

CROSS-CULTURAL MODEL: CASE STUDY BAAN YUAN SAMSEN, BANGKOK, THAILAND

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ABSTRACT

The objective of this research to find the Baan yuan Samsen how they lived together with peacefully engagement. To transfer the cross cultural of baan yuan community on different believed and religion and searching by dept interview from the leader people in the community 10 person. The results as follows: 1. people come from different race and religion believed in peace they done with other likely relatives 2. the community engagement by all level in status co and share to gather by money, things, labor and believed. An the community festivals 3. They mixed and communication by relatives across the race (married) and keep the culture and their dentity considered by sustainable. 4. The migrations of the original people was a naturally because of the growth of the number of people a the need of news environment at had been changed the new way of life. 5. Baan yuan Samsen Community could continue to the old community but civilization. like the old and the news stay stand engage together change for survived.

Keywords: Cross cultural, Community, Engagement

INTRODUCTION

Housing system reform since 1998, the housing industry of our country grows vigorously, output and prices rose sharply, the real estate market has become an important engine fuel economic growth. Compared with the developed countries such as Britain and America, the development history of China's real estate market is much shorter. In the early stage of the real estate market in China, the market there is a house price continue to rise, real estate bubble, land, finance, the problem such as "ghost towns", the serious influence to the long-term and stable development of China's real estate market. In 2003, the State Council on promoting the sustainable development of the real estate market notice first proposed "to fully recognize the importance of sustained and healthy development of the real estate market". Since then, China puts forward the concept of a "health" real estate market, the government also has various macro-control measures (Hou, 2021). Therefore, China's real estate industry is facing unprecedented challenges to the environment.

COVID - 19 outbreak, as the change of people income, more and more people begin to change the view of the real estate market, calls for reform. They also argue that China's real estate market bubble may burst like Japan in the 1990 s. Many Chinese people began to reduce the consumption of real estate, such as apartments, houses or other commercial real estate (Qu, 2021). At the same time, many real estate companies began to face serious financial problems. As

Described by Huileng (2021), not only large real estate companies like Evergrande, but also many small real estate companies also faced serious cash shortages. It was difficult for real estate companies to obtain cash returns through loans or selling more apartments and continue to build projects. Therefore, it is possible that real estate companies are looking for transformation, such as layoffs and organizational restructuring. Due to these challenging problems, high level of work stress and anxiety, and the low level of employee well-being is one of the major problems of the real estate company. Then, many real estate companies hired managers as its different provinces in the transformation of many subsidiary of leadership, to ensure that their policy can be directly carried out in different subsidiaries. Therefore, how to stimulate the real estate enterprise innovation behavior of employees, help the transformational leader in the real estate industry to build different core competitiveness is very important.

This research has much contributions. First of all, this researcher firstly combined person-organization fit and person-supervisor fit as mediators to measure the relationship between transformational leadership of leaders and creative behavior of employees. Secondly, this research firstly applies transformational leadership, creative behavior, person-organization fit and person-supervisor fit at a new situation and background. This is a new situation during COVID - 19 outbreak and new Chinese policy reform in Chinese real estate industry. Thirdly, this paper also firstly pointed out the idea of “Extremely Simple Organization” structure in the researcher, to show how it work in real estate industry as an impact of transformational leadership, this kind of organization structure can be used to cut companies’ cost and increase efficiency during serious periods.

LITERATURE REVIEW

Many paper talked about the importance of transformational leadership toward one organization, and how it affects the employee’s creative behavior and performance. For example, Buil et al. (2019) describes the transformational leadership is leaders inspire followers agree with organizational goals and interests, and beyond the expectations of a kind of method, transformational leadership in terms of necessary changes lead to effective management plays a key role. They also pointed out that transformational leadership can improve the performance of organization’s employee through motivating and empowering employees to achieve the vision of organization. Many other researchers also supported those ideas. Such as Top et al. (2020) explained that transformational leadership is a kind of leadership style, in this kind of leadership style, the leader to determine the change of demand, through the incentive to create a vision to guide the change, and to increase the members of the organization through positive actions. They also pointed the importance of leadership, they explained that leadership is a kind of support or motivate a group of people toward a common goal diligently mechanism, it can use a strategy to lead the staff and workers to achieve a vision. So, the transformational leadership is important for today’s Chinese real estate companies when those companies facing more challenges than before. Traditional Chinese real estate companies is a combination of labor-intensive and capital-intensive industry, normally, one Chinese real-estate company have more than 500 people, it normally was composed by many departments and project companies, and those managers and employees won higher income than other industries. However, with the recession of real estate industry, many Chinese real estate companies tried to reduce cost and save money through job cuts and organization structure reformation. For example, one of the largest real estate company pointed out one new organization structure which is called “Extremely Simple Organization”, which showed 3 level organization structure (Group Headquarter-Province Platform Companies-Project Companies) with very limited employees. Normally, one real estate company’s province level subsidiary or platform company have more than 10 departments with more than 100

managers or employees, and one project company have more than 10 manager or employees, but “Extremely Simple Organization” only recruit 10 managers at province level subsidiary and 3 managers at project managers, this kind of new style organization structure require managers and employees have more ability than before, 1 people need to do different kind of jobs at mixed departments. That organization restructure cut cost through job cut, but employees facing more problems and higher level stress. So, it also increases the demand for transformational leadership at real estate companies, they need transformational leader to stimulate employees to achieve different goal and facing problem with different kind of motivation and innovation. (Wutipong Janmuangthai, et al., 2021)

At the meantime, the real state industry also increases the demand for the creative behavior of employees, many of those companies looking for transition and increasing competitiveness through products, service, marketing, cost, technology and efficiency. It also increasing the requirement of employees to create more core competitiveness through those fields. Many researchers (Mahmood *et al.*, 2019; Azim *et al.*, 2019) found the relationship between transformational leadership and creative behavior of employees. They pointed out that transformational leadership can dominate the process of problem identification and information searching, and then benefit employees’ creative behavior. Azim *et al.* (2019) used multi-item survey instrument to find the results through 400 respondents, they found that transformational leadership can significantly impact on the creative process of employees, and then help organizations to solve problems. Herman and Chiu (2014) pointed out that creative behavior is one of the most importance part of employee’s performance, and it was explained as a process of generate and communicate new ideas and creative thoughts in groups with many benefits, and those new ideas and creative thoughts can help organizations to solve different problems. The idea also was supported by Buil *et al.* (2019) and Top *et al.* (2020), who indicated the importance between transformational leadership and employees’ performance. In Chinese real estate industries, the creative behavior can be pointed out of some creative ideas and works to help real estate companies to reduce cost, increase revenue, increase work efficiency, improve products and help companies survive in this serious periods.

Hogg (2001) pointed out the importance of social identity theory toward different kind leadership styles. Social identity theory is that the individual seeking actively looks at yourself, and to expand this kind of motivation to individual members of the group identity and social identity. According to social identity theory, transformational leadership leader has self-identity as strong change and achievement goal orientation, they also want to use their own influence to make followers agree and comply with the leader's ideas and suggestions (change and transformation), then to achieve final visions. Then, Hogg (2001) also pointed that the success of different kind leadership is depend on group identification, self-categorization and members’ self-identification, for other words, if leaders’ leadership can not affect group member, it is hard for members to follow them and achieve leader’s vision. So, it is important to know how to strong the relationship between transformational leadership and employees’ creative behavior, and whether this relationship existing in real estate industry. Because during this serious periods, if those real estate companies want to survive, they need to cut cost, increase income and then find more financing channel, and they need transformational leadership leader to bring employees to find different ways to solve problem and increase their core competitiveness.

In Chinese real estate industries, there are many transformational leadership managers with different gender, age and education level, many of them play a very significant role in this industry. And many researchers also informed that different demographic factors may affect the managers’ transformational leadership, and those factors can be gender (Alghamdi et al., 2018; Munir & Aboidullah, 2018), age (Khan *et al.*, 2020; Antonopoulou *et al.*, 2021). and education level (Cetin & Kinik, 2015; Le et al., 2018; Top et al., 2020). Alghamdi et al. (2018) informed that different customer with different male-dominate may affect the perception of subordinates

toward their leader, and then those subordinates also will be perceived differently when they face different gender transformational leadership leaders. Then, Munir and Aboidullah (2018) also pointed out different views compared with other researchers, they found that female managers are more affectionate and emotionally expressive than male managers, and female managers also have more consideration structure than initiating structure when they show transformational leadership style, that causes subordinates to perceive less transformational leadership style from female managers, because many subordinates think transformational leadership style should be tough-minded and sometime maybe aggressive. Then, age and education level also may affect the perception of subordinates toward their managers' transformational leadership style in Chinese real estate companies. For example, Khan *et al.* (2020) and Antonopoulou *et al.* (2021) indicated that elder managers have more experience than younger managers, but they are more prudent and cautious than younger managers. Normally, younger managers have more passions and attention to face challenges and problems, they prefer to change, and they also have faster feedback toward new knowledge and problems. For education level, Cetin and Kinik (2015), Le *et al.* (2018) and Top *et al.* (2020) provided different ideas, some of them pointed out education level can not affect the perception of subordinates toward their managers' transformational leadership style, because it is hard for managers to study one leadership style through textbook, some of them think managers' education level such as (doctoral or master degree) may let subordinates to perceive their managers differently.

Just as above informed, different managers point out that different demographic factors affect the perception level of employees toward their managers' transformational leadership style, because subordinates may be perceived differently when they face different gender, age and education level managers. But there is no consistent results to show whether those demographic factors can always affect all industries' subordinates at a significant level. And no research talked about how those different demographic factors affect subordinates' perception toward transformational leadership in Chinese real estate industries, it is interesting and significant at this moment.

What's more, some researchers pointed out that not all subordinates will blindly follow those transformational leadership style leaders, they have their own ideas toward their leaders. So, if transformational leadership style leaders want their subordinates follow them, they need some fit between them and their subordinates, and those subordinates also need some fit with their organizations. After research the relationship managers' transformational leadership style and subordinates' creative behaviors, some researchers found that there are some factors that can be used as mediating factors between managers' transformational leadership style and subordinates' creative behaviors. Some researchers pointed out the mediating role of person-organization fit (Buil *et al.*, 2019) and person-supervisor fit (Klaic *et al.*, 2018), but less of them use these two factors as mediating factors to strengthen the relationship between transformational leadership and employees' creative behavior. Many researchers used work engagement (Lai *et al.*, 2020) or job satisfaction (Boamah *et al.*, 2018). But researchers doubt that if employees already have work engagement or job satisfaction, they may just blindly follow leaders, no matter what style they have. According to the research of Cetin and Kinik (2015) and Boamah *et al.* (2018), they pointed out that there are four dimensions of transformational leadership, they are idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. That means transformational leadership style leaders lead employees or followers to achieve visions or goals through their influence, motivation, stimulation and followers' thinking, not just blindly following. But the effect of leaders' influence, motivation and stimulation depends on employees' fit, such as person-organization fit and person-supervisor fit. So, it is interesting to test whether there is a mediating role of person-organization fit and person-supervisor fit toward the relationship between transformational leadership and employees' creative behavior in Chinese real estate industry.

Klaic *et al.* (2018) explained that person-supervisor fit as attitudinal compatibility between supervisors and their subordinates, and it was developed from person-environment fit theory and central stress theory in work and organizational psychology. And they also pointed out the positive relationship between transformational leadership and person-supervisor fit, and then, person-supervisor fit will increase the performance of employees and creative behavior. Those employees with high levels of person-supervisor fit, normally have higher satisfaction and well-being work with transformational leader, and then results with high perceived leader effectiveness and high group effectiveness. So, researcher assume that there is a mediating effect for person-supervisor fit between transformational leadership and employees' creative behavior in real estate companies.

Then, Kwon and Kang (2019) informed the importance of person-organization fit and person-supervisor fit toward employees in one organization, they found there is a positive relationship between job performance and person-organization fit, and person-supervisor fit. Then, Chi and Pan (2012) and Chen *et al.* (2020) informed the relationship between transformational leadership and person-organization fit. They described person-organization fit as the compatibility between employees and organizations, organization and employees can satisfy each other needs or share similar fundamental characteristics such as values, beliefs and goals. They also pointed out that, if there is no similar value, beliefs and goals between employees and organization, organization may not recruit those employees, or it is easy for those employees to leave the organization, and those employees also will not follow the leaders with any leadership style.

To conclude, many researchers talked about the relationship between transformational leadership and employees' performance, but very limited researchers talked about the relationship between transformational leadership and employees' creative behavior which as a very important part of employees' performance, and no researcher applied those factors on real estate industry. And it is also important applied person-organization fit and person-supervisor fit as mediator between transformational leadership and employees' creative behavior, that means there should some thinking before employees follow leaders not just blindly follow in real estate industry.

RESEARCH METHODOLOGY

In this study, researchers used the methodology of quantitative methods to obtain data and results. Quantitative research method is by generating a digital or any data or can be converted to the available statistical methods to quantify the problem, and quantitative data collection method is more structured than qualitative data collection method. The researchers chose a survey method to collect data from respondents. Survey is a research method, the researchers used questionnaires to get the data of respondents to know their views and attitudes. To collect data, the researchers designed a questionnaire, and distributed them to the employees of at different levels of the real estate companies randomly.

The questionnaire includes 20 questions, respondents need to write their manager's age, gender and education level, and then, they need to answer a list questions about their managers' transformational leadership level, and those respondents' person-organization fit level, person-supervisor fit level and creative behavior level. All of the questions (excepted demographic questions) are used as 5-Likert scale questions from strongly disagree to strong agree for all respondents. All of the data is collected and then analyzed by researcher.

Table 1: The Results of Demographic Factors

Questionnaire	
Subjects	Options
Manager's Gender	Male
	Female
Manager's Age	Less than 30 years old
	30-40 years old
	41-50 years old
	51-60 years old
	More than 60 years old
Manager's Education Level	Lower than Bachelor Degree
	Bachelor Degree
	Master Degree
	PhD Degree
Transformational Leadership 1	My manager have much attention and passion to finish the goal.
Transformational Leadership 2	My manager have ability to explain the mission and vision of our company and to encourage subordinates to finish work.
Transformational Leadership 3	My manager have courage, confidence and ability to finish the goal.
Transformational Leadership 4	My manager have ability to express what she/he want.
Creative Behavior 1	I can use creative ways to finish my work.
Creative Behavior 2	I have a systematic way to using creative behavior.
Creative Behavior 3	I can evaluate the efficiency and effectiveness of my practical creation idea.
Person-Organization Fit 1	I have similar value and culture compare with my company.
Person-Organization Fit 2	I can get what I want from my work.
Person-Organization Fit 3	I have enough ability, training and experience to finish my work in my company.
Person-Organization Fit 4	The things and works, what I think is important, is also important for my company.
Person-Organization Fit 5	I have good fit with my company.
Person-Supervisor Fit 1	I have similar characteristics and value compare with my manager.
Person-Supervisor Fit 2	My manager can satisfy my needs.
Person-Supervisor Fit 3	I have enough ability and experience to finish the work what manager assigned to me.
Person-Supervisor Fit 4	I can cooperate with my manager perfectly during work.
Person-Supervisor Fit 5	I can understand what my manager want during work.

Researcher used convenient sampling method to distributed questionnaire to different Chinese real estate companies' employees online, and then collect those data and run those data through software, and then get the results with following.

RESULTS

This part aim to answer the results of research questions and hypothesis, including descriptive analysis of demographic data and correlation between each variable. There are 400 employees are answer the questionnaires. There are two sections of this Data analysis and results. The first part is descriptive analysis that analyze the demographic factors such as gender, age and education level. The second part is the regression analysis, and this part analyzes the relationship between each variable. Researchers also use software to test the reliability and validity of each

variable in this research analysis. First of all, researchers use descriptive statistical methods to summarize the essential characteristics of all respondents' managers. Frequency and percentage were used to calculate and analyze the sample demographic data. And their managers' information is showed with following.

Table 2: The Results of Demographic Factors

Subjects	Options	Frequency	Percent
Manager's Gender	Male	302	75.5%
	Female	98	24.5%
Manager's Age	Less than 30 years old	56	14.0%
	30-40 years old	160	40.0%
	41-50 years old	110	27.5%
	51-60 years old	48	12.0%
	More than 60 years old	26	6.5%
Manager's Education Level	Lower than Bachelor Degree	69	17.2%
	Bachelor Degree	201	55.2%
	Master Degree	97	24.3%
	PhD Degree	33	8.3%

According to table 2, most of the respondents' managers were male (302 people) at 75.5%, and female (98 people) at 24.5%, that means most of the managers are male in Chinese real estate industry. Then, based on table 1, researcher also noticed that the majority of respondents' managers were aged between 31-40 years old, which accounted for 160 people and occupied 40.0% of total sample. Then, 110 respondents' managers (occupied 27.5%) who was aged between 41-50 years old, 56 respondents' managers (occupied 14.0%) who was aged less than 30 years old. Only 48 respondents' managers (occupied 12.0%) was aged between 51-60 years old and 26 respondents' managers (occupied 6.5%) more than 60 years old. That means, in today's Chinese real estate industry, the managers are normally young, and most of them are aged between 30-50 years old. The last but not the least, researcher also found that most of the respondents' managers education level is Bachelor Degree and they (201 people) occupied 55.2% of total sample. And researcher also found 24.3% (97) people have Master Degree and 8.3% (33) people have PhD Degree, other respondents' managers have education level less than Bachelor Degree, those respondent have 69 people (occupied 17.2%) in total target sample. That means, there are many respondents' managers own enough knowledge with high education level (Bachelor Degree or higher degree) to face more serious situation of Chinese real estate industry.

And then, researcher tested the reliability and validity of those data, this data past reliability and validity test, and then researcher analysis whether different demographic respondents' managers have difference transformational leadership level, and then analyze the relationship between each variable with following.

Table 3: The t Test of Different Gender's Managers toward Transformational Leadership

Subjects	Options	M	SD
Transformational Leadership	Male	4.93	0.18
	Female	4.85	0.27
t		2.92	
p		0.004	

Based on table 3, researcher found that the mean the level of transformational leadership for male managers is 4.93 and for female managers is 4.85, and the p-value is less than 0.05, that means there is a significant difference between male managers and female managers toward transformational leadership in Chinese real estate companies. The reason maybe that male

manager has much attention and passion to change, but female manager maybe not aggressive like male manager who have more enterprise and want more follower to change current situation, the detail will be discussed in the end.

Table 4: The ANOVA Test of Different Age and Education Level Managers Toward Transformational Leadership

Subjects	Options	M	SD
Transformational Leadership	Less than 30 years old	4.98	0.11
	30-40 years old	4.94	0.18
	41-50 years old	4.89	0.23
	51-60 years old	4.93	0.19
	More than 60 years old	4.71	0.33
F Value	8.601		
p	0.000		

Based on table 4, researcher found that the mean level of transformational leadership for different age manager is different, those managers who are aged less than 30 years old have highest level of transformational leadership, those managers who are aged more than 60 years old have lowest level of transformational leadership, and the p value is less than 0.05, F value is 8.601, that means there is a significant difference between different age managers toward transformational leadership in Chinese real estate companies. The reason maybe that young manager have much attention and passion to change, but older manager maybe just to maintain current status of company, the detail will be discussed in the end.

Table 5: The ANOVA Test of Different Age and Education Level Managers Toward Transformational Leadership

Transformational Leadership	Lower than Bachelor Degree	4.91	0.21
	Bachelor Degree	4.9	0.23
	Master Degree	4.92	0.17
	PhD Degree	4.92	0.21
F Value	0.852		
p	0.466		

Then, according to table 5, researcher found that there is no significant difference between different education level managers' transformational leadership style toward their subordinates perception, because the p value is higher than 0.05. That means subordinate perceived different education level managers' transformational leadership style is same in Chinese real estate companies. The higher education level cannot bring higher level transformational leadership.

Table 6: The Relationship between Each Variables

	Transformational Leadership	Person-organization Fit	Person-supervisor Fit	Creative Behavior
Transformational Leadership	1	/	/	/
Person-organization Fit	0.727***	1	/	/
Person-supervisor Fit	0.512***	/	1	/
Creative Behavior	0.464***	0.403***	0.359***	1

*** : P<0.001

Based on table 6, researcher found that there is a significant relationship between all of the variable. There is a significant strong relationship between managers' transformational leadership level and employees' person-organization fit level, because the number is 0.727 ($p < 0.001$). Researcher also found that there is a significant relationship between managers' transformational leadership level and employees' person-supervisor fit level, because the number is 0.512 ($p < 0.001$), and there is a significant relationship between managers' transformational leadership level and employees' creative behavior level, because the number is 0.464 ($p < 0.001$). Then, there is also a significant relationship between employees' person-organization fit and their creative behavior level, the number is 0.403 ($p < 0.001$); and there is a significant relationship between employees' person-supervisor fit level and their creative behavior level, the number is 0.359 ($p < 0.001$). So researcher can continue to check whether employees' person-supervisor fit and person-organization fit play a mediating role between managers' transformational leadership and employees' creative behavior.

Table 7: The Test of the Mediating Role of Person-organization Fit

	Model 1 Creative Behavior	Model 2 Person- organization Fit	Model 3 Creative Behavior	Model 4 Creative Behavior
	β	β	β	β
Transformational Leadership	0.466***	0.727***		0.366***
Person- organization Fit			0.403***	0.138**
R^2	0.466	0.727	0.403	0.475
Adjusted R^2	0.217	0.528	0.103	0.226
F	110.231***	444.933***	77.305***	57.901***

*** : $P < 0.001$; ** : $P < 0.05$

According to table 7, researcher used regression analysis to analyze the relationship between transformational leadership of managers and person-organization fit of employees, and there relationship between transformational leadership and creative behavior, the data also proved that there is a significant positive relationship between transformational leadership and creative behavior, and person-organization fit is playing a mediating role between transformational leadership and creative behavior. Because according to table 7, researcher found that after combined with person-organization fit, the relationship between transformational leadership and creative behavior is changed from 0.466 to 0.366, and the relationship is significant ($P < 0.001$). Then, researcher continue check the mediating role of person-supervisor fit with following.

Table 8: The Test of the Mediating Role of Person-supervisor Fit

	Model 1 Creative Behavior	Model 2 Person- supervisor Fit	Model 3 Creative Behavior	Model 4 Creative Behavior
	β	β	β	β
Transformational Leadership	0.466***	0.512***		0.382***
Person- supervisor Fit			0.359***	0.164**
R^2	0.466	0.512	0.359	0.487
Adjusted R^2	0.217	0.262	0.129	0.237
F	110.231***	141.054***	59.020***	61.577***

*** : $P < 0.001$; ** : $P < 0.05$

According to table 8, researcher used regression analysis to analyze the relationship between transformational leadership and person-supervisor fit, and their relationship between transformational leadership and creative behavior, the data also proved that there is a significant positive relationship between transformational leadership and creative behavior, and person-supervisor fit is playing a mediating role between transformational leadership and creative behavior. Because according to table 8, researcher found that after combined with person-supervisor fit, the relationship between transformational leadership and creative behavior is changed from 0.466 to 0.382, and the relationship is significant ($P < 0.001$).

DISCUSSION

Based on above results, researcher found that, in Chinese real estate industry, there is a significant difference between male managers and female managers toward transformational leadership style. That means in Chinese real estate industry, subordinate perceived different gender's transformational leadership style differently, and those subordinate perceived male manager have higher transformational leadership level than female manager. According to Alghamdi et al. (2018), they pointed out that male subordinate may perceived female managers transformational leadership style weaker than male manager. As we know, in Chinese real estate industry, the majority worker is male, many of them may not perceived so strong toward female managers' transformational leadership style. Then, Munir and Aboidullah (2018) also pointed out that, female managers are more affectionate and emotional expressive with more consideration structure than initiating structure, that cause subordinate perceived less transformational leadership style from female managers. Then, this research also found that there is a significant difference between different age managers toward transformational leadership in Chinese real estate companies. The reason maybe that young manager have much attention and passion to change, but older manager maybe just to maintain current status of company. This idea was supported by Khan *et al.* (2020) and Antonopoulou *et al.* (2021), they indicated that older managers have more experience, they prefer to follow their experience, not change. And they also informed that, different age managers have different learning speed capabilities, recognition of knowledge value and the ability of taking external knowledge resources. So, those factors may cause different age managers have different ability to use transformational leadership style and their innovation ability also will affect the perception of their subordinates' perception toward their transformational leadership style. What's more, this research also found that there is no significant difference between different education level managers' transformational leadership style toward their subordinates perception. According to Cetin and Kinik (2015), Le *et al.* (2018) and Top *et al.* (2020), they pointed out that some industries may not focus on education level too much, unlike other creative industries, real estate industry focus on experience, professional knowledge and leadership style, more than education level. In real estate industry, PhD degree managers cannot guarantee that they must always perform better than bachelor degree managers, and subordinates also may perceived their transformational leadership style based on their work style and communication ability, not degree.

Then, researcher also found that there is a significant relationship between managers' transformational leadership and employees' creative behavior. This results supported the idea of Herman and Chiu (2014), Mahmood *et al.* (2019), Azim *et al.* (2019), Buil *et al.* (2019) and Top *et al.* (2020). As one of the most import part of employees' performance, Chinese real estate industry need creative behavior, transformational leadership managers also can help employees to follow them to do innovative work, and then save their companies. In the end, researcher also found that there is a significant relationship between all variables. And person-organization fit and person-supervisor fit is playing a mediating role between transformational leadership and creative behavior. According to Buil *et al.* (2019), Klaic *et al.* (2018) and Lai *et al.* (2020), they found that, employees will not just blindly follow managers to change and achieve one goal and

vision, they may think first and then follow. In Chinese real estate industry, employees have their own self-identity, if manager want their subordinates follow them and achieve good results, they need to make sure their subordinates have similar group identification, self-categorization and self-identification with them, and they also need to make sure those subordinates have good person-organization fit and person-supervisor fit, those subordinates need to know how to follow their managers' transformational leadership style and then achieve success.

CONCLUSION

Housing system reform since 1998, the housing industry of our country grows vigorously, output and prices rose sharply, the real estate market has become an important engine fuel economic growth. However, with the change of Chinese macro policy and Chinese consumption view toward real estate, Chinese real estate industry facing more challenge than before. At the meantime, the facing of serious cash shortages motivates many Chinese real estate companies to change, and it also increase the requirement of transformational leadership style leader.

This researcher aims to use a survey way to find the relationship between transformational leadership and creative behavior of employees, and also found the mediating role of person-organization fit and person-supervisor fit. What's more, researcher also found that different demographic factors such as gender and age has significant effect on transformational leadership style of managers toward subordinates perception, and there is no significant difference between different education level managers' transformational leadership style toward their subordinates perception.

For future research, researcher can apply transformational leadership style to different industries, and compare their difference. Then, they also can find more factors which may affect or be affected by transformational leadership style, and try to find how transformational leadership style deeply affect the performance of different kind employees and companies at different industries.

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