, t-values of 2.288, p < 0.05) was significant enough to support H4b at p <0.05. Further, indirect effect 0.165, bias-corrected boot CI (LL =0.011, UL =0.123) is neither negative nor zero which shows a positive relationship, when one unit of willingness to risk-taking increases, it will lead to an increase in follower incremental creativity by (0.165). Moreover, it shows the hypothesis is significant at (0.000) which is lower than (0.05). Accordingly, these findings indicate that this hypothesis will be accepted.

Table 7. **Standardized Path Coefficients and Hypotheses Result (Mediating Effect)**

Path	Standardized β	Sample Mean (M)	T Statistics	P Values	SE	Bias-corrected CI 2.5%	97.5%
H4a: Participative Leadership -> Willingness to Risk-Taking -> Follower Radical Creativity	0.269	0.270	2.251	0.000	0.00008	0.012	0.131
H4b: Participative Leadership -> Willingness to Risk-Taking -> Follower Incremental Creativity	0.165	0.166	2.288	0.000	0.00008	0.011	0.123

Note: SE=Standard Error, CIs= Confidence Intervals

Source: own study based on partial least squares structural equation modelling (PLS-SEM)

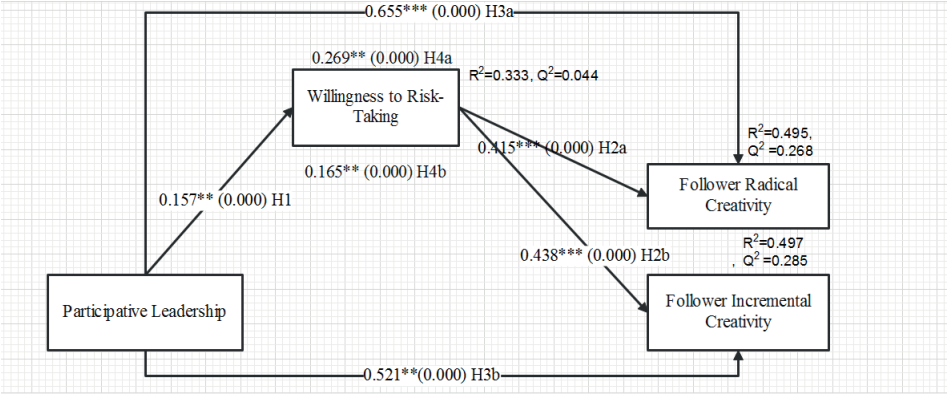

Figure 2. **Path Analysis Diagram**

Source: own study

5. Discussion

5.1. Theoretical Contributions

Textile companies put a strong emphasis on incorporating new ideas and ways of thinking from their followers in order to succeed in the global economy. The current study used an exploratory research methodology to explore the structural associations between participative leadership, willingness to risk-taking, and follower radical and incremental creativity among the workers of Bangladeshi textile organizations to promote imaginative, artistic, and creative performances (Li et al., 2024). The present research was conducted with the intention of advancing and expanding our knowledge of the association between participatory leadership and the radical creative output of followers. Taking into consideration the social exchange theory (Nabi, 2023), this current study examined an exploration of the interaction between participative leadership and followers radical and incremental creativity of textile followers in Bangladesh and investigated how willingness to risk-taking mediated the connection between participatory leadership and the radical and incremental creativity of followers in perspective of fostering and enhancement of creativity (Nguyen et al., 2024). Furthermore, the research outcome gave the foundations of understanding how participatory leadership and readiness for risk-taking effects increasing the follower radical and incremental creativity in textile business organizations.

Leadership is essential in generating creative and inventive energy in the workplace (Elsetouhi et al., 2022). The study suggested that there is a favourable and substantial relationship between participatory leadership and the inventiveness of follower radical and incremental creativity. In accordance, findings revealed that participatory leadership is positively and significantly related to follower radical creativity and follower incremental creativity. The findings significantly align with the outcome of the existing results. This is consistent with the results of previous investigations (Chen et al., 2021; Chen, 2020; Nabi, 2023; Nabi et al., 2022). Moreover, extending the work of Nabi (2023) and Elsetouhi et al. (2022), the result reveals that participative leadership behaviour creates an environment that is based on the transparent exchange of information, knowledge, collaboration, and participative culture, where followers feel that they can participate in the decision-making process ensuring the autonomy and freedom of work. This fosters a heightened feeling of confidence, self-efficacy, self-esteem, and self-determination among followers, hence promoting innovative and unconventional thinking (Somech, 2006). This is consistent with the work of (Beekwilder & Endlich, 2019), who expressed that encouraging participation in their followers' lives increases the followers' inherent desire and confidence to come up with fresh ideas. Furthermore,

a participatory leadership style involves the implementation of collaborative decision-making and transparent communication methods (Chen, 2020). Furthermore, follower radical and incremental creativity necessitates followers must have a strong desire for success, which is encouraged by leaders who encourage participation. Furthermore, the current study has furthered our comprehension of the significance of participatory leadership as a sustainable leadership approach in eliciting favourable attitudes and conduct toward the augmentation of creativity among subordinates as well as followers, thereby leading to prosperity of the organization.

Furthermore, the result unveiled that participatory leadership has a beneficial impact on willingness to risk-taking. The findings are similar to the results of existing research where participatory leadership behaviours (for example, leading by example, participatory decision-making, mentoring, educating, and demonstrating positive care) had a favourable influence on followers' proactive risk-taking behaviour (Jung et al., 2020). In addition, the findings profess the beneficial effects of participative or collaborative leadership on acceptance of uncertainty and risk utilizing manipulation of followers' critical thinking and psychology for creative outcomes (Jung et al., 2020). The outcome is align with the previous findings (Jung et al., 2020; Zhang et al., 2021). The empirical findings have led to the determination that participative leader behaviour is a significant factor in organizational dynamics (i.e., leading by example, mentoring, giving information, and demonstrating genuine care) and had a positive effect on followers' commitment to accept the risk for creativity (Nabi, 2023; Zhou et al., 2024).

Moreover, the hypothesis stated that willingness to risk-taking has a positive significant relation with follower radical creativity, and follower incremental creativity is also accepted in results which confirms that with more acceptance of risk, followers will show more creativity (Zhang et al., 2021). The findings supports the previous findings (Jung et al., 2020; Zhang et al., 2021). There is evidence to suggest that when an individual takes a more proactive approach to their job, it is reasonable to anticipate that they would be able to accomplish more productive outcomes. Besides, the findings showed that risk-loving people are more committed to novel ideas and techniques, such, as these techniques seek to seize and create new chances and possibilities. These empirical findings confirm to the earlier research on participative leadership, willingness to risk-taking, and following radical and incremental creativity (Duan et al., 2018). The findings also infer that individuals with a high willingness to take risks will consider engaging in creativity as low risk, thereby followers devote more to exploring radical and incremental creativity ideas. In addition, the results showed that this makes people feel safe enough to express their thoughts and come up with creative as well as innovative ideas because of the low degree of social hazards (Somech, 2006).

Apart from that, the findings indicate that the inclination to take risks plays a positive and significant role in mediating the connection between participative leadership and

both radical and incremental creativity among followers. This suggests that workers who are more willing to take risks and perceive their work as a crucial aspect of their lives are more likely to exhibit higher levels of creativity when working under participative leaders (Duan et al., 2018; Li et al., 2021; Lythreatis et al., 2019; Peng et al., 2022). The result of the research is supporting the earlier research (Beekwilder & Endlich, 2019; Chen et al., 2020; Jung et al., 2020; Zhang et al., 2021). Extending the studies of (Jung et al., 2020) revealed that followers who are willing to take risks are more likely to be open to taking advantage of opportunities, challenging the way things are currently done, and having the courage to work on projects that could challenge the status quo, and spark new ideas. In addition, creativity often involves uncertainty and risk for the person engaged in the creative process. In contrast, researchers have often overlooked the psychological aspects of risk-taking in the cognitive process of creative thinking. The present study findings are unique within the context of research conducted in Bangladesh for introducing willingness to risk-taking as a mediating variable and in their contribution to gaining a greater understanding of the association between participative leaders and follower radical as well as incremental creativity (Jung et al., 2020). It is expected that the existence of risk-taking would make it easier for participatory leaders to take action on follower radical and incremental creativity, because with such an environment, followers implore to exercise intellectual prowess by fearlessly generating novel and audacious concepts, even in the absence of the coveted assurance and comprehensive knowledge. The empirical findings presented herein align with prior scholarly investigations that have established compelling evidence supporting the impact of risk-taking behaviour on both radical and incremental forms of creativity (Beekwilder & Endlich, 2019; Cai et al., 2021; Jung et al., 2020). Besides, the findings extend our understanding of social exchange mechanisms and the impacts of participative leadership on followers' creativity. Importantly, by fostering social exchange mechanisms, the findings demonstrate that participative leaders modify the behaviours of followers such that they are driven to link to generate new and helpful ideas (Zhou & Pan, 2015).

5.2. Managerial Implications

Our findings lead to a number of useful implications for textile industry leaders and practitioners. Firstly, our findings suggest that managers must possess an acute awareness of the efficacy of participatory leadership. This particular leadership style exerts a positive influence on the radical and incremental creativity of subordinates, thereby fostering the sustainable advancement of the organization (Nabi, 2023). In the context of organizational dynamics, it is often observed that when the need for change arises, a significant proportion of individuals within the organization tend to exhibit a state of apathy towards such change, thereby manifesting resistance to its implementation.

Therefore, via participatory leadership, managers may promote empowerment, provide followers authority, and hold followers accountable, which will encourage workers to take the initiative in implementing changes (Nabi et al., 2022). In particular, participatory decision-making will have a favourable influence on the attitudes and behaviours of employees in the workplace since it will provide followers with psychological safety and increase their sense of empowerment. Henceforth, organizations must formulate a comprehensive and inclusive leadership development training and educational initiative tailored specifically for managers.

Secondly, it is imperative for managers to acknowledge the significance of cultivating a disposition toward embracing risk-taking behaviour. Employees' readiness to engage in risky behaviour has a favourable influence on personal pledge, assertiveness, and commitment which in turn has a positive impact on follower radical and incremental creativity and long-term organizational performance. It is thus the responsibility of managers to devise a system of organizational support and to create an atmosphere that encourages workers to engage in risk-taking behaviour. More specifically, managers are tasked with developing a structure that not only allows followers' thoughts to be reflected but also inspires confidence in the job that they do. By implementing a participatory decision-making structure and redesigning the incentive system, organizations can empower their workforce to embrace risk-taking and actively pursue transforming endeavours, fostering a culture of optimism for change establishing and self-assurance among employees.

Thirdly, the implication regarding the mediators of willingness to risk-taking is that organizations should incorporate effective practices that help employees build proactive engagement in risk-taking behaviour and build friendly relationships with their leaders and followers to develop their willingness to risk-taking. In Bangladesh, leaders who display a participative leadership style should not only seek to build employees' confidence to accept uncertainty for creative ideas but also develop their guanxi with employees to stimulate employee creativity. When employees can express their voice behaviour by freely and openly providing their suggestions and opinions, this motivates them to perform innovatively by being creative and innovative in providing these opinions and suggestions.

Fourthly, it is worth noting that organizations have the capacity to provide managers with tailored training initiatives aimed at facilitating their ability to act in the best interests of both the organization itself and its followers. These programmed are designed to instil a commitment to democratic and cooperative principles, foster a willingness to engage in risk-taking behaviours, and cultivate the capacity to make equitable and impartial decisions. Engaging in such constructive endeavours will undoubtedly amplify the follower's artistic endeavours and foster the cultivation of both radical and incremental forms of creativity.

Finally, leaders may encourage the creative potential of their team members via the most successful way, which is called participatory as well as collaborative leadership approach. This strategy allows team members to offer solutions to feasible difficulties. Due to the labour and technology-intensive nature of the textile sector, it becomes imperative to cultivate the trust of one's followers in order to effectively provide innovative and ingenious solutions. The research results indicate that both participatory leadership and readiness to take risks are equally important in enhancing the creativity of followers. This is because they foster trust and confidence in the abilities and knowledge of followers to complete creative activities.

5.3. Limitations and Future Research Directions

There are some clear advantages to this research, but there are also some major disadvantages. Initially, it is necessary to focus only on participative leadership as a foundational need. Comparing participatory leadership to other leadership styles might be a potential topic of investigation in the future, to determine if there are any distinctions or extra mediation effects. Furthermore, this study selected a solitary sample frame from Bangladesh. The inclusion of examples from other nations will enhance the recognition and comprehension of Bangladesh's workers' radical and incremental inventiveness and leadership. Our findings must be validated in a variety of cultural contexts to support or refute our conclusions. Third, we investigated how participatory leadership influences follower radical and incremental creativity through willingness to risk-taking. However, we focused on studying processes at the individual level rather than investigating them at the team or group level. Likewise, this explanation is a study that examines a certain group at a particular point in time, and its existence is problematic since it cannot establish a cause-and-effect relationship between factors. To determine if follower radical and incremental creativity have a more direct relationship, the outcomes of this kind of research will require both (mixed study) deductive and inductive research approaches. Finally, future research might look at how the market, as well as managerial elements like environmental instability, technological turbulence, and support for creativity, impact the links between participative leadership, and radical and incremental creativity.

6. Conclusions

In spite of the study's possible shortcomings, our results add to the expanding body of literature on participative leadership and the development of followers' creativity by illuminating the processes and dynamic interactions that impact both radical and incremental creativity among Bangladesh's textile and garment industry's followers. This study made a prediction and showed via actual evidence that willingness to risk-

taking significantly mediated the association and interaction between participative leadership and follower radical creativity and follower incremental creativity. Even though companies have spent a significant amount of money and resources in order to enhance the creative thinking, talents, and capabilities of their followers. The purpose of this study was to provide answers to research inquiries about the questioning of radical and incremental inventiveness among the adherents as well as employees. The findings of this study are expected to motivate scholars working in organizational settings to broaden the scope of their work and provide fresh perspectives that will be of assistance to the textile and apparel sectors in the years to come.

Authors' contribution

Md.N.N.: article conception, data collection, analysis and interpretation of results, draft manuscript preparation. **Md. A.H.:** research methods applied, data collection. **Md.F.I.:** theoretical content of the article, data collection. **S.M.A.:** research methods applied. **Md. Ah.H.:** theoretical content of the article, research methods applied. **Md. S.M.:** theoretical content of the article. **M.Y.:** research methods applied, data collection, analysis and interpretation of results.

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Appendix A.

Weights and measures of the construct loading development outcomes

	Bias Corrected Confidence Interval					
Items	**Factor loading**	**t-statistics**	**p-values**	**2.5 (%)**	**97.5 (%)**	**VIF**
FIC1	0.899	23.878	0.000	0.363	0.428	2.500
FIC2	0.854	21.560	0.000	0.339	0.406	2.111
FIC3	0.871	17.393	0.000	0.336	0.421	1.846
FRC1	0.780	10.860	0.000	0.264	0.377	1.803
FRC2	0.713	9.445	0.000	0.136	0.211	1.573
FRC3	0.780	15.030	0.000	0.192	0.249	1.815
FRC4	0.760	14.521	0.000	0.183	0.240	1.762
PL1	0.777	84.184	0.000	0.160	0.168	2.062
PL2	0.703	67.177	0.000	0.164	0.174	1.669
PL3	0.776	80.314	0.000	0.164	0.172	1.807
PL4	0.754	48.468	0.000	0.166	0.180	1.577
PL5	0.822	84.642	0.000	0.161	0.168	1.791
PL6	0.730	67.387	0.000	0.164	0.174	1.765
WRT1	0.775	9.205	0.000	0.348	0.535	2.042
WRT2	0.833	12.402	0.000	0.363	0.497	1.646
WRT3	0.789	10.910	0.000	0.311	0.451	1.299

Source: own study

Appendix B.

Instrumental measurement

Table 1. **Participative Leadership**

Name of Items	Items	Description	
Participative Leadership	PL1	The supervisor encourages us to express our opinions and suggestions.	Podsakoff et al. (1990). Cronbach's alpha 0.86 Zhang
	PL2	The supervisor listens to my work group's ideas and suggestions	
	PL3	The supervisor uses my work group's suggestions to make decisions that affect us	
	PL4	The supervisor gives all workgroup members a chance to voice their opinions	
	PL5	The supervisor considers my work group's ideas when he/she disagrees with them	
	PL6	The supervisor makes decisions that are based only on their own ideas	

Source: own study

Table 2. **Willingness to Risk-Taking**

Name of Items	Items	Descriptions	
Willingness to Risk-Taking	WRT1	'I like to play it safe when I am developing new ideas'	Podsakoff et al. (1990). Cronbach's alpha 0.86 Zhang
	WRT2	I am a risk-taker when it comes to proposing ideas to market this product.	
	WRT3	I prefer to think conservatively when I develop ideas for this product's marketing program."	

Source: own study

Table 3. **Follower Radical Creativity**

Name of Items	Items	Description	
Follower Radical Creativity	FRC1	"Departures from what is currently done or offered?"	Podsakoff et al. (1990). Cronbach's alpha 0.86 Zhang
	FRC2	"Discoveries of completely new processes or products."	
	FRC3	"Fundamental changes to how things are currently done or what is currently offered?"	
	FRC4	"Radical inventions beyond existing processes or products."	

Source: own study

Table 4. **Follower Incremental Creativity**

Name of Items	Items	Description	
Follower Incremental Creativity	FIC1	Extensions build on what is currently done or what is currently offered.	Podsakoff et al. (1990). Cronbach's alpha 0.86 Zhang
	FIC2	Adaptations to existing processes or products.	
	FIC3	Incremental improvements to existing processes or products	

Source: own study