

Employees' Creative Idea Implementation Behavior: The Effect from Employees' Transformational Leadership in Small and Medium Food and Beverage Companies

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Abstract — This research is based on quantitative research method with the objectives to 1) study employees' personal factors, transformational leadership and creative idea implementation behavior, 2) compare employees' creative idea implementation behavior categorized by personal factors and 3) study the effect of transformational leadership on creative idea implementation behavior in Small and Medium Food and Beverage Companies. Samples used in study were 400 entrepreneurs consisting of managers, heads of department and employees by using questionnaire with purposive sampling and convenience sampling method. The descriptive statistics including frequency, percentage, mean and standard deviation and inferential statistics including multiple linear regression with Enter method at the statistically significant level as of 0.05 were hired in data analysis. The results discovered most of the respondents are female (53.0%), aged between 31-40 years old (50.0%), graduated Bachelor's degree (59.5%), single (60.3%), worked for more than 5 years (59.0%) and worked as head of department/division (37.5%). In addition, employees had opinion towards transformational leadership in "extremely" level and towards creative idea implementation behavior of employees was rated in the "highly" level. The hypotheses testing revealed that employees with different personal factors in terms of gender, age, education, working period and position have different creative idea implementation behavior. Also, the transformational leadership consisting of idealistic leadership ($\beta = 0.215$), inspirational leadership ($\beta = 0.375$), wisdom leadership ($\beta = 0.321$) and individual leadership ($\beta = 0.509$) has a strongly positive effect on creative idea implementation behavior in Small and Medium Food and Beverage Companies at the statistically significant level as of 0.05.

Keywords - Transformational Leadership, Creative Idea Implementation Behavior, Employees, Small and Medium Food and Beverage Companies

I. INTRODUCTION

Business means activities that create the production of goods and services with the purpose of exchange, trade and benefit, or profit from that activity. In addition, business is the process of business that consists of producing products or providing services according to the needs of consumers in order to earn profit as a return. In fact, the business needs mostly profit, which is the return that the business operator will receive from the operation, which is caused by the difference between business income and operating costs [1].

The type of business is divided into production meaning activities involving such raw materials for production, instant products and agricultural products. Another one is the service which means the activity of the business regarding the provision of services that can satisfy customers. The service can be such as financial advisory services, hotel services, or transportation services. The last one is the distribution which this activity is related to distributing and selling products for both industrial sections and consumer parts [2].

Food and beverage business refers to the business of providing food and beverage services to travelers, tourists or general public by providing seats for consumers to eat within the service area or may provide food packing services for consumers to eat elsewhere. Food and beverage business operations tends to increase recently since there is high possible success, low costs of operation, high operational efficiency, good employees and others [3,4].

The operation of the food and beverage business has grown tremendously and there is a need for entrepreneurs with leadership and ability to lead the organization success, strategy, and mission [5]. Also, the entrepreneurs must work effectively in order to lead the employees in the

organization to think and work creatively and innovatively. The leadership that is often used in organization transformational leadership which it can make the employees or followers to have the initiative to create, dare to think, dare to do the expression [6,7]. Align with this, the researchers are interested in studying the effect of transformational leadership on creative idea implementation behavior of employees in small and medium food and beverage companies. The result of this research can guide the organization to apply the transformational leadership to create creative idea implementation behavior to work effectively and innovatively for the organization in Small and Medium Food and Beverage Companies.

II. OBJECTIVES

With the study of effect of transformational leadership on creative idea implementation behavior of employees in small and medium food and beverage companies, the researchers set the objectives as follows:

1. To study employees' personal factors, transformational leadership and creative idea implementation behavior in Small and Medium Food and Beverage Companies.
2. To compare employees' creative idea implementation behavior in Small and Medium Food and Beverage Companies categorized by personal factors.
3. To study the effect of transformational leadership on creative idea implementation behavior in Small and Medium Food and Beverage Companies.

III. HYPOTHESES

The hypotheses (H) had been written as follows:

H1: Employees with different personal factors have different creative idea implementation behavior in Small and Medium Food and Beverage Companies.

H2: Transformational leadership has a positive effect on creative idea implementation behavior in Small and Medium Food and Beverage Companies.

IV. CONCEPTUAL FRAMEWORK

The conceptual research can be written as follows:

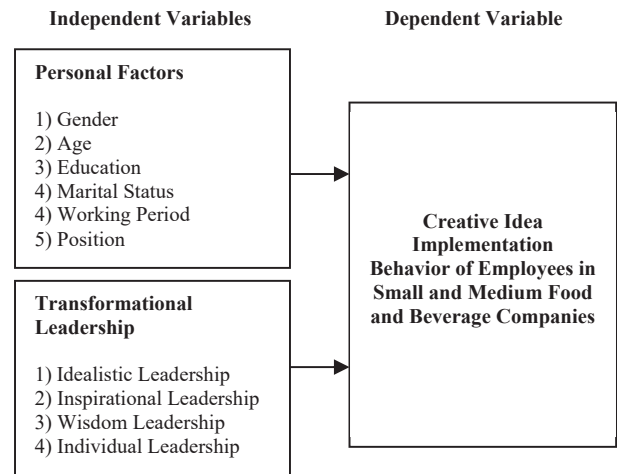


Figure 1. Conceptual framework.

V. LITERATURE REVIEWS

A. Transformational Leadership

Transformational leadership can point to the persons who can lead the other people, as followers, change beliefs and attitudes in order to let them work due to the need of the leaders, organization and situations regarding the set goal [6,7]. The transformational leadership can be divided into 4 dimensions including inspiration motivation, idealized influence, intellectual or wisdom stimulation and individualized consideration. The inspirational leadership refers to the characteristics motivating employees to feel their own enthusiasm, confidence and achievable possibilities. Secondly, the idealized influence refers to the characteristics inspiring the respect and follow from the followers. Thirdly, the intellectual stimulation refers to the characteristics providing intellectual stimulation to followers by fostering the development of creative solutions to problems aligning with organizational goal attainment, beliefs and values. Lastly, the individualized consideration refers to the characteristics focusing on the achievement obtained by the full potential via a close consideration of their developmental needs [6,7]. The transformational leadership has played an important role in the organization due to the fact that it can influence job satisfaction [8], employee productivity in work ability, clarity, help, assessment, validity, motivation and environment [9], workplace relationships and job performance [10], organizational identification on intrapreneurship [11], organizational citizenship behavior [12].

B. Creative Idea Implementation Behavior

Innovative work behavior refers to the behavior of the person with directly aiming the initiative new things and introducing useful new ideas to produce new products,

services and work processes [13]. Innovative work behavior can refer to creative idea implementation behavior which understands ability of employees to work with new ideas, to follow and support their new ideas, to present their new ideas for business, to contribute to bring new ideas to work or to develop new things to use in business. Indeed, there are research studies on employee innovation behavior that the relationship between variables developed from management theory that influences creative behavior. Innovative behavior study of employees such as Nanda and Singh [14] found that the management variables, corporate culture, innovative atmosphere and organizational support systems can positively influence the creative employee [15]. Also, the individual's experience and conscientiousness can influence creative behavior [16]. Škerlavaj, Černe, & Dysvik [17] studied about creative-idea generation, idea implementation, and perceived supervisor support and it found that higher levels of perceived supervisor support dampen the curvilinear relationship between creative-idea generation and idea implementation. Baer [18] studied about the implementation of creative ideas in organizations and it found that idea implementation can be encouraged by individuals' motivation and good outcome derived from good idea generation.

VI. RESEARCH METHODOLOGY

A. Population, Samples and Sampling Method

Population in this study are business owners, managers or head of department in Small and Medium Food and Beverage Companies. With sampling computation employing unknown population [19] at the confident level as of 95%, therefore, the samples were 400 persons. The purposive sampling and convenience sampling method were employed in this study.

B. Research Tools and Data Collection

Researchers used close-ended survey questionnaires divided into 3 parts. The first part was about the check-list questions asking about the personal factors including gender, age, education, marital status, working period and position. The second and third part was about the rating scale questions (1-5 Likert scale) asking about the transformational leadership and creative idea implementation behavior. For data collection, the researchers employed convenience sampling method to distribute the questionnaires. After the questionnaires returned, the researchers inspected the completion and correctness.

C. Validity and Reliability

For validity check, the researchers had experts in related fields inspect the accurateness and consistency of contents and questions, and recommend the improvement and edition. For reliability check, Cronbach's alpha coefficient had been used. From the testing, the transformational leadership consisting of idealistic leadership, inspirational leadership, wisdom leadership and individual leadership had Cronbach's alpha coefficient as of 0.776, 0.784, 0.838

and 0.804. In the meantime, creative idea implementation behavior had Cronbach's alpha coefficient as of 0.840. These values were higher than 0.80 [20], this meant that the data derived from this survey questionnaire can be proceeded to have further study.

D. Data Analysis

Researchers analyzed the data derived from samples by using descriptive statistics including frequency, percentage, mean and standard deviation and inferential statistics consisting of multiple regression model analysis with the enter method to oversee the effect of transformational leadership in terms of idealistic leadership, inspirational leadership, wisdom leadership and individual leadership on creative idea implementation behavior in small and medium food and beverage companies. The result also described the degree of variable relationship [21]. Herewith, all basic requirements before using the multiple regression model analysis were required and tested [22,23].

TABLE I. OPINION DEGREE INTERPRETATION, CALCULATED AS TO BE (5-1)/5=0.80

Range of Mean	Interpretation
1.00 - 1.80	Customer does not at all agree with the statement.
1.81 - 2.60	Customer slightly agrees with the statement.
2.61 - 3.40	Customer moderately agrees with the statement.
3.41 - 4.20	Customer highly agrees with the statement.
4.20 - 5.00	Customer extremely agrees with the statement.

Source: Best & Kahn [24]

VII. RESULTS

The study of the effect of transformational leadership on creative idea implementation behavior of employees in small and medium food and beverage companies had been conducted and analyzed by using descriptive and inferential statistics. The details had been portrayed as follows:

A. Study of Respondents' General Information, Transformational Leadership and Creative Idea Implementation Behavior in Small and Medium Food and Beverage Companies

- Study of respondents' general information

TABLE II. FREQUENCY AND PERCENTAGE OF RESPONDENTS' GENERAL INFORMATION

Items	Frequency	Percent
Gender		
Male	188	47.0
Female	212	53.0
Age		
Lower than 20 years old	18	4.5
Between 21-30 years old	152	38.0
Between 31-40 years old	200	50.0
More than 41 years old	30	7.5
Education Level		
Lower than bachelor's degree	133	33.3
Bachelor's degree	238	59.5

Items	Frequency	Percent
Master's degree	28	7.0
Higher than master's degree	1	.3
Marital Status		
Single	241	60.3
Married	146	36.5
Devoiced	13	3.3
Working Period		
Lower than 1 year	10	2.5
Between 1-2 years	41	10.3
Between 3-5 years	113	28.3
More than 5 years	236	59.0
Position		
Business owner	44	11.0
Manager/CEO	74	18.5
Head of department/division	150	37.5
Operational staff	132	33.0
Total	400	100.0

From the study, most of the respondents are female (53.0%), aged between 31-40 years old (50.0%), graduated Bachelor's degree (59.5%), single (60.3%), worked for more than 5 years (59.0%) and worked as head of department/division (37.5%).

- Study of transformational leadership in Small and Medium Food and Beverage Companies

TABLE III. MEAN, STANDARD DEVIATION AND INTERPRETATION OF TRANSFORMATIONAL LEADERSHIP IN SMALL AND MEDIUM FOOD AND BEVERAGE COMPANIES

Transformational Leadership in Small and Medium Food and Beverage Companies	Mean	S.D.	Agreement
Idealistic Leadership			
IDE_1: Your leader behaves as a good example, being praised and respected.	4.34	0.66	Extremely
IDE_2: Your leader has a business vision and could transfer to employees.	4.19	0.64	Highly
IDE_3: Your leader controls his/her emotion even if a business is in a crisis situation.	4.13	0.75	Highly
IDE_4: Your leader creates a sense of unity with employees.	4.21	0.67	Extremely
Overall	4.22	0.53	Extremely
Inspirational Leadership			
INS_1: Your leader inspires his/her employees to do challenging things.	4.30	0.69	Extremely
INS_2: Your leader encourages employees' spirit work lively in the workplace.	4.15	0.68	Highly
INS_3: Your leader creates a positive attitude and positive thinking in working for employees.	4.16	0.77	Highly
INS_4: Your leader makes employees feel the beauty of the future of the business.	4.15	0.74	Highly
INS_5: Your leader makes employees feel confident in achieving business goals.	4.28	0.66	Extremely
Overall	4.21	0.52	Extremely

Transformational Leadership in Small and Medium Food and Beverage Companies	Mean	S.D.	Agreement
Wisdom Leadership			
WIS_1: Your leader encourages employees to be aware of various problems that arise.	4.29	0.70	Extremely
WIS_2: Your leader encourages employees to have new ideas in solving various problems	4.15	0.65	Highly
WIS_3: Your leader encourages employees to have systematic solutions.	4.20	0.71	Highly
WIS_4: Your leader encourages employees to express their opinions.	4.23	0.71	Extremely
WIS_5: Your leader does not criticize any employees' ideas, even if it is different opinion.	4.17	0.70	Highly
WIS_6: Your leader creates confidence that every problem has solution.	4.29	0.65	Extremely
WIS_7: Your leader encourages employees to work creatively.	4.22	0.70	Extremely
Overall	4.22	0.49	Extremely
Individual Leadership			
IND_1: Your leader is a good coach or consultant for employees.	4.22	0.65	Extremely
IND_2: Your leader makes employees feel valuable and important.	4.10	0.66	Highly
IND_3: Your leader understands employees' needs or requirements.	4.17	0.71	Highly
IND_4: Your leader listens and understands the employees' problems.	4.16	0.68	Highly
Overall	4.16	0.54	Highly

From the study, it found that the overall of transformational leadership in terms of idealistic leadership, inspirational leadership and wisdom leadership in small and medium food and beverage companies was rated in "extremely agree" level with mean score as of 4.22, 4.21 and 4.22, respectively. Meanwhile, the overall of transformational leadership in terms of individual leadership in small and medium food and beverage companies was rated in "highly agree" level with mean score as of 4.16.

- Study of creative idea implementation behavior of employees

TABLE IV. MEAN, STANDARD DEVIATION AND INTERPRETATION OF CREATIVE IDEA IMPLEMENTATION BEHAVIOR OF EMPLOYEES

Creative Idea Implementation Behavior of Employees	Mean	S.D.	Agreement
APP_1: 1. Employees can be encouraged to work with new ideas.	4.10	0.73	Highly
APP_2: Employees can make other people to follow and support their new ideas.	4.10	0.68	Highly
APP_3: Employees can present their new ideas for business.	4.10	0.75	Highly
APP_4: Employees can contribute to bring new ideas to work.	4.15	0.76	Highly
APP_5: Employees try to develop new things to use in business.	4.09	0.71	Highly
Overall	4.11	0.57	Highly

From the study, it found that the overall of creative idea implementation behavior of employees was rated in the “highly agree” level with the mean score as of 4.11.

B. Hypotheses Testing

- Hypothesis 1: Employees with different personal factors have different creative idea implementation behavior in Small and Medium Food and Beverage Companies.

TABLE V. ANALYSIS OF INDEPENDENT SAMPLE T – TEST AND ONE-WAY ANOVA OF PERSONAL FACTOR ON CREATIVE IDEA IMPLEMENTATION BEHAVIOR OF EMPLOYEES

Personal Factors	t	F	Sig
Gender	2.452		0.015
Age		2.737	0.003
Education Level		2.837	0.002
Marital Status		1.653	0.090
Working Period		2.948	0.001
Position		4.100	0.000

Remark: Significant level as of 0.05

From the study, it was found that employees with different personal factors in terms of gender, age, education, working period and position have different creative idea implementation behavior in Small and Medium Food and Beverage Companies with Sig. as of 0.015, 0.003, 0.002, 0.001 and 0.000. Meanwhile, employees with different personal factors in terms of marital status do not have different creative idea implementation behavior in small and medium food and beverage companies with Sig. as of 0.090 at the significant level as of 0.05.

- Hypothesis 2: Transformational leadership has a positive effect on creative idea implementation behavior in Small and Medium Food and Beverage Companies.

Before testing the hypothesis by using multiple regression model analysis, the researchers employed multiple correlation in order to test the Multicollinearity. The variables should not be correlated over than 0.9 [25].

TABLE VI. MULTIPLE CORRELATION OF VARIABLES

IDE T	INS T	WIS T	IND T	APP T
1				
0.799**	1			
0.735**	0.778**	1		
0.706**	0.714**	0.760**	1	
0.655**	0.687**	0.683**	0.684**	1

From the study, it was found that the variables were correlated from 0.655 to 0.799. These values implied that the variables were not in Multicollinearity because the scores were not be correlated over than 0.9 as recommendation [25]. According to this, the data was able to use for further study.

TABLE VII. MULTIPLE REGRESSION ANALYSIS OF THE EFFECT OF TRANSFORMATIONAL LEADERSHIP ON CREATIVE IDEA IMPLEMENTATION BEHAVIOR OF EMPLOYEES

Variables	Creative Idea Implementation Behavior			t	Sig.
	B	Std. Error	Beta		
(Constant)	.30	.17		1.64	.103
Idealistic Leadership	.14	.06	.13	2.15	.033
Inspirational Leadership	.26	.07	.24	3.75	.000
Wisdom Leadership	.22	.07	.19	3.21	.001
Individual Leadership	.29	.06	.28	5.09	.000
R = 0.754; R ² = 0.568; Adjusted R ² = 0.564; S.E.E. = 0.375; Durbin-Watson = 1.791; Sig. = 0.000; Tolerance 0.276-0.366; VIF = 2.730 – 3.628					

From the study, it was found that the model consisting of idealistic leadership, inspirational leadership, wisdom leadership and individual leadership has correlation coefficient (r) as of 0.754, meaning that the transformational leadership consisting of idealistic leadership, inspirational leadership, wisdom leadership and individual leadership has strongly positive relationship with creative idea implementation behavior in Small and Medium Food and Beverage Companies.

The adjusted R² was equal to 0.564, meaning that the model consisting of idealistic leadership, inspirational leadership, wisdom leadership and individual leadership can accurately predict the effect of transformational leadership on creative idea implementation behavior in Small and Medium Food and Beverage Companies as of 56.4% at the significant level as of 0.05. The equation can be written as follows:

$$Y = 0.30 + 0.14 (\text{Idealistic Leadership}) + 0.26 (\text{Inspirational Leadership}) + 0.22 (\text{Wisdom Leadership}) + 0.29 (\text{Individual Leadership})$$

VIII. DISCUSSION, LIMITATION AND RECOMMENDATION

A. Discussion of the Study

- *Employees with different personal factors have different creative idea implementation behavior in small and medium food and beverage companies.*

From the study, it was found that employees with different personal factors in terms of gender, age, education, working period and position have different creative idea implementation behavior in Small and Medium Food and Beverage Companies. This is because creative idea implementation behavior really needs gender, age, education, working period and position as influential factors. For example, Reuvers, Van Engen, Vinkenburg, & Wilson - Evered [26] found that gender is important for creative behavior. Also, Foss, Woll, & Moilanen [27] indicated that men's innovations were better captured than women's. Or, Daud, Omar, Turiman, & Osman [28] indicated that education has relation with creativity. Meanwhile, employees with different personal factors in terms of marital status do not have different creative idea implementation behavior in Small and Medium Food and Beverage Companies. This is because no matter getting married or not needs to creative idea implementation behavior in order to achieve to goal set.

- *Transformational leadership has a positive effect on creative idea implementation behavior in small and medium food and beverage companies.*

From the study, it found that the transformational leadership consisting of idealistic leadership, inspirational leadership, wisdom leadership and individual leadership has strongly positive relationship with creative idea implementation behavior in Small and Medium Food and Beverage Companies. This is because that the creative idea implementation behavior needs to have the leaders with appropriate leadership that can foster creative behavior [11]. The transformational leadership consisting of inspiration motivation, idealized influence, intellectual or wisdom stimulation and individualized consideration can create the creative behavior [5]. The inspirational leadership can motivate employees to feel their own enthusiasm, confidence and achievable possibilities. Secondly, the idealized influence can inspire employees to respect and follow their leader. Thirdly, the intellectual stimulation can provide intellectual stimulation to foster the development of creative solutions to problems aligning with organizational goal attainment. Lastly, the individualized consideration can make employee to focus on individual problem and need in order to obtain heart from employee [6,7]. Not only creative behavior, the transformational leadership has played an important role in influencing job satisfaction [8], employee productivity in work ability, clarity, help, assessment, validity, motivation and environment [9], workplace relationships and job performance [10].

B. Limitation of the Study

This study was limited to the quantitative research studying in the area of in Small and Medium Food and Beverage Companies. Also, the independent variables were limited to the transformational leadership. In the meantime, the dependent variables were scoped only in the creative idea implementation behavior.

C. Recommendation of the Study

- *For Entrepreneurs*

1) The company should consider the personal factors of the employees in the organization because personal factors including gender, age, education, working period and position. It is important for the organization in order to create the activities creating creative idea implementation behavior.

2) The company should consider the transformational leadership in order to create creative idea implementation behavior. The prioritizing dimensions can be individual leadership, inspirational leadership, wisdom leadership and idealistic leadership, consequently. The result can help generate the activities that should be conducted in the organization. For example, the organization can create consultant center in order to give the advice when employees need.

- *For Future Studies*

The next study can focus on different research methodology such as considering to use the qualitative research by using in-depth interview, observation and others. Also, the next research can focus more on other variables such as motivation, factors influencing transformational leadership. Lastly, the next research can recommend to expand the study area, besides food and beverage in order to compare the results that perhaps take to account.

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