

## HOW LEADERSHIP STYLE MATTERS FOR INNOVATIVE WORK BEHAVIOR

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### ABSTRACT

**Purpose-** It is a clear fact that innovation and the ability to innovate is essential for organizations. Especially, actions of individuals are essential for continuous innovation and improvement. That's why innovative behaviors of the individuals at a workplace have the utmost importance to achieve innovation regarding organizational level. Hence, to uncover the relationship between leadership styles and innovative work behaviors of the employees is the purpose of this study.

**Methodology-** In this study, the data has been collected through a questionnaire survey within the sample of white-collar employees of one of the special banks which operates in Turkey by using convenience sampling method. As a means of measurement, Leadership Style (MLQ) Scale by Bass and Avolio (2000) and Turkish Translation by Yurtkoru (2001) and Innovative Work Behavior Scale by de Jong and den Hartog (2010) and Turkish translation by Çimen and Yücel (2017) have been applied. Exploratory factor analysis, correlation and multiple regression analysis have been conducted. The main question to which this research tries to find answer is whether leadership styles have any significant effect on employees' innovative work behavior or not.

**Findings-** Research results revealed that the leadership behaviors of the leader affect the employees' innovation tendency or in other words, their innovative work behaviors.

**Conclusion-** Both transformational leadership and transactional leadership types have a significant effect on innovative work behavior of the employees. On the other hand, laissez-faire leadership type has no effect on innovative work behavior of the employees. In addition, this study provides conclusive evidence for further research that organizational culture, psychological factors and innovation climate in the organization can be put into the model as well to see the mediating or direct effect of leadership styles on employees' innovative work behavior.

**Keywords:** Innovative work behavior, leadership, innovation, transformational leadership, transactional leadership

**JEL Codes:** M10, M16, M19

## 1. INTRODUCTION

In today's rapidly changing and globalizing world, it has become very crucial for institutions to survive and maintain their competitive advantage. Organizations that have similar assets in many ways can exist in their sectors via innovations. Without a shadow of doubt, the human factor becomes very important in organizations in order to create this innovation and differentiate themselves from others in the same sector. In this context, both the leader who will lead the innovation through process and the people who will ensure the realization of this innovation at the end become the most critical elements in the process. At that point, the qualities that a leader owns have a tremendous effect both on employees' innovative work behavior. As technological advances and the effect of globalization facilitate many processes in business life, the growing importance of the human factor for the success of the companies becomes a crystal-clear fact. In terms of technological, financial or even material assets, organizations can have similar assets but what differentiates them from others and add value to their operations are the human resources they employ. At that point, leadership qualities of the managers become very important.

Innovation is a vital to determine the success of the organizations as a guiding performance and competitive advantage in the business world (Leskovar-Spacapan & Bastic, 2007). Kenny and Reedy (2006) suggests that innovation is all about organizations' ability to adopt new products and processes to continue having their competitive advantage and produce profitability. Innovation entails novel approaches to recognize the desires of prospective and current customers. Hence, it can be summed up as a process of putting into action high-quality opinions to give rise to brand-new ideas. Consequently, in

this fast-paced professional business world, innovation can be acknowledged as the foundation of any company. Leaders are the inducers of innovation in organizations because they affect and motivate the employees through their leadership behaviors. Different type of leaders has different effect on employees.

With all these in mind, the purpose of this research is to measure the effect that leadership types have on innovative work behaviors of the employees. The fact that organizations can achieve organizational innovation with the help of their employees and leadership type that the managers in the organizations adopt substantially trigger the existence of innovative work behavior. To get new knowledge, skills, and technology, they promote innovative thinking and create an innovative work culture (Jung et al., 2003). The ability to develop innovative solutions is dependent on an individual's knowledge and experience, as well as the ability to apply that knowledge and skills to new problems (Stoffers et al, 2015). That's why the study puts the emphasis on innovation at individual level in organizations and the influence that leadership styles have on IWB.

## **2. LITERATURE REVIEW**

### **2.1. Transformational Leadership (TF Leadership)**

Transformational leadership is mostly identified with the process in which followers are motivated by higher ideals and moral values (Tracey & Hinkin, 1998) and have started to become significant especially after 1980s. This leadership style puts emphasis on transformation and aims at inspiring the followers. With that in mind, Transformational Leaders can be described as the ones who share their perspective and idea with their proponents, inspire and encourage them intellectually and cares for their individual differences (Yammarino & Bass, 1990).

Furthermore, Hartog and Van Muijen suggests that TF is the one who encourages and inspires the followers and in return followers do more than they are required to do (1997). Similarly, Tichy and Devanna defines this type of leaders as people who revitalize the organization and create synergy and relates them with innovation (1986). They create confidence among their followers and transform them into leaders who concern the achievement and growth (Church & Waclawski, 1996; Yammarino & Dubinsky, 1994). Transformational Leadership has three dimensions:

Inspirational motivation dimension of TF leadership is all about exchange of expectations and entails trust of proponents in their leaders' vision and ideal (Hinkin & Tracey, 1999). Expectations of leader include high goals and this leader is competent in communicating these expectations and goals in simple manner (Bass & Steidlmeier, 1999). Inspirational motivation encourages followers to share common believes and goals, create team spirit through enthusiasm and take responsibility to realize them (Bass, 1990; Tepper & Percy, 1994; Tracey & Hinkin, 1998). Charisma and inspiration were tackled in Bass's early works together; however, each term implied different behaviors of the leader.

Dimension of idealized influence is also referred as charisma in literature and entails follower's admiration as respect and trust. Some behaviors are associated with being charismatic. Hence, Bass & Avolio differentiate them from behavioral charismatic leadership. Moreover, some scholars deal with idealized influence in two subdimensions as attribute and behavior (Avolio & Bass, 1999).

In this dimension, employees accept their leader as a role model, respect, admire, trust because leader gives importance to the needs of their employees. There is an emotional bond between the leader and the employees. Employees are a source of inspiration, and the leader is desired to be imitated, and thus, employees exhibit high performance. It is believed that the leader has superior skills and abilities (Ay & Keleş, 2017; Erkuş & Günlü 2008).

Intellectual stimulation is yet another dimension and often associated with boosting intelligence, rationality, logic, and thorough problem solving and features logic which is compelling and convincing (Bass & Steidlmeier, 1999).

The leader encourages creative thinking and innovation. She/he encourages employees to try new methods instead of working with traditional methods (Bolat & Seymen, 2003). Leaders guide the employees so that they can solve the problems they face in the best possible way and look at them from different perspectives (Cemaloğlu, 2007).

The last dimension is individualized consideration and through individualized consideration, leaders do not see their employees as individuals with the same characteristics, but as individuals with different characteristics. Communicating with their employees one-on-one and understanding their needs play a guiding role for their personal development (Buluç 2009). They try to delegate tasks to the employees in a way that will contribute to their development (Karip, 1998).

### **2.2. Transactional Leadership (TA Leadership)**

In this approach, leaders clearly express their expectations from their employees and promotes the reward they will receive if they reach the goals and meet the expectations. As its name suggests; "transaction" is all about this reward that organization endows their employees in exchange for their labor and conformation.

TA leaders are work-oriented and not worried about the creativity of their employees. If there is no problem in the operation, the leader supports them and ensures the success. However, if the expectations are not met, they take a more active role and try to eliminate the factors that cause failure (Ersoydan & Karakelle, 2014). So, it is apparent that team members give little effort to improve their job satisfaction.

Contingent reward dimension of TA leadership suggests that leader clearly communicates with the followers about what is expected from them and what they will be rewarded with if they comply with the contract or put the necessary effort and exceed to reach the goals. Contingent reward is acknowledged as dynamic and beneficial interaction between leaders and their proponents (Howell & Avolio, 1993).

Management by exception is another dimension and this aspect of TA leadership focuses on transactions between leaders and their followers through making mistakes, postponing decisions, or waiting until something goes wrong before intervening (Howell & Avolio, 1993).

Active and passive form of management by exception are the two types of it. In active form, leaders do not intervene as long as the established procedures and standards are complied with and if any irregularities occur, they take corrective actions. They monitor their employees whether the expected performance is achieved or not. In passive form, leaders do not intervene till a problem occurs and focus on the mistakes of their employees. They take corrective action only after any problem or deviation from the standard occurs. What differentiates these two from each other is the fact that leaders take active role in searching for deviations or problems in active form; whereas leaders passively wait for problems to come into existence in the passive form (Bass, 1990).

### **2.3. Laisses-Faire Leadership (LF Leadership)**

The phrase “Laisses-Faire” stems from French and means “let it be”. As its name suggests, in this leadership style, the leader leaves his employees completely free. Leaders avoid making decisions and do not deal with problems. They do not motivate their followers in any way and does not use the rewarding mechanism. Generally, leaders who do not have leadership characteristics are defined in this dimension (Karip, 1998).

### **2.4. Innovative Work Behavior (IWB)**

Today it is almost impossible for organizations to realize innovation and protect competitive their advantage unless their employees has innovative work behavior.

For decades, much research on innovation and innovative behavior have put the focus on the term “innovative work behavior” (IWB) and conceptualized it by adding something new from themselves.

Scholars focuses on innovation in literature and IWB is one of their focus points when talking about innovation. IWB can be accepted as a process through which an individual employee, or a group of employees’ motivational and cognitive processes are essential and comes into existence via certain activities which can be seeking out up-to-date technologies, asserting new ways to reach goals, applying new way of doing work, and investigating and securing resources to put new ideas into practice (De Jong & Den Hartog, 2010). IWB comprises all these activities and can be defined as an employee’s intentional introduction, promotion and realization of new ideas, products, processes, and procedures (Scott & Bruce, 1994). IWB is accepted by Farr and Ford (1990) as an individual’s behavior through which person seeks for making the new beginnings and willful launching real. When realizing these aspirations, that person can be someone within a work role, group or organization and his / her aim is to come up with brand-new and practical ideas, smooth processes, feasible products or procedures. Another brilliant definition puts the stress on behavior set which is required to initiate, elaborate, and put ideas into practice to elevate not only personal performance but also business performance (De Jong & Den Hartog, 2007).

Organizations, according to Ramoorthy, Flood, Slattery, and Sardessai (2005), must invest in their employees to achieve innovation, in other words, to introduce and transform their techniques, processes and operations. That assertion is supported by Janssen (2000) by saying that organizations need their employees to be skilled enough to be innovative if they want to maintain a constant flow of innovation and to fulfill their objectives. Furthermore, Sharma & Chrisman advocates that individual employee actions are critical for company entrepreneurship, quality management, and continuing innovation, advancement, and development. (1999).

### **2.5. Leadership and Innovative Work Behavior**

Since both leadership and innovation is very popular and broad concepts, in the literature and many scholars deal with these notions according to their point of view.

Khan et. al put the emphasis on the impact of leadership styles on IWB in their study called as “The Interplay of Leadership Styles, Innovative Work Behavior, Organizational Culture, and Organizational Citizenship Behavior” (2020). As a result of their research, they found out that TF type of leaders have a supportive and meaningful effect on IWB. Similarly, TA type of leaders have a supportive and meaningful effect on IWB as well. However, LF type of leaders have less or no effect on IWB.

Similarly, Li et al. try to uncover how TF type of leaders promote IWB of their employees in their study called as “Influence of Transformational Leadership on Employees’ Innovative Work Behavior in Sustainable Organizations: Test of Mediation and Moderation Processes” (2019). It is not a surprise that their study points out that IWB of employees is supported and fortified by TF leadership.

Torres et. al also got similar result in their studies (2017). The result of their study is that TF Leadership is directly and positively related to employee’s IWB. On the other hand, IWB is affected by TA leadership straightly and in a negative way.

Khan, Aslam and Riaz want to inspect whether TF, TA, and LA leadership styles have a significant impact on IWB. In their research named as “Leadership Styles as Predictors of Innovative Work Behavior”, they found out that TF type of leaders have positive influence on IWB. TA type of leadership is positively correlated with IWB. LF leadership style is negatively correlated with IWB. In addition, women bank managers tend to have TF leadership features whereas men managers tend to have TA and LF leadership inclinations.

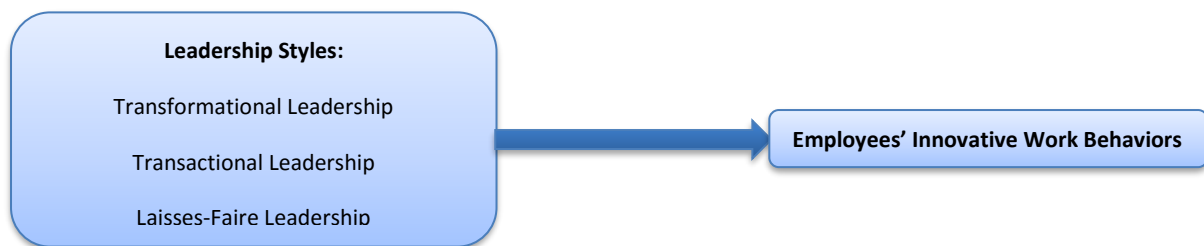
In their research, Imran and Anis-ul-Haque examines the role of TF leadership as a variable that is predicted to have an effect on organizational climate that subsequently effect IWB among the subordinates (2011) and found out that TF leadership has indirect effect on the IWB through organizational climate.

Crawford desires to uncover the relevance between innovation, leadership, and influence in his study (2001). He finds out that innovation is positively related to TF leadership abilities. Furthermore, TA leadership was not significantly related to innovation. However, the LF subscale had a significant negative relationship to innovation.

Sharifirad examines the relationship between TF leadership and IWB together with employee well-being and concludes that TF leadership is positively related to IWB (2013).

In the light of literature discussed so far above, the conceptual model has been developed as follows:

**Figure 1: Conceptual Framework**



### 3. DATA AND METHODOLOGY

To measure leadership styles, 36-item scale called **MLQ (Multifactor Leadership Questionnaire)** and developed by Bass and Avolio (2000) has been utilized. Turkish translations have been made by Yurtkoru (2001) and she used the survey as well in her research (2001). To be able to measure innovation at the level of followers to understand the leaders’ effect, innovative work behavior scale has been used. IWB scale was developed by de Jong and den Hartog and adapted into Turkish by Çimen and Yücel (2017). The sample of the research has been chosen from banking sector. All the data originates from white-collar employees of one of the special banks which operates in Turkey. In order for variables to be measured accurately, the main sample group has been requested to complete the questionnaire by considering their one level-up manager.

As for the participants, 230 people from different demographic background has responded to the questionnaire. Demographic profile of the sample is presented in Table 1.

**Table 1: Demographic Profile of Sample**

		Frequency	Percentage
Gender	Female	73	31,7
	Male	157	68,3
Gender of Manager	Female	25	10,9
	Male	205	89,1
Education Level	Doctorate	3	1,3
	Master's	71	30,9

	Bachelor's	156	67,8
<b>Marital Status</b>	Single	82	35,7
	Married	146	63,5
	Divorced	2	0,9
<b>Age</b>	20-29	82	35,7
	30-39	107	46,5
	40+	41	17,8
<b>Manager's Age</b>	30-35	61	26,5
	36-45	122	53
	46+	47	20,4
<b>Total Work Experience</b>	0-3.5	40	17,4
	4-9	96	41,7
	10+	94	40,9
<b>Employment Period at Current Company</b>	0-3.5	87	37,8
	4-9	89	38,7
	10+	54	23,5

#### 4. FINDINGS AND DISCUSSIONS

**Exploratory Factor Analysis** - This study empirically tests the relationship between leadership styles and innovative work behavior of the employees in the organization. In order to see the factor structure beneath the data, exploratory factor analysis has been performed. Factor analysis results are presented in the table below:

**Table 2: Transformational Leadership Exploratory Factor Analysis Results**

Factor Name	Factor Items	Factor Loadings	% Variance Explained	Cronbach's Alpha
Transformational 1	Considers the moral and ethical consequences of his/her decisions. (IIB_3)	,831	46,554	,966
	His/her actions build my respect for him/her. (IIA_3)	,805		
	Goes beyond his/her own self-interest for the good of our group. (IIA_2)	,803		
	Treats me as an individual rather than just a member of a group. (Icon_1)	,787		
	Displays a sense of power and confidence. (IIA_4)	,783		
	I have pleasure in working with him. (IIA_1)	,746		
	Suggests new ways of looking at how we do our jobs. (IS_3)	,746		
	Gets me to look at problems from many different angles. (IS_4)	,739		
	Talks to us about his/her most important values and beliefs. (IIB_1)	,720		
	Treats each of us as individuals with different needs, abilities, and aspirations. (Icon_4)	,711		
	Emphasizes the importance of having a collective sense of mission. (IIB_4)	,710		
	Seeks differing perspectives when solving problems. (IS_2)	,700		
Inspirational Motivation	Talks optimistically about the future. (IM_1)	,841	27,913	,896
	Talks enthusiastically about what needs to be accomplished. (IM_3)	,835		
	Articulates a compelling vision of the future. (IM_4)	,776		
	Expresses his/her confidence that we will achieve our goals. (IM_2)	,725		
		TOTAL	74,467	
		KMO and Bartlett's Test		
		Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0,955
		Bartlett's Test of Sphericity	Approx. Chi-Square	3745,728
			df	120
			Sig.	0,000

Transactional leadership style is extracted into three factors (Table 3) with 74.59% explained total variance, each exceeding the threshold of 5% variance explanation level. KMO measure of sampling adequacy (0.753) and Bartlett Test of Sphericity (1499.582, df=55, p<0.05) suggest the appropriateness of the data for factor analysis. Internal consistency of each factor is determined as Contingency Reward (0.918), Management by Exception - Passive (0.867) and Management by Exception - Active (0.715), exceeding the minimum requirement and regarded as reliable.

**Table 3: Transactional Leadership Exploratory Factor Analysis Results**

Factor Name	Factor Items	Factor Loadings	% Variance Explained	Cronbach's Alpha
Contingent Reward	Makes sure that we receive appropriate rewards, for achieving performance targets. (CR_3)	,910	30,583	0,918
	Provides his/her assistance in exchange for my effort. (CR_2)	,891		
	Expresses his/her satisfaction when I do a good job. (CR_4)	,889		
	Makes clear what I can expect to receive, if my performance meets designated standards. (CR_1)	,877		
Management by Exception-Passive	Things have to go wrong for him/her to take action. (MEP_2)	,882	26,407	0,867
	Problems must become chronic before he/she will take action. (MEP_4)	,880		
	Shows he/she is a firm believer in "If it ain't broke, don't fix it". (MEP_3)	,875		
	Fails to intervene until problems become serious. (MEP_1)	,723		
Management by Exception-Active	Spends time searching for "fires to put out". (MEA_4)	,861	17,601	0,715
	Keeps track of my mistakes. (MEA_3)	,786		
	Focuses attention on irregularities, mistakes, exceptions, and deviations from standards. (MEA_2)	,728		
		TOTAL	74,591	
		KMO and Bartlett's Test		
		Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,753
		Bartlett's Test of Sphericity	Approx. Chi-Square	1499,582
			df	55
			Sig.	,000

Laissez-Faire leadership style is extracted into a single factor (Table 4) with 82.20% explained total variance, exceeding the threshold of 5% variance explanation level. KMO measure of sampling adequacy (0.794) and Bartlett Test of Sphericity (757.485, df=6, p<0.05) suggest the appropriateness of the data for factor analysis. Internal consistency of the factor is determined as (0.927), exceeding the minimum requirement and regarded as reliable.

**Table 4: Laissez-Faire Leadership Exploratory Factor Analysis Results**

Factor Name	Factor Items	Factor Loadings	% Variance Explained	Cronbach's Alpha
Laissez-Faire	Is absent when needed. (LF_2)	,924	82,156	0,927
	Avoids making decisions. (LF_3)	,922		
	Delays responding to urgent questions. (LF_4)	,904		
	Avoids getting involved when important issues arise. (LF_1)	,874		
		TOTAL	82,204	
		KMO and Bartlett's Test		
		Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,794
		Bartlett's Test of Sphericity	Approx. Chi-Square	757,485
			df	6
			Sig.	,000

Innovative Work Behavior scale is extracted into a single factor (Table 5) with 63.25% explained total variance, exceeding the threshold of 5% variance explanation level. KMO measure of sampling adequacy (0.912) and Bartlett Test of Sphericity (1665.049, df=45, p<0.05) suggest the appropriateness of the data for factor analysis. Internal consistency of the factor is determined as (0.934), exceeding the minimum requirement and regarded as reliable.

**Table 5: Innovative Work Behavior Exploratory Factor Analysis Results**

Factor Name	Factor Items	Factor Loadings	% Variance Explained	Cronbach's Alpha
Innovative Work Behavior	How often does employee attempt to convince people to support an innovative idea? (Ino_7)	,863	63,256	0,934
	systematically introduce innovative ideas into work practices? (Ino_8)	,852		
	make important organizational members enthusiastic for innovative ideas? (Ino_6)	,847		
	contribute to the implementation of new ideas? (Ino_9)	,834		
	wonder how things can be improved? (Ino_2)	,801		
	find new approaches to execute tasks? (Ino_5)	,797		
	put effort in the development of new things? (Ino_10)	,795		
	Search out new working methods, techniques or instruments? (Ino_3)	,752		
	generate original solutions for problems? (Ino_4)	,743		
	Pay attention to issues that are not part of his daily work? (Ino_1)	,645		
TOTAL		63,256		
KMO and Bartlett's Test				
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,912		
Bartlett's Test of Sphericity		Approx. of Square df	Chi-Square	1665,049
				45
				,000

**Multiple Regression Analysis** - The hypotheses of the research are tested with regression analyses. Eight separate multiple linear regression analyses are performed in accordance with the number of independent variables. Table 6 demonstrates the results of analyses.

**Table 6: Multiple Regression Analysis Results**

Dependent Variable	Independent Variables	Beta	Std. Error	t-value	p-value	VIF
Innovative Work Behavior	Transformational Leadership	0.402	0.048	6.624	0.000	1.000
	Transformational 1	0.411	0.047	6.803	0.000	1.000
	Inspirational Motivation	0.319	0.047	5.078	0.000	1.000
	Transactional Leadership	0.319	0.080	5.087	0.000	1.000
	Contingent Reward	0.395	0.040	6.463	0.000	1.000
	Management by Exception - Passive	-0.36	0.048	-0.538	0.591	1.000



Management by Exception - Active	0.147	0.050	2.238	0.026	1.000
Laisses-Faire Leadership	-0.85	0.044	-1.293	0.197	1.000

Results are indicating that there is weak correlation between TF leadership and IWB ( $R=0.402$ ,  $R^2= 0.161$ ). Also, there is a weak correlation (close to moderate correlation, though since it is close to ,50) between transformational1 and IWB ( $R= 0,411$   $R^2=0,169$ ). Between inspirational motivation and IWB, there is a weak correlation ( $R=0.319$ ,  $R^2= 0.102$ ). According to results, a weak correlation between TA leadership and IWB can be asserted ( $R=0.319$ ,  $R^2= 0.102$ ). There is a meaningful relationship between contingent reward and innovative work behavior of the employees ( $R=0.394$ ,  $R^2= 0.155$ ). Management by exception – passive affects IWB in a negative way ( $R=-0.36$ ,  $R^2= 0.001$ ) and since significant value is higher than the limit, it is decided that there is not a meaningful relationship between them. Also, there is a weak correlation between management by exception active and IWB ( $R=0.147$ ,  $R^2= 0.022$ ). Finally, laisses faire leadership statistically does not have an impact on IWB of the employees since the significance value is higher than 0,05.

## 5. CONCLUSION

This research investigated whether there is any meaningful relationship between the type of leadership and IWB of employees. This study uncovers the relationship between “leadership styles” and “innovative work behaviors of the employees” in organization on a sample group chosen from a bank in Turkey. Furthermore, this research has a purpose to find how strong the relationship among the dimensions of leadership style and IWB. Finally, the impacts of demographic variables –such as the gender of employees, their total work experiences and experiences at their current companies, and their ages –to their leadership perception level and IWB level are analyzed. When the research findings are taken into consideration, it is simply apparent that the correlation between leadership styles and IWB and effect of leadership on it is weak but close to moderate ( $R= 0,402$ ;  $R^2= 0,161$ ). Hence, according to these results it can be asserted that TF leaders encourage and motivate their followers by means of inspirational motivation and other transformative abilities to innovate. When the relationship between TA leadership and IWB has been tested, it came out that there is a meaningful relationship between them even though the relationship is positive and weak ( $R=0,319$ ). Relevance between LF leadership and IWB has been proved that the correlation between them came out negative, which is expected. Moreover, since the significance value is higher than 0,05 the significant effect of LF leadership on IWB is rejected. According to the results, it can be easily claimed that innovative work behaviors and ultimately organizational innovation activities are affected by the behaviors of the leader. As a result, this study reveals that TF and TA leaders induces the IWB and motivate their followers to generate novel ideas and put these ones into implementation. On the other hand, LF type of leaders have no effect on IWB of the employees. They do not impress their followers and do not spark them with the fire of innovation and even the tendency of innovation.

As this research discusses, innovative capabilities and activities of employees’ and organizations at the end cannot be achieved without effective, efficient, and empowering leadership. This study contributes to literature by looking at the issue from the human point of view. Since the concept of innovation is too broad, scholars have narrowed their scopes according to their focus point. In addition, in the literature, mostly “the effect of transformational leadership” has been addressed in respect to innovation and IWB. Thus, this study can be regarded as unique both because of its being focused on innovation through innovative work behavior of employees’ and because of taking “transactional” and “laissez-faire leadership” under its scope. For further research, researchers can focus on different sectors by taking the leaders to be evaluated into consideration. In addition, some other variables such as organizational culture, psychological factors, innovation climate in the organization can be put into the model to see the mediating or direct effect of leadership styles on employees’ innovative work behavior because as a result of this study the relationship between laisses-faire leadership and innovative work behavior was expected as high negative correlation. Even though there was negative correlation, there was no significant relationship. So this implies that there should be some inner motivation of employees that they disregard the type of leadership they are exposed to and still are willing to be innovative in their work behavior.

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