

# The Study Related to an Impact of Leadership Styles on Innovative Work Behavior of Subordinates

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## **Abstract**

Leadership is the practice of inspiring others to work cooperatively together to achieve wonderful things. The definition of leadership is the capacity to persuade others to work toward organizational objectives. Leadership styles are the methods of giving direction, conducting plans, and inspiring others. Leadership style seems to influence innovation in many activity sectors. Leadership style is shown to be a crucial factor in innovative work behavior.

*Purpose:* The study's objectives are to ascertain the impact of leadership styles on innovative work behavior of subordinates and to find the factors affecting the implementation of leadership styles to improve the working behavior of subordinates in India.

*Design/Methodology/Approach:* The methodology employed in this study is an Exploratory research design. Primary data is evaluated using a regression model. The analysis is done on the statistical program named SPSS and through Excel. The main method of collecting data is a questionnaire. A sample size of 220 employees of an organization was taken as respondents for the study.

*Findings:* The study provides a framework to discuss the impact of leadership styles on subordinates' innovative work behaviors. The results suggest that researchers and practitioners may benefit from this research to better understand the role of leadership styles, their impact on organizational culture, and the innovative work behaviors of subordinates.

*Keywords:* Leadership; Leadership Style; Innovation; Innovative Work Behavior; Subordinates; Organization.

## **1 Introduction**

In every aspect of the socioeconomic environment, significant changes are currently occurring. Innovative leaders may impact all areas of the economy: public, private, education, business etc. Additionally, change has created a lot of opportunities. Such opportunities must be availed by leaders who are adaptable, inventive, and conscious. Organizations nowadays need to be led by knowledgeable leaders who are receptive to bringing about change. Further, the success of the

organization is in the ability of the leader to successfully manage stress and address the diverse demands of their subordinates (Darling and Heller, 2011).

Nowadays, effective and compassionate leadership is a growing source of worry for businesses all around the world. Every business requires a leader who can both effectively accomplish corporate goals and give subordinates the tools they need to succeed (Khan et al., 2013). Leadership is a crucial factor in an organization's success (Malik et al., 2016). Given the numerous possible leadership styles and organizational features, it is unknown what constitutes successful leadership or organizational environment for aiming to inspire innovative work behavior in subordinates (Kang et al. 2015).

Innovation has evolved from a "nice-to-have" to a "must-have" component of today's corporate organizations, which they require to meet shifting client wants and keep a competitive edge in a rapidly changing and fiercely competitive market (“Battistelli et al., 2014; Bin Saeed et al., 2019; Chowhan et al., 2017; Javed et al., 2019”). Because of this, "Innovative work behavior (IWB)" is now required for subordinates to survive in contemporary companies (Wang et al., 2017). One of the most studied determinants of IWB is leadership. The link between leadership styles and IWB is the subject of many empirical studies, both directly and indirectly. In this circumstance, encouraging subordinates to exhibit innovative work behaviors may be more effectively accomplished by “the leadership style and the nature of the relationship between the leader and the subordinate” (Nazir et al., 2020).

## **1.1 Leadership**

The essence of leadership is the capacity to convince a group of individuals to collaborate to achieve a common objective. It is based on ideas that may be the person's own or ideas that have been inspired by other influential leaders. Leadership is the most crucial, fundamental, and challenging job that is the foundation of effective organizational performance (Abbas et al., 2016).

Leadership is the ability to successfully communicate these ideas to others and motivate them to take ownership of their actions and grow as individuals, in addition to directing the company toward growth. A good leader inspires not just themselves but also the people around them. It is crucial to realize that in order to be an effective and inspiring leader shortly, one must possess specific critical thinking abilities that may assist one in allocating resources within a business in a way that would maximize its possibilities of expansion.

## **1.2 Importance of Leadership to Achieve Organizational Goals**

Here are some of the importance of leadership to achieve the goals of an organization (Moe, 2021)

### **1.2.1 Motivates Team Members**

Team members return the kindness shown by the leader. They will be motivated to serve as role models for their teams and themselves, and they will think about how they can specifically contribute to the success of the Organization as a whole.

### **1.2.2 Allows for a Problem-Solving and Decision-Making Mindset**

Great ideas can arise in a psychologically safe setting where individuals are not scared to speak up. When a leader provides the individuals performing their task the flexibility to produce ideas and make decisions, exponential development is possible.

### **1.2.3 Promotes Ethics, Communication, Respect, and Inclusion**

The highly emotionally intelligent organizational leader communicates that every employee's participation is valued since it assists the organization in moving forward. The leader represents the principles of the company and sets an example for others in terms of respect, inclusiveness, and the use of communication in all aspects of life.

### **1.2.4 Allows Subordinates of an Organization to Remain Goal-Oriented**

The organizational leader can emphasize the wider picture when employees are free to accomplish their duties and produce innovative solutions: advancing the purpose while preparing for the difficulties that arise in the future.

## **1.3 Leadership Style**

There are several styles of leadership given below (Jaiswal, 2022):



Figure 1: Leadership Style

### 1.3.1 Democratic Leadership

As clear as its name, it is. Decisions are taken or rejected democratically by the leaders under democratic leadership based on suggestions and feedback from their team. Even though the leader ultimately has the last say, every viewpoint matters. It is among the most effective leadership approaches because it gives employees a voice.

### 1.3.2 Autocratic Leadership

When employee opinions are considered, it is the exact opposite of democratic leadership. It is not a sustainable approach for this kind of leader to expect others to follow their decisions over the long run.

### 1.3.3 Laissez-Faire Leadership

The phrase "laissez-faire" means "let them go." It is the least intrusive leadership style, and those who employ it ensure that staff members have authority. Although it could be empowering, this style of leadership also has the potential to limit development. Consequently, it has to be observed.

#### **1.3.4 Pacesetter Leadership**

A leader who sets the pace for their team by leading from the front and by example is said to be using pacesetter leadership. This type of leader has ambitious standards for both them and the people on their team. A pacesetter leadership style has characteristics like demanding impressive performance from their team with less control and prioritizing results over all other factors.

#### **1.3.5 Transformational Leadership**

This type of leadership continually seeks to improve and adapt its practices. Tasks and timeframes may be set, and leaders that employ this style may continuously push their team members to their boundaries. Growth-oriented organizations frequently use this sort of leadership style.

#### **1.3.6 Transactional Leadership**

In today's workplace, the leadership style focused on the action-and-reward model is quite popular. For example, an employee or a team may receive a reward or bonus if they achieve a goal set forward by the organization.

#### **1.3.7 Bureaucratic Leadership**

This kind of leadership conduct complies with the regulations. Although leaders who utilize this method pay attention to employee suggestions, they may reject or dismiss them if they disagree with the organization's culture or policies.

#### **1.3.8 Coach-Style Leadership**

This leadership style encourages team members to focus on their talents and abilities while placing a strong emphasis on the team's overall performance. Despite similarities to democratic and strategic leadership styles, this strategy emphasizes the people more.

### 1.3.9 Visionary Leadership

A visionary leader can foresee the future and communicate it to those who will contribute to making it a reality. A leader with vision can see the big picture and develop a long-term strategy for their team or company to follow in order to get there.

### 1.3.10 Servant Leadership

The servant leadership style was developed based on the concept that leaders should put the greater good first. The requirements of the team and the business are prioritized by this type of leader. Their objectives do not take priority. The goal of servant leadership is to build others' ability for leadership.

## 1.4 Innovative Work Behavior

Innovative work behavior is any employee conduct that is designed to create, introduce, and use (within a position, group, or organization) innovative concepts, concepts, processes, goods, or procedures that are intended to benefit the appropriate unit of adoption. In order to achieve the rewards of this performance, innovative work behavior involves the purposeful invention, promotion, and implementation of innovative ideas in work positions, work groups, or organizations. "Innovative work behavior (IWB)" refers to the complicated behavior of employees who develop, communicate, and implement innovative ideas. IWB provides the tools necessary to preserve organizational sustainability and competitive advantage.

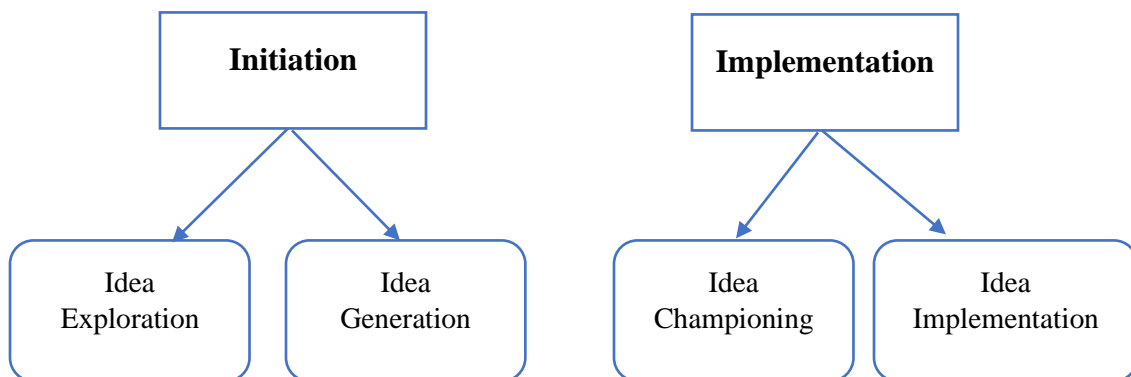


Figure 2: Activities of Innovative Work Behaviour

## 1.5 Impact of Leadership Style on Innovative Work Behaviour of Subordinates

Present-day subordinates are compelled to compete with innovation by engaging in innovative behavior because of the volatility, dynamism, and aggressive competition in the organization environment (Hong et al., 2016). Without the leadership position, this engagement will inevitably happen. It is due to the fact that leaders inspire their subordinates by adopting behaviors that encourage them to set aside personal objectives and benefits in favor of a more significant vision: the accomplishments of the organization and a rise in its inventive outputs (Mintzberg, 2020). In a similar vein, leaders have a significant impact on how subordinates behave in regard to their work and given the evolving nature of their position in modern companies, the effectiveness of any organization is largely dependent on the leadership style employed by the leader (Saleem et al., 2015).

Therefore, it is essential to determine which “leadership style encourages/enhances the innovative work behavior of subordinates” (Kark et al., 2018). Due to the fact that this conduct has emerged as one of the crucial problems that might threaten their existence, companies are required to place special emphasis on it. In addition, the rapid changes brought about by globalization have dramatically increased consumers' access to an infinite quantity of information, increasing the complexity of their expectations and the extent to which they seek fulfillment of their wants (González – roma, 2008; Sarros et al., 2008). As a result, organizations were pushed to explore every avenue for encouraging this behavior since they believed it was the only way to guarantee their continued existence.

As a result, organizations were given the choice of getting out of the competition and leaving the market in which they operate or adapting themselves to cope with these speeding changes by encouraging their subordinate's innovative work behavior. Furthermore, the issue brought on by a lack of innovative behavior may increase since it will make it more difficult for businesses to implement their plans and, as a result, fail to meet their objectives. This required organizations to have effective leadership to move subordinates away from performing their jobs in a normal manner and toward questioning the status quo. However, ideas of transformative leadership have stressed that one of a leader's main responsibilities is to encourage innovation.

On the other hand, there is a lot of disagreement in the leadership innovation literature on the ineffectiveness of transactional leadership and uninspiring subordinates to participate in innovative work behaviors. Further research is necessary because no empirical data specifically

addresses “the impact of leadership styles on employees' creativity. Some studies showed that these leadership styles have a positive impact on employees' innovative work behavior, while other studies showed that they have negative effects” (Alheet et al., 2021).

## **2 Literature Review**

This section begins with a brief explanation of each leadership style and kind of innovative work behavior of subordinates for clarity. This section has been broken down into four parts for easier comprehension.

- a) Role of leadership style
- b) Role of Innovative work behavior of subordinates
- c) Effective leadership style on innovative work behavior
- d) Implementation of Leadership Style to Improve Work Behaviour

The above four parts of the section help to diversify and gain different viewpoints regarding the topic to nurture the objectives.

### ***a) Role of leadership style***

According to **Daft (2014)** defined the leadership is “having the power to convince people to work toward organizational objectives.” Additionally, **Clayton (2012)** quoted that to be successful, responsive, flexible and remain resilient during good and poor times, leaders need to rely on who they are more than what they know or what they do, and above all, leaders need to realize what influence they have on people around them. Further, **Dunn et al. (2012)** reviewed that to win in a turbulent, unpredictable, complicated, and ambiguous environment and leaders must be able to promote talent and reveal the potential in people and organizations.

On the other hand, several studies (e.g., **Judge and Piccolo, 2004; Pourbarkhordari et al., 2016; Solomon, 2016**) investigated the impact of “leadership styles on a variety of subordinate employee work outcomes crucial to an organization's” effectiveness and success, including “job satisfaction, commitment, performance, and motivation.” Moreover, **O’Regan and Ghobadian (2006)** studied leadership tends to concentrate on leadership styles. As a result, **Fry (2003)** emphasized that leadership is a deliberate process of providing motivation to increase the potential for growth and development of the employee by the leader. Similar to how **House and Aditya**



(1971) presented a variety of leadership theories, most leadership theorists agree that the theories of qualities, styles, and contingencies predominate in the literature on leadership.

*b) Role of innovative work behavior of subordinates*

**De Jong and Den Hartog (2007)** presented that the creation or acceptance of new and practical concepts, methods, products, or techniques inside a work position, group, or organization is innovative work behavior. Additionally, the **Zaltman et al. (1973); Axtell et al. (2000)** reviewed that initiation and execution are the two primary stages that innovation theorists frequently use to define the innovation process. Moreover, **Scott and Bruce (1994); Janssen (2000)** reviewed some earlier research that subordinates innovative work behavior as a one-dimensional category that incorporates idea creation and application behaviors. Likewise, **Mumford and Licuanan (2004)** indicated that variations in key leader behaviors between the two phases stay unnoticed, which is why the current study advocates keeping both phases of the innovation process distinct. To put it another way, **Singh & Sarkar (2012)** discovered that innovative employees actively seek out, promote, and secure support for innovative ideas.

To put it differently, engaging in innovative behavior refers to a variety of actions that involve developing and implementing innovative ideas and solutions for the company (**Basu & Green, 1997**). Additionally, **Agarwal et al. (2012)** evaluated the tool “using three elements of innovative work behavior: developing a new concept, garnering support for its implementation from others, and converting an idea into an application.” The three components' scores were added to develop a measure of innovative work behavior regarding its internal integrity. Further, **Kleysen and Street (2001)** described the innovative work process as an entire person's behavior directed towards the emergence, introduction, and implementation of new and beneficial products.

Therefore, **Gopalakrishnan & Damanpour (1997)** observed that innovation might be viewed as a process of introducing something new, or it can be seen as a singular product or end, such as a new gadget, technique, or concept. Innovation, at its most fundamental, is the introduction of something new. So, **Hage (1999)** recognized innovation as the "adoption of a concept or behavior that is new to the organization," and in accordance with **Johnson's (2001)**

typology, innovation includes the following: “(1) the modification of the product/service range that an organization markets; (2) the application of a product/service away from its original purpose; (3) the modification of the market at which a product/service is applied; (4) the modification of the product/service development and delivery process; and (5) the modification of the business model.” However, **Maqbool et al. (2018)** observed that while innovative work behavior derives from people's innovative behavior that helps produce, adapt, convey, and execute fresh ideas, “innovative work behavior” has drawn the attention of scholars and practitioners for decades. Similar to how **Carmeli et al. (2006)** observed the recognition of motivating elements and activators of innovative work behavior contributes significantly to our knowledge of innovativeness on an individual basis, given that “innovative work behavior” is one of the core building blocks of effective organizations (**Wu et al., 2014**).

*c) Effective leadership style on innovative work behavior*

**According to Patterson et al. (2009)** found that the progress of new products in the context of development and research is just one aspect of innovative work behavior, which also applies to the entire business. Innovation is associated with the development and application of innovative ideas to the organization, the country, the globe, and the industry. On the other hand, **Stoffers et al. (2015)** found that innovative ideas are launched as a result of creativity, which depends in part on the management of the relevant organizational structure. Furthermore, people produce unique designs. Moreover, **Jung et al. (2003)** stated that effective leadership in contemporary firms greatly acknowledges the presence of innovative work behavior. To acquire fresh information, expertise, and technology, they encourage innovative, thoughtful and create an inventive work environment. According to other experts, leadership predicts innovation, whether outbound or inbound (**Naqshbandi et al., 2018**).

Further, **Hitt & Duane (2002)** found that the higher education sector needs to advance innovative work behavior since leadership is crucial to advancing innovative work behavior in enterprises. Numerous academics have made it evident that adopting new leadership styles is essential for improving the world. In addition, **Huang et al. (2016)** found that while many factors support subordinates' innovative work behavior, leadership was seen as the situational factor that most strongly encouraged the development of this behavior. As a result, one of the primary stimuli that start this behavior has frequently been suggested as leadership. The capacity of a leader to

create the outlooks and circumstances that support “the innovative work behavior of subordinates” and provide the desired results is what makes this possible (Wu & Lin, 2018).

*d) Implementation of Leadership Style to Improve Work Behaviour*

The leaders must be attentive and careful in their conduct in the face of the environment's rapid change, as this will promote good organizational functioning and the achievement of organizational objectives. Both challenging and achievable tasks are part of the leaders' and subordinates' job descriptions. Leaders can improve their and their team members' effectiveness by developing friendly, social terms and connections with their subordinates. When leaders implement a democratic style of leadership, they provide their staff members with the freedom to voice their opinions and the means to do so. Employee motivation and a sense of job satisfaction will increase in this way. The performance and effectiveness of the company are impacted by several leadership styles (Nanjundeswaraswamy & Swamy 2014).

Further, Yukl (2006) claimed that change-oriented leaders recognize external factors like opportunities and threats, interpret events to explain why change is necessary, articulate an inspiring vision, take the risk of promoting change, build a coalition of leaders for change, and decide how to implement a new initiative for change. To implement a new strategy or change, a variety of leadership styles might be applied. Furthermore, Hambrick et al. (1996) described the power of subunit leaders to change or execute management programs, systems, and structural forms as being greater than that of lower-level managers. However, Mintzberg et al. (1976) determined that effective organizational plan implementation requires coordinated efforts by the leader at all company levels. Aspects of formal organizational structure like formalization, standardization, and the usage of specialized subunits have an impact on efficiency as well.

### **3 Objectives of the Study**

- To find out how leadership helps an Organization to achieve its goals.
- To Examine the Impact of Leadership Style on Innovative Work Behaviour of Subordinates.
- To Find Out the Factors Affecting the Implementation of Leadership Style to Improve Working Behaviour of Subordinates.

### **4 Research Methodology**

The study utilized “primary and secondary data collection methods” in conjunction with the random sampling technique to determine the “ impact of leadership styles on innovative work behavior of subordinates.” The study takes place in India. The primary data is collected from a sample size of 220 employees of the organization from India. A thoroughly structured questionnaire was given to them after their consent and approval. The data were carefully gathered and analyzed using various tools (MS-Excel and SPSS) and techniques (Regression). Both primary and secondary data justify the objectives of the paper regarding the better interpretation of findings.

**Table 1: Analytical Framework of Objectives**

<b>Sr. No.</b>	<b>Objective</b>	<b>Used Statistical Test</b>	<b>Description</b>
<b>1.</b>	“To find out how leadership helps an organization achieve its goals.”	Descriptive	“It tries to methodically explain a scenario, problem, phenomenon, service, or program, gives information on, for instance, the living circumstances of a community, or describes attitudes about a problem.”
<b>2.</b>	“To Examine the Impact of Leadership Style on Innovative Work Behaviour of Subordinates.”	Regression	“The analysis of the relationship between a dependent variable and a set of independent variables, including the direction and magnitude of the relationship.”
<b>3.</b>	“To Find Out the Factors Affecting the Implementation of Leadership Style to Improve Working Behaviour of Subordinates.”	Regression	“The analysis of the relationship between a dependent variable and a set of independent variables, including the direction and magnitude of the relationship.”

## 5 Results and Interpretations

This section outlined the results and data interpretation. The results have been divided on the basis of objectives. Inside the objectives, the result has been shown with the use of a table and their explanation.

**Objective: To Examine the Impact of Leadership Style on Innovative Work Behaviour of Subordinates.**

**Table 2: Model Summary**

<b>Model Summary</b>				
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.147 <sup>a</sup>	.022	.017	2.74729
a. Predictors: (Constant), Leadership Style				

Table 2 defines the model summary, indicating a significant degree of connection. “The R-value for the simple correlation is 0.022, which reflects how much of the overall variance in the dependent variables, the influence of Leadership Style on Innovative Work Behaviour, and the independent variable can be used to explain the results.”

**Table 3: ANOVA**

<b>ANOVA<sup>a</sup></b>						
<b>Model</b>		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	36.529	1	36.529	4.840	.029 <sup>b</sup>
	Residual	1645.380	218	7.548		
	Total	1681.909	219			
a. Dependent Variable: Innovative Work Behaviour						
b. Predictors: (Constant), Leadership Style						

“Table 3 is an ANOVA table that shows how well the data fits by the regression equation(i.e., predicts the dependent variable). This table shows that the regression model accurately predicts the dependent variable.” The above table 3 shows that “there is a significant impact of Leadership Style on Innovative Work Behaviour,” as the significance value is 0.029, which is smaller than 0.05.

**Table 4:Coefficients**

<b>Coefficients<sup>a</sup></b>						
<b>Model</b>		<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>t</b>	<b>Sig.</b>
		<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
1	(Constant)	11.031	.853		12.925	.000
	Leadership Style	.108	.049	.147	2.200	.029
a. Dependent Variable: Innovative Work Behaviour						

The above table is the coefficient table. Table 4 of the Coefficients in the model demonstrates how effectively leadership style created an impact on Innovative Work Behaviour. The table highlight that the regression model shows a significant value (the significance value is less than 0.05).

**Objective: To Find Out the Factors Affecting the Implementation of Leadership Style to Improve Working Behaviour of Subordinates.**

**Table 5: Model Summary**

<b>Model Summary</b>				
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.203a	.041	.037	3.71371

a. Predictors: (Constant), Factors affecting the implementation of leadership style

Table 5 defines the model summary, indicating a significant degree of connection. “The R-value for the simple correlation is 0.041, which reflects how much of the overall variance in the dependent variable, the influence of factors affecting the implementation of leadership style.” The independent variable can be used to explain the results.

**Table 6: ANOVA**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	129.350	1	129.350	9.379	.002 <sup>b</sup>
	Residual	3006.577	218	13.792		
	Total	3135.927	219			
a. Dependent Variable: Leadership Style						
b. Predictors: (Constant) factors affecting the implementation of leadership style						

Table 6 is “an ANOVA table that shows how well the data fits by the regression equation (i.e., predicts the dependent variable). This table shows that the regression model accurately predicts the dependent variable.” The above table 6 shows that “there is a significant impact of factors affecting the implementation of leadership style, as the significance value is 0.002, which is smaller than 0.05.”

**Table 7: Coefficients**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20.008	1.019		19.630	.000

	Factors affecting the implementation of leadership style	-.297	.097	-.203	-3.062	.002
a. Dependent Variable: Leadership Style						

The above table is the coefficient table. Table 7 of the Coefficients in the model demonstrates how effectively the factors affecting the implementation of leadership style created an impact on Leadership style. The table highlight that the regression model shows a significant value (the significance value is less than 0.05).

## **6 Discussion and Conclusion**

The study filled a gap in the research literature by providing an in-depth review of “the impact of leadership styles on innovative work behavior of subordinates.” “The results show that leadership styles have a significant impact on subordinates' innovative work behaviour (R<sup>2</sup>=0.022), demonstrating that leadership styles interpret differences in subordinates' innovative work behaviour on their basis.” Also, another purpose of the study is to find out the Factors Affecting the Implementation of Leadership Style to Improve Working Behaviour of Subordinates (R<sup>2</sup>=0.041), illustrating how it affects the implementation of Leadership Style to Improve Working Behaviour of Subordinates. While leaders in every organization, regardless of leadership style, are ready to take care of their subordinates as essential people and make them appreciate their worth, the study concluded that leaders do not spend much time informing and training them. Furthermore, the results suggest that leaders avoid becoming involved when issues develop because they do not track every error their subordinates make. Despite this, leaders are sure that the essential steps should be made before issues become persistent.

It has been discovered that subordinates of the company lack the will to seek out and get the money required to put innovative ideas into practice instead of putting effort into solving their work-related problems. The study adds to the body of knowledge on leadership and innovation by revealing which leadership style has the most beneficial influence on innovative work behaviors across a range of leadership styles. Consequently, the study oversees a recent suggestion in the leadership and innovation literature that advised identifying the leadership style that encourages subordinates to engage in innovative work behavior (Kark et al., 2018). The study also suggested that leaders at all levels encourage subordinates to collaborate on innovative ideas with businesses



and commercial organizations when those ideas could be a way for those organizations to expand their goods, operations, or services. Then, leaders should encourage those innovative concepts by giving them the necessary financial support. According to Bass (1996), a leader who acts with a relationship orientation will motivate subordinates to go beyond what is expected by appealing to their charm, inspiring them, stimulating their minds, and giving them special consideration.

The leader improves how effectively the subordinates see themselves and their growth potential. The research demonstrates how the way a leader behaves has an impact on how well a subordinate can do their task. The findings are similar to Robbins and Judge (2011), who discovered that trust has grown to be a critical component of a leadership issue in several organizations. The main quality connected to leadership is trust. When trust is betrayed, this harm may have unintended consequences. When subordinates respect their leader, they will be attentive to the leader's behavior and think that the leader is not respecting their rights and interests. People that willingly desire to follow someone will go beyond what is required. They initially want to make sure that they can trust the leader. The level of subordinates' faith in their leaders will have an impact on how creatively they operate (Supriyanto et al., 2020).

Given that leaders have the power to promote innovative thinking and create an environment that supports it, leadership is one of the key factors that contribute to organizational innovation. Different leadership styles positively influence the organizational innovation work behaviour of subordinates. Humor leadership, which requires the leader to have a sense of humor, promotes the development of original ideas and unconventional work practices. Humble leaders who own their faults and limits, as well as the contributions of their subordinates, have a good impact on organizational learning and innovative behavior. Developmental leaders have a significant impact in influencing organizational innovation work behavior because they put a strong emphasis on helping their subordinates advance their knowledge and abilities.

In conclusion, the study provides a framework to discuss “the impact of leadership styles on subordinates' innovative work behaviors.” The findings imply that scholars and practitioners could gain from this study in their attempts “to better understand the function of leadership styles, their effect on organizational culture, and the innovative work behaviors of subordinates.” The goal of the current study is to determine how different leadership styles affect subordinates' behavior for creativity and innovation. Several elements, including leadership, have an impact on

work outcomes, including task performance and innovative work behaviour. Subordinates who exhibit creative work behavior will perform better, affecting the company's advancement and its ability to compete with other businesses on a national and worldwide scale. The needs and interests of subordinates should be acknowledged, and they should help them acquire good and useful leadership abilities, so they may enhance their performance and support the organization's acquisition of a long-lasting competitive advantage.

Leaders are responsible for inspiring innovation inside their businesses by directly or indirectly influencing their organizations. Leadership is contextual, meaning that leaders can use a variety of leadership positions based on the internal and external issues that an organization faces, such as its current state of affairs in terms of politics, economics, society, technology, and the environment (Alblooshi et al., 2020). Because of this, leaders must exercise judgment when selecting the best leadership style (or styles) to promote organizational innovative work behaviour. Unexpectedly interesting and motivating research has been done on the association between “different leadership styles and innovative work behaviors of subordinates.” A leader's influence has a significant impact on how eager their team is to take risks and innovate.

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