



LEADERSHIP FACTORS AS PREDICTORS OF CREATIVITY BEHAVIOR FOR CITY IMAGE: A STUDY IN BANDUNG CITY, INDONESIA

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Abstract

This study aims to examine the influence of transformational leadership on creative behavior and its impact on the city image of Bandung, Indonesia. Building on previous research, this study highlights how leadership can shape city image through community-driven creativity. Using a quantitative approach, data were collected from 222 valid responses out of 250 distributed questionnaires. The data were analyzed using Structural Equation Modeling (SEM) with the LISREL 8.80 software. The results reveal that transformational leadership significantly influences creative behavior, which in turn enhances Bandung's image as a creative city. The findings emphasize the importance of leaders inspiring and empowering communities to engage in creative actions. Implications and recommendations for future research are also provided.

Keywords: factors of leadership; creative behavior; city image

Article Info

History of Article

Received: 21/4/2025

Revised: 15/7/2025

Accepted: 16/7/2025

Published: 18/8/2025

Jurnal Riset Bisnis dan Manajemen

Volume 18, No. 2, August 2025,

Page 271-280

ISSN 1979-0600 (Print)

ISSN 2580-9539 (Online)

INTRODUCTION

Research on reputation, particularly in relation to communication strategies, has experienced rapid development since 1990. The effectiveness of communication strategies plays a crucial role in achieving the desired reputation. While initial research focused on organizations and companies, studies concerning city image have also gained significant traction. It is widely recognized that a positive city image or reputation attracts more visitors and investments. Consequently, a favorable city reputation leads to increased income for the city (Anholt, 2010; Roberts and Dowling, 2002). City management and community support are essential factors in shaping a good city image, including in the case of Bandung, one of Indonesia's major cities. Bandung's city image remains ambiguous (Juanim & Ina, 2017). Nonetheless, the government has set a goal to establish Bandung as a creative city. City management differs from corporate management, as it involves a more complex array of services. Effective city management relies on community willingness to implement the city government's plans and programs. Leadership plays a critical role in this context, as leaders symbolize the city's identity. Through effective communication, leaders guide the community toward achieving the desired city image, with community behavior serving to fortify that image. According to Osborne (1998), leadership,

community commitment, and societal attitudes are vital in attaining community effectiveness and desired outcomes.

A city community is inherently diverse, encompassing variations in education, age, occupation, economic capacity, and individual characteristics. These diversities can be advantageous or pose challenges. Previous studies have demonstrated the influence of leadership on community commitment in shaping Bandung's city image (Juanim & Ina, 2017). This study aims to further explore the factors of leadership to determine which aspects predominantly foster community commitment toward creative behavior in Bandung. The consistent display of creative behavior is expected to reinforce Bandung's city image. Brown (2013) emphasized that leaders who promote creativity are crucial for maintaining a competitive advantage. Relationship-oriented leaders tend to encourage creativity more than task-oriented leaders.

Bandung City was selected as the research location due to its distinctive socio-cultural and economic characteristics, which make it an ideal setting to examine the relationship between leadership and creative behavior in shaping city image. As a metropolitan city and the capital of West Java, Bandung is widely recognized as a hub for arts, fashion, design, and digital innovation, supported by a vibrant and diverse population in terms of age, education, occupation, and income levels. This diversity fosters dynamic community interactions and provides fertile ground for the development of creative industries. Despite the local government's vision to position Bandung as a leading creative city, its public image remains ambiguous and fragmented. This gap highlights the need to investigate internal drivers—such as transformational leadership and community behavior—that contribute to a unified and positive city identity. Furthermore, the existence of active creative communities and frequent cultural events makes Bandung a highly relevant context for addressing current research gaps in leadership and urban creativity (Manik et al., 2023; Zayadi, 2023). By being the research object, this study can provide in-depth understanding of how city-level leadership can influence the community's commitment to creativity and how this, in turn, can strengthen the city's image. Bandung's success in achieving the status as a creative city will have significant impacts not only at the local level but also provide valuable lessons for other cities that aim to enhance their creativity and image. Therefore, the selection of Bandung as the research object is justified by its central role in the Indonesian government's efforts to promote creativity and innovation at the city level. De Chernatony et al. (2004) emphasized that leaders' understanding of their subordinates is crucial in managing community competencies to establish a strong city identity. This necessitates a clear vision, mission, and the ability to formulate and effectively communicate the right strategies to the community. It is widely recognized that the city brand image relies on the perceptions and attitudes of its residents. While De Chernatony et al. (2004) specifically referred to companies and their employees, the concept is applicable to the context of a city as well. Several cities have demonstrated that a clear city brand image is a result of community members embracing the same identity as the city brand and acting in alignment with government expectations.

Leadership plays a pivotal role in fostering creativity and innovation, both within organizations and in broader societal contexts, including cities. Foundational studies by Stein (1953), Afuah (2003), Chen (2006), and Brown (2013) have underscored the influence of leadership on creative outcomes. This is particularly relevant for city leaders, who must translate strategic visions into community-driven initiatives. According to Syed Talib Hussain et al. (2017), leaders are expected not only to be creative themselves but also to cultivate an environment that nurtures creativity and innovation (Osborne, 1998). Holzmann and Golan (2016) describe workplace creativity as a process of generating and implementing new ideas, while Woodman, Sawyer, and Griffin (1993) emphasize its link to innovation and competitive advantage. Despite a growing body of literature on leadership and creativity, few studies have systematically examined the specific dimensions of transformational leadership—namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration—in promoting community-level creative behavior. Existing research tends to focus on organizational contexts, leaving a gap in understanding how these dimensions function in the public and civic spheres. This study addresses that gap by exploring how each transformational leadership dimension contributes to the emergence of creative behavior within diverse urban communities. Given the complexity and heterogeneity of city populations, especially in creative hubs like Bandung, further investigation into these leadership dimensions is essential for designing more inclusive and impactful urban development strategies.

The community's display of creativity and innovation depends on their perception of organizational support, particularly in the form of a climate that encourages creativity (Afshari et al., 2011; Chen et al., 2011; DiLiello & Houghton, 2008; Isaksen & Akkermans, 2011). Organizational climate encompasses learned behaviors, attitudes, and feelings characteristic of an organization (Isaksen & Akkermans, 2011). Leaders have a profound impact on organizational climate (Carmeli et al., 2010). Furthermore, leaders who are accessible, approachable, and open to discussing new ideas create a psychological safety net for subordinates, enabling them to act, express their thoughts, and solve problems in novel ways. Thus, success hinges on leaders' ability to foster a climate that supports subordinates in translating their creative ideas into creative behavior (DiLiello & Houghton, 2008; Nawaz et al., 2011). According to Ashkan et al. (2015), leader behavior is the most critical factor in encouraging and enhancing individual creativity and innovative behavior. Creative community behavior may be uncommon and can induce anxiety and confusion, leading individuals to hesitate in expressing their creative ideas. It is important for leaders to demonstrate tolerance of risk and create an environment where individuals feel comfortable acting differently from the norm (Simmons & Sower, 2012).

Numerous studies have demonstrated the effectiveness of transformational leadership in inspiring subordinates to achieve goals (Avolio et al., 1999). Transformational leaders employ emotional approaches to stimulate the intellectual growth of their subordinates (Sağnak, 2010). Therefore, transformational leadership is appropriate in the context of community leadership. In general, there is research supporting the positive influence of transformational leadership on community creativity (Jung et al., 2003). However, there is limited attention given to research on how leadership can influence individual innovative behavior (Mumford et al., 2008). Furthermore, existing research on the impact of transformational leadership on innovative behavior is still limited and inconsistent (Shin & Zhou, 2003). Therefore, it is necessary to examine the role of transformational leadership in fostering creative behavior within the community to enhance the image of the city of Bandung. This study will specifically identify transformational leadership based on its three components: idealized influence, inspiration, and intellectual stimulation, as well as individual consideration.

The characteristics of leadership required to encourage creativity align with the characteristics of transformational leadership (Avolio, 1999), which include: (1) Idealized Influence: Providing a vision and sense of mission, instilling pride, gaining respect and trust. (2) Inspiration: Communicating high expectations, employing focused efforts, expressing important purposes in simple ways. (3) Intellectual Stimulation: Promoting intelligence, rationality, and careful problem-solving. (4) Individualized Consideration: Providing personal attention, treating each employee individually, coaching, and advising.

Some researchers believe that creativity emerges when leaders adopt a transformational leadership model (Shin & Zhou, 2003) and when subordinates have a learning orientation (Redmond et al., 1993; Byrne et al., 2009). Creative responses can manifest as new procedures or processes for completing work or identifying products or services that meet consumer needs (Zhou & Shalley, 2003). Creative responses can also involve improving existing procedures or processes to enhance efficiency (e.g., by reducing the resources required to complete tasks) or finding more effective alternative procedures or processes. Both forms of creativity should contribute to improved employee performance. Another form of creativity involves generating novel ideas that are useful and applicable to one's work and further developed (Shalley et al., 2004). The perception of an organizational climate that supports creativity and innovation is crucial for fostering creativity, and it varies among individuals (Afshari, Siraj, Ghani, & Afshari, 2011; Chen, Yien, & Huang, 2011; DiLiello & Houghton, 2008; Isaksen & Akkermans, 2011).

METHOD

This study employed a quantitative approach using Structural Equation Modeling (SEM) with LISREL 8.80 as the primary data analysis technique. SEM was selected because it allows for simultaneous testing of complex relationships among latent variables, which is essential for examining the multidimensional constructs of transformational leadership, creative behavior, and city image. Compared to other statistical methods, SEM is particularly well-suited for validating measurement models and assessing the strength and

direction of causal relationships in a comprehensive framework, making it the most relevant method for this study. Data were collected through a structured survey involving 222 respondents, both male and female, aged between 20 and 40 years. Respondents were selected using purposive sampling, targeting individuals with adequate knowledge of Bandung City, including residents of Bandung, its surrounding areas, and individuals from outside the city who frequently engage with or have visited Bandung. The measurement of transformational leadership was based on its four core dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Creative behavior was assessed through three components: perceived organizational climate for creativity, individual creative behavior, and innovation capacity. City image was measured through respondents' subjective perceptions of Bandung's image as a creative city. The constructs and their indicators were adapted from validated instruments in previous studies and tested for validity and reliability within the SEM framework.

RESULTS

The hypothesis model developed assumes that both direct and indirect leadership have a relationship with the city image through creative behavior. This assumption is based on the four dimensions of transformational leadership. To begin, an initial path diagram is constructed with estimated values. Subsequently, a structural model is created based on the initial path diagram. The structural model incorporates estimated values. Once the structural model is established, the next step involves testing the model. Goodness-of-fit tests are conducted to ensure that the prepared structural model accurately explains the direction of the relationships and influences, without causing estimation bias.

Table 1. Fit model

GOF Criteria	Estimate	Result
Goodness-of-fit Index (GFI)	0,888	Fit
Root mean square error of approximation (RMSEA)	0,079	Good Fit
Expected cross-validation index (ECVI)	7,829	Good Fit
Tucker-Lewis Index (TLI) atau Non-Normed Fit Index (NNFI)	0,958	Good Fit
Normed Fit Index (NFI)	0,933	Good Fit
Adjusted Goodness of Fit Index (AGFI)	0,824	Fit
Incremental Fit Index (IFI)	0,963	Good Fit
Comparative Fit Index (CFI)	0,963	Good Fit
Parsimonious Goodness of Fit (PGFI)	0,871	Fit
Parsimonious Normed Fit Index (PNFI)	0,830	Fit

Table 1 presents the results of the model fit indices for the full structural model. The Goodness-of-Fit Index (GFI = 0.888), Root Mean Square Error of Approximation (RMSEA = 0.079), and other indicators such as CFI (0.963), TLI (0.958), NFI (0.933), and IFI (0.963) fall within acceptable thresholds, indicating that the model has achieved an adequate to good fit with the observed data. Although not all indices reach the ideal threshold (e.g., AGFI = 0.824, GFI = 0.888), these values are still considered acceptable, especially when several key indices consistently demonstrate a good fit. This suggests that the structural model is capable of explaining the observed relationships with satisfactory predictive accuracy. Practically, these results imply that the proposed model can be reliably used to understand how transformational leadership influences creative behavior and how, in turn, creative behavior contributes to the image of Bandung as a creative city. The strong model fit supports the applicability of the findings in real-world urban leadership and community engagement strategies. However, not all hypothesized relationships were found to be statistically significant. The non-significant results warrant further theoretical and practical examination. One possible explanation could be contextual factors specific to Bandung's social environment, such as uneven distribution of creative resources, varying levels of civic engagement, or differences in leadership accessibility among demographic groups. Alternatively, it may reflect limitations in the operationalization of specific leadership dimensions or measurement sensitivity. Future studies should consider integrating qualitative data or conducting subgroup analyses to uncover deeper patterns behind these inconsistencies.

Hypothesis testing was conducted by analyzing path coefficients and *t*-values using Structural Equation Modeling (SEM). In the first substructure, two out of four dimensions of transformational leadership—Intellectual Stimulation and Inspirational Motivation—showed statistically significant effects on creative behavior. This suggests that leaders who encourage critical thinking, innovation, and convey an inspiring vision are effective in fostering creativity within the community. Conversely, Idealized Influence and Individualized Consideration exhibited positive but statistically non-significant coefficients, indicating that charismatic leadership and individualized attention may not be sufficient to drive creative behavior in the context of Bandung. This may be attributed to cultural or contextual factors that moderate the perceived relevance of these leadership traits. In the second substructure, creative behavior demonstrated a significant positive effect on city image, affirming that higher levels of community creativity contribute to a stronger perception of Bandung as a creative city. These findings highlight the differential impact of transformational leadership dimensions and emphasize the strategic importance of stimulating and motivational leadership in cultivating urban creativity and enhancing city branding.

Table 2. Result Of Hypotheses Testing

Hypotheses	Path coefficient	C.R	P	Conclusion
H1 Idealized influence has an effect on creative behavior.	0,098	1,000	0,317	There is no positive influence of idealized influence on creative behavior.
H2 Inspiration influences creative behavior.	0,202	2,314	0,021	There is a positive influence of inspiration on creative behavior.
H3 Intellectual stimulation influences creative behavior.	0,244	2,286	0,022	There is a positive influence of intellectual stimulation on creative behavior.
H4 Individual consideration influences creative behavior.	0,132	1,214	0,225	There is no positive influence of individual consideration on creative behavior.
H5 Creative behavior influences the city image.	0,343	5,437	***	There is a positive influence of creative behavior on the city image.

The overview of the measurement results of the research model is depicted in Figure 1.

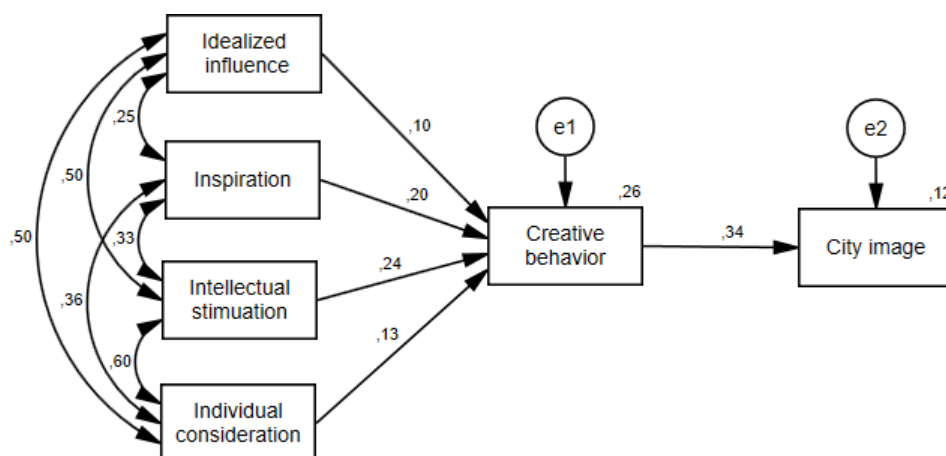


Figure 1. Path coefficient

Based on Figure 1, the following explanations can be provided: (1) Idealized Influence has a contribution degree of 0.101 towards Creative Behavior. Therefore, a higher level of Idealized Influence will positively contribute to Creative Behavior by 0.101. (2) The Inspiration of the leadership variable has a contribution degree of 0.202 towards Creative Behavior. Hence, an increase in the level of Inspiration of the leadership variable will positively contribute to Creative Behavior by 0.202. (3) The Intellectual Stimulation variable has a contribution degree of 0.244 towards Creative Behavior. Therefore, a higher level of Intellectual Stimulation will contribute to Creative Behavior by 0.244. (4) The Individual Consideration variable has a contribution

degree of 0.132 towards Creative Behavior. Thus, the level of Individual Consideration will contribute to Creative Behavior by 0.132. (5) Creative Behavior has a contribution degree of 0.343 towards the City Image. Consequently, Creative Behavior will contribute to the City Image by approximately 0.343.

Based on the developed research model, leadership factors encompass four dimensions: idealized influence, leadership inspiration, intellectual stimulation, and individual consideration. The results indicate that only two variables have a significant and dominant influence on the creative behavior of the urban community, namely the intellectual stimulation variable and leadership inspiration, with contribution coefficients of 0.228 and 0.244, respectively.

This suggests that to foster the creative behavior of the urban community, leaders need to provide intellectual stimuli. Leaders should possess a fresh perspective, fueled by imagination and guided by strong intuition based on rational thinking. City leaders must encourage individuals to challenge materialistic traditions and embrace critical thinking, research, and exploration of new ideas to stimulate creativity.

Another dimension of leadership, Inspirational Motivation, plays a role in promoting the creative behavior of the community. Leaders should inspire their followers, encouraging them to achieve unimaginable creative outcomes. Leaders should motivate the urban community to actively participate in city development, fostering high levels of creativity. By inviting collaborative problem-solving, leaders create opportunities for learning and accomplishment. Cultivating a culture that motivates employees through symbols, metaphors, enthusiasm, and optimism is crucial. Leaders should inspire individuals to find meaning in contributing to the development of the city. By serving as role models and voluntarily inviting the community to follow, city leaders establish themselves as exemplars for the public.

DISCUSSION

The research results indicating no positive effect of idealized influence on creative behavior may highlight the intricate dynamics between leadership and creativity. While transformational theory emphasizes that leaders who serve as role models can inspire followers to achieve higher levels of creativity, the implementation of idealized influence may not always yield consistent success. Several factors could potentially explain these results, such as a mismatch between the values or actions of the leader and the creative tasks faced by individuals, or a lack of tangible support from the leader in fostering creativity within daily work. Moreover, the impact of idealized influence may hinge upon the subjective perceptions of followers towards their leaders. If followers perceive the leader as less relevant or unsuitable within the creative work context, the influence of idealized influence on creativity might be limited. Therefore, these findings suggest that gaining a deeper understanding of the relationship between idealized influence and creativity necessitates further analysis of the specific context and psychological factors that shape how leaders motivate their followers in the realm of creative work.

The research findings indicating a positive influence of inspiration on creative behavior reflect the importance of motivational factors in enhancing individual creativity. Inspiration can serve as an intrinsic driver that stimulates individuals to generate new ideas and creative solutions. When someone feels inspired, they are more likely to be open to creative thinking and explore various concepts. Inspiration can also provide positive energy and motivation, strengthen the emotional connection with work or creative tasks, and lead to a more positive perception of creative challenges. Furthermore, these findings align with creativity theories, such as the theory proposed by Teresa Amabile, which emphasizes that positive emotional states, such as feeling inspired, can enhance creativity. Inspiration can stem from various sources, including personal experiences, works of art, or interactions with talented individuals. Therefore, understanding and recognizing the role of inspiration in fostering creativity can serve as a crucial foundation in designing leadership strategies and work environments that support innovation and the generation of new ideas.

The research findings indicating a positive influence of intellectual stimulation on creative behavior reflect the importance of creating an environment that supports innovation. Transformational theory, particularly by (Downton, 1973) and (Bass, 1985), emphasizes that leaders who provide intellectual stimulation encourage followers to think critically, explore new ideas, and challenge the status quo. This intellectual stimulation creates a context where individuals feel valued for their thoughts and ideas, stimulating

the creative process and increasing the likelihood of discovering innovative solutions. The significance of intellectual stimulation is also linked to the concept of divergent thinking, where individuals are empowered to question and explore various ideas beyond conventional thinking. By stimulating intellectual thinking, leaders create conditions that support the courage to try new things and engage in deeper idea exploration. In this context, the experience of creative thinking becomes more open, and individuals feel more valued in their contributions of innovative ideas. Therefore, intellectual stimulation plays a vital role in shaping an organizational culture that supports the development and expression of individual creativity.

The research findings stating that there is no positive influence of individual consideration on creative behavior suggest that leadership factors related to individual attention to team members may not directly support creativity enhancement. Although individual consideration is an important aspect of transformational theory, where leaders are expected to attend to individuals' needs and development, there may be complex dynamics affecting this relationship in the context of creativity. One possible interpretation is that individual consideration may not always consistently focus on specific stimuli and support for the creative process. Leaders may pay attention to other aspects of individual development or may not provide sufficient concrete support to enhance creativity in specific work contexts. Additionally, the level of creativity may be influenced by other factors beyond individual consideration, such as task goal clarity, freedom to explore ideas, and team involvement in decision-making. Based on these findings, it can be concluded that to enhance creativity, leaders' individual attention needs to be emphasized more on aspects that directly support the creative process, such as providing constructive feedback on innovative ideas, supporting experimentation, or facilitating collaboration that encourages the exchange of creative ideas among team members.

The results of this study provide support for existing theories in both leadership and branding. From the perspective of social cognitive theory, transformational leadership is recognized as an important external factor in the learning process for employees and society (Bandura, 1997). Transformational leaders employ intellectual stimulation to set expectations for creativity and serve as role models for their employees. Their charismatic and inspirational qualities create a positive learning environment, enabling subordinates to enhance their ability to generate new ideas and behaviors beyond the ordinary (Avolio & Bass, 1999).

Furthermore, transformational leaders exhibit behaviors that demonstrate individualized consideration, showing empathy, appreciation, and support for their employees. This helps subordinates overcome the fear associated with challenging the status quo, resulting in higher levels of creativity (Bass, 1985). Additionally, transformational leaders delegate tasks and encourage subordinates to autonomously utilize their knowledge and experiences to enhance their performance (Avolio & Gibbons, 1988; Sarros et al., 2008). Both leaders and subordinates need to proactively engage in the long-term process of cultural change within the organization. One strategy to facilitate this is through leader commitment. Leaders play a critical role as both role models and policy-makers (Agbor, 2008; Avant et al., 2013). Leaders can adopt various behaviors associated with transformational leadership styles. This involves a combination of formal and informal approaches, individual attention, community involvement, and personal support from the leader's attitude (Dvir et al., 2002).

The research findings stating the positive influence of creative behavior on a city's image reflect the significant role of creativity in shaping the attractiveness and reputation of a city. Cities that support and encourage creative behavior tend to have dynamic and innovative ecosystems. Creative behaviors, such as art activities, performances, and business innovation, give a unique character to a city and create a distinct identity compared to other cities. A city's image colored by creativity can attract the attention of creative individuals, talent-seeking companies, and tourists seeking unique cultural experiences. Creative behavior can also influence the positive perception of the city by its residents, enhancing local pride and creating a strong sense of identity. A city's image associated with creativity can also trigger gentrification processes and local economic development. By linking creativity with a city's image, leaders and policymakers can design strategies to support and promote creative activities that strengthen the city's attractiveness and positive image in the eyes of the local and global community.

The findings of this study offer several practical implications for city leaders, creative communities, and policymakers in Bandung. For city leaders, it is crucial to adopt an inspirational communication style that

conveys a clear and inclusive vision of Bandung as a creative city. Leaders should also foster intellectual engagement by facilitating public forums, workshops, and design challenges that encourage the exchange of ideas and stimulate innovation. Moreover, to move beyond symbolic leadership, they must be visibly and actively involved in grassroots creative activities, thereby building trust and legitimacy among citizens. Institutionalizing support for creativity through concrete policy instruments—such as funding schemes, incubation programs, and the development of creative hubs—will further strengthen the creative ecosystem. Creative communities, in turn, are encouraged to align their local initiatives with the city's broader development goals, while also establishing collaborative spaces that foster interdisciplinary knowledge exchange. These communities should also engage as co-creators of urban innovations and cultural expressions that contribute to Bandung's identity. For policymakers and urban planners, creativity indicators should be embedded within urban planning frameworks to ensure sustained support for innovation. In addition, inclusive programs must be designed to provide access to creative opportunities for marginalized or underrepresented groups. Finally, strengthening inter-agency collaboration will be essential to ensure that leadership efforts are synergized with cultural, educational, and economic development policies. Collectively, these strategies will help build a more resilient and innovative urban environment that reflects Bandung's aspirations as a leading creative city.

CONCLUSION

These research findings reflect the complexity of the relationship between leadership behavior and creativity, while also illustrating the potential role of creativity in shaping a city's image. The findings that idealized influence and individual consideration do not have a positive influence on creative behavior may indicate that leadership styles focused on role modeling and individual attention may not always be directly connected to the creative process at the individual level. On the other hand, the results showing a positive influence of inspiration and intellectual stimulation on creative behavior suggest that stimulating creative thinking and providing intrinsic motivation through sources of inspiration may have a more direct impact on individual creativity. In the context of Bandung, known as the Creative City, this can be linked to the government and community initiatives to build an environment that supports creativity, such as art festivals, design communities, and creative districts, which positively influence the city's image as a creative and innovative destination.

The finding that *Idealized Influence* and *Individualized Consideration* do not significantly affect creative behavior contributes meaningfully to the ongoing development of leadership and creativity theories. This result challenges the assumption that all dimensions of transformational leadership universally enhance creativity and suggests the importance of contextual factors—such as cultural expectations, leader accessibility, or the nature of creative tasks—in moderating these relationships. Theoretically, this underscores the need to expand transformational leadership theory by incorporating situational and perceptual dynamics that may influence how leadership behaviors are received and translated into individual creativity. Future theoretical models should explore the role of follower-leader congruence, cultural distance, and perceived authenticity in leadership effectiveness. Conversely, the significant effects of *Inspirational Motivation* and *Intellectual Stimulation* on creative behavior reaffirm the central role of intrinsic motivation and cognitive engagement in fostering creativity. These findings enrich the literature by highlighting that leaders who stimulate idea exploration and convey a compelling vision are more effective in enhancing creative thinking and action, particularly in diverse, urban environments. Despite these contributions, the study is not without limitations. First, the research relies on cross-sectional data, which limits the ability to infer causal relationships between leadership styles and creative behavior. Second, the use of self-reported perceptions may introduce bias and does not fully capture the dynamic interaction between leaders and followers in real-time settings. Third, the sample is limited to individuals with prior exposure to Bandung's creative landscape, which may not represent the broader population or other cities with different socio-cultural contexts. Therefore, future research is recommended to adopt longitudinal or experimental designs to better examine causal mechanisms. Additionally, incorporating qualitative methods such as interviews or focus groups could provide richer insights into how individuals perceive and experience leadership behaviors in creative settings. Comparative

studies across different cities or cultural settings may also help validate the generalizability of the findings and uncover unique local factors that influence the leadership–creativity nexus. By addressing these limitations, future studies can further refine theoretical models and offer more nuanced, context-sensitive strategies for fostering creativity through leadership.

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