

UNIVERSITY OF TARTU

Faculty of Social Sciences

School of Economics and Business Administration

Muhammad Ahmad Khan

**The relationship between Organizational leadership and employee
Innovative Work Behavior**

Master's Thesis

Supervisor: Isaac Nana Akuffo

Co-supervisor: Kurmet Kivipõld

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I have written this master's thesis independently. All viewpoints of other authors, literary sources, and data from elsewhere used for writing this paper have been referenced.

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Abstract

This study investigated the relationship between organizational leadership and employee Innovative work behavior (IWB). An electronic questionnaire was distributed to 250 employees working in Technology-driven and service-driven sectors in Pakistan, and 106 responses were collected using the survey method with a response rate of 42.4%. The OLS regression technique and Pearson correlation were used to analyze the data and the influential relationship between organizational leadership capability (OLC), Innovative work behavior (IWB), and socio-demographic variables. The research results indicated that organizational leadership and innovative work behavior influence each other and have a positive relationship, but innovative work behavior is two times stronger in influencing OLC. The result also showed that two factors of IWB: Generativity and Application, influence OLC whereas only one factor, Alignment and Cohesion of OLC, influences IWB. In addition, no socio-demographic variable influences IWB and OLC.

Introduction

In the past few years, leadership behavior and its effects on employees' innovative work behavior have become a topic of interest to scholars, students, and companies. Leadership is one of the most observed and vast topics. And can be defined in many different ways - what a leader is or should be and what leadership should entail (Marques, 2011). However, in the simplest way, leadership can be defined as "the ability to influence others to achieve goals" (Hughes, 2009, p.1). There are many leadership theories (Great-man, trait, behavior, process leadership, and situational) and leadership styles (transformational leadership, transactional leadership, shared leadership, strategic leadership, collective leadership, and many more) (Ahmed Khan et al., 2016). Moreover, available research reveals that no leadership theory has become entirely irrelevant because it has been modified and enhanced with time and its relevance depends on where it is used (Nawaz et al., 2016). This research examines organizational leadership and, more specifically, collective leadership. As stated, "organizational leadership as a new approach to leadership at the collective level is distinct from traditional approaches to leadership" (Kivipõld & Ahonen, 2013, p.97).

The concept of leadership is important at both levels, individual and collective levels, but collective leadership impacts the performance of the entire organization at each level (Kivipõld & Vadi, 2010). Leadership is owned by the entire organization (O'Connor & Quinn, 2004), and the characteristics of collective leadership are inherited in all organization's structures and systems (Pasternack et al., 2001). Organizational leadership is defined by Kivipõld & Vadi (2010) as the ability of leadership at a collective level to identify and handle the changes in the organization from external stakeholders by keeping the organization's desired goals. Collective leadership is the concept of sharing responsibilities among the team members to lead the organization's projects, and that is the reason the term "collective" is embraced which involves similar leadership concepts such as shared leadership, distributed leadership, and rotated leadership, etc. (Contractor et al., 2012).

Many authors have discussed the broad concept of leadership at collective levels: team, group, and organization (e.g., Hiller et al., 2006; Day et al., 2004; O'Connor & Quinn, 2004; Pasternack et al., 2001) but only some of them have tried to do an in-depth study of collective leadership. The purpose of this study is to explore the relationship between organizational leadership and employee innovative work behavior.

Researchers have explained Innovative work behavior thoroughly in different studies such as Farr and Ford (1990) defined it as Any action taken by an individual to initiate (inside

a team, group, or organization) new and potentially beneficial ideas, products, processes, or methods. Innovative behavior consists of ideas generation and implementation at the organizational level by an individual or group of individuals. Innovation is important for improving the processes, products, and development of the company and for the competitiveness of the companies in the market. Innovation is the implementation of creative ideas within the organization (Amabile, 1988). As mentioned, the study examines the management of innovation at the levels of networks, groups, organizations, and people (King & Anderson, 2002). Creativity can be defined as the creation of new ideas (Amabile, 1988). IWB is different from the creativity because it includes the implementation of the new ideas which can provide some benefit to the organization at organizational level and to give desire innovative results (de Jong & Den Hartog, 2010). In regard to the implementation of ideas, IWB can be seen as a facilitator in the implementation (e.g., Scott & Bruce, 1998; Janssen, 2000). The concept of Innovative work behavior (IWB) consists of both aspects; the generation of new ideas and the implementation of these ideas (Janssen, 2000; Scott & Bruce, 1994). The working environment, leadership and learning culture and their employee's skills and abilities, trainings, and available resources of an organization are considered as important factors in the development of Innovative work behavior (Middleton & Hall, 2021, p. 2).

Generally, the influence of leaders considers as the dominant source on employees' work behaviors (Yukl, 2002). Leaders put efforts and influence the employee's behavior towards the way of working in the organization, and nowadays, the leadership styles adopted by the leader is important in the organization's success (Saleem et al., 2015). Therefore, it is essential to explore the relationship between leadership styles and Innovative work behavior to see which leadership style promotes employees' innovative work behavior (Kark et al., 2018). The available research mostly covered the behavioral perspective on idea generation and implementation and investigated the relationship between transformational leadership style, transactional leadership style, participative leadership style, leader-member exchange (LMX) theory, and Laisser-Faire leadership style on employee innovative work behavior.

However, the influence of collective leadership at the organizational level on employee innovative work behavior has been totally ignored in these studies. No study has examined the relationship between organizational leadership and innovative work behavior. Therefore, the aim of this thesis is to study the one form of collective leadership: organizational leadership and the impact of it on employees' Innovative work behavior. In this research thesis, first, I have examined the literature review of both organizational leadership and innovative work

behavior and the relationship between them. The second part consist of methodology, and third part describes the results. In last, Discussion and conclusion are described.

The Objective of the study:

- To investigate the relationship between organizational leadership and employee innovative work behavior.

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1. Literature Review

To different People, the term “leadership” defines different things, although there is not a single, comprehensive definition (Yukl, 2002), most of the definitions of leadership include terms like “group”, “influence” and “objective” (Bryman, 1992). Generally, Leadership is considered as the process of influencing others and motivating them to achieve the desired goal of the organization. According to O’Connor and Quinn (2004), leadership also be considered as quality of the entire organization, in which collective leadership attributes are incorporated into the organization’s structure and its procedures (Pasternack et al., 2001).

Morrill (2007) said that leadership establishes the strategic equilibrium between the organization and its environment. Leadership is a broad concept and as per the available research on leadership, there are many different leadership theories that define individual leadership behavior such as transactional leadership theory, transformational leadership theory, trait theory, behavioral theory, etc. Many authors have identified different notions of leadership on various collective levels (group, team, and organization) such as distributed leadership, shared leadership, and collective leadership. Most of the literature on leadership has been dedicated to the study of individual leadership behavior, traits, and skills (Bass, 1990). In recent times, it has been identified that for the current organizational needs, the individual model of leadership has some incompatibility and got researchers attention (e.g., Pearce & Conger, 2003), but research questions on collective leadership remain unanswered. This paper will emphasize on collective organizational leadership. Hiller et al. (2006) described that “the epicenter of collective leadership is... the interaction of team members to lead the team by sharing in leadership responsibilities” (p. 388). Kivipõld and Vadi (2010) considered the organizational level as important and defined it as organizational leadership is the notion of collective leadership which has ability to detect and handle the changes in the organizational external environment by keeping the core goals of it.

1.1 Organizational Leadership

The Organizational leadership capability was evaluated by (Kivipõld & Vadi, 2010, p.1) who described that “The capability of leadership exists at both the individual and the collective level, which together in their sum, forms organizational leadership.” They demonstrate that the overall success of the organization does not depend on the performance of a few exceptional members (Kivipõld & Vadi, 2010) but on the contribution from all individuals collectively (Jacobs, 1981). Organizational leadership is essential for enhancing organizational performance and enhancing organizational efficiency because of organizational

leadership capability (OLC) which is considered an “emergent state” of the organization. Available studies on leadership have mostly concentrated on individual-level leadership but collective leadership has been less researched. Examining only individual leadership for these goals is not at all sufficient; it is necessary to also examine leadership at the collective level, particularly at the level of the whole organization. This view is supported by Hofmann and Jones (2005). In their research they demonstrated that leadership comes from a collaboration between individuals who have collective behavior in a team, working group, or organization (ibid). However, the core of leadership at the collective level is the communication process among collective members which leads them in achieving desired results by sharing leadership qualities (Zaccaro et al.,2001). Consequently, there are reasons for suggesting that all of these coordination or communication processes are dynamic in nature, and the requirements for categorizing collective leadership theories is dynamics. Kivipõld & Vadi (2010) identified three different types of leadership dynamics: Relationship-Connectivity, Organizational processes, and Dynamic state.

First, Relationship-Connectivity is the dynamics of leadership that are based on relationship connectivity among collective members of the organization. In the relationship-connectivity, Gronn (2002), and Day et al. (2004) described distributed (or shared) leadership at the team level among organizational members. Hiller et al. (2006) further described it as collective leadership which assumes that leadership can be integrated into the dynamics of a social system (Dachler, 1992). And it is not limited to the heroic or appealing actions of the single individual (see, Hunt, 2001; Yukl, 1999).

Second, Organizational processes is the dynamics of leadership that are part of organizational structure and leadership. Hunt and Ropo (1997) described that in a group, team or organization, leadership as a collective phenomenon is a component of a holistic structure. Furthermore, they suggested that for the dynamic structure, the connection among collective members works as the strongest form to embed leadership.

Third, Dynamic state of leadership dynamics based on the environment and interactions within the organization among their members (ibid). “Dachler (1992) views it as collective leadership; Avery (2006) as organic leadership; Pasternack et al. (2001) and Morrill (2007) view it as institutional leadership.” As Dachler (1992) considered leadership in the dynamics of the social system which is integrated in it.

In another study, (Kivipõld, 2015) explains a mechanism of knowledge coordination in organizational leadership capability and defines “organizational capabilities as a set of integrated firm-specific knowledge that are not static but dynamic – constantly developing and

generating innovations” (p. 4). The skills that are important for implementing the effective leadership, many researchers have described them and according to the available literature, there are three main categories of skills defined as Self-leadership skills (e.g., Carmeli et al., 2006) or problem-solving skills (Mumford et al., 2000); mental structure (Northouse, 2007, p. 47) also called as conceptual skills; and a set of social skills (e.g., Chell, 2013). These skills have the capability to coordinate the dynamics of organizational capabilities and viewed as qualities of the individual leadership for leading the activities of an organization, but in order to convey and pass the knowledge and skills in the knowledge-intensive organizations, it is not enough to lead by individual leader but rather distribute between all organizational individuals. This paper focused on the service organizations and concluded that knowledge coordination seeks to generate innovative behavior and do influence on it within the organization (ibid).

In another article on Organizational leadership Capability, (Kurmet & Ahonen, 2013) studied the relationship between Job Satisfaction and OLC in the small-sized IT service organization, in which authors suggested that organizational effectiveness and employee satisfaction can be enhanced by the leadership behavior which has set across every level of an organization thus It can be used for measuring organizational effectiveness. The higher Job satisfaction may lead to the higher organizational leadership capability which can enhance the employee innovative work behavior at the collective level. Traditional ways of leading are different from the organizational leadership, which is a new way at collective level for the leadership. The organization success does not depend on the accomplishment of few individuals, but rather on the contribution made by all its members of the organization collectively (Jacobs, 1981). In order to reach to such success, most of the members of the organization need to support the wellbeing of the organization, and it depends on the member’s readiness to assist it and comprehend the meaning of collective effort. Also, Yukl (2008) supports the phenomena of organizational leadership by noting that organization can have various leaders whose efforts create cooperation and coordination to get the desired performance of an organization.

Similarly, In another study, (Kivipõld & Vadi, 2013) examined the impact of leadership capability on performance and described the two behavioral dimensions – organizational orientation and organizational adaptation for the measurement framework of organizational leadership. Furthermore, these dimensions elaborate three behavioral domains of organizational leadership: the cognitive, social and sensor. The cognitive domain explains the emotional connection of the organizational members to the organization’s external goals. The sensor domain explains the importance of the monitoring system and how it can help to attain

strategic performance of the organization which allows organizational members to accomplish the organization's planned goals. The social domain represents the internal network of the members associated with the organization through which all necessary information including both internal and external is transferred, analyzed, and new knowledge is created. These three domains represent the main factors of organizational leadership: "cognitive domain – alignment and cohesion; sensor domain – control-feedback system; and social domain – the architecture of the internal network" (ibid).

Kivipõld & Vadi (2010, p.6) explained this measurement framework in detail where they marked these two dimensions as key factors of organizational leadership. The first dimension which is organizational orientation is taken from LQ model defined by Pasternack et al. (2001) and the distributed behavioral model (Reynolds, 1987) which consist of one key factor – alignment and cohesion. The second dimension – organizational adaption which identifies the adaptation of the organization by obtaining the process knowledge. This consist of two main factors of organizational leadership framework, Architecture of internal network – Extent of centralization and Informal communication and Control-feedback system. In this research, the author used these four factors of organizational leadership capability to examine the influential relationship between OLC and Innovative work behavior as these factors can determine the linkage of organizational leadership with IWB.

1.2 Innovative Work Behavior (IWB)

De Jong & den Hartog (2010) studied the multi-dimensional measure of the Innovative work behavior (IWB) in which they focus on the innovative behavior at individual level in the organization. Innovative work behavior is different from employee creativity which is defined as the invention of new and valuable ideas regarding procedures, services, processes, and products (Amabile, 1988), because IWB also includes the implementation of those ideas. De Jong & den Hartog (2010) distinguished four components of IWB named as "idea exploration, idea generation, idea championing, and idea implementation."

Idea exploration includes brainstorming and finding the new ways or alternative ways to enhance the current products, processes, or services (see, Kanter, 1988, Farr & Ford, 1990; Basadur, 2004). Idea generation also can be related to the new products, processes or services, betterment in the current work processes, taking initiate into the new markets, and the answer to the identified problems (e.g., Van de Ven, 1986; Amabile, 1988; Kanter, 1988). Idea Championing comes when idea has been produced already. There are some persons in the organization who are in informal roles and promote creative ideas ahead of barriers and help

in recognizing innovative ideas, Champions focuses on them (e.g., Shane, 1994). Championing involves promoting creative ideas, finding the right person and support, and being confident and optimistic about the success of the innovative ideas and innovation in organization's products, services (Howell, Shea, & Higgins, 2005).

In last, those ideas are supposed to be implemented in the organization. A focus and result-oriented attitude and continuous effort is needed to implement those ideas. Innovations and Behaviors are important element for it, as (Kleysen & Street, 2001) mentioned that Implementation of ideas makes innovations important for the organization and includes it as a regular work activity (ibid).

Similarly, Kleysen & Street (2001) examined the Multi-Dimensional measurement of Individual Innovative Behavior and categorized behaviors into five factors related with individual innovation: "opportunity exploration, generativity, formative investigation, championing, and application." Innovative behavior considered for this research as "all individual actions directed at the generation, introduction and or application of beneficial novelty at any organizational level". It can include the implementation of new ideas for products or technologies, changes aimed to improve work relations or to work processes intended to meaningfully increase their productivity and effectiveness. Table 1 shows the definitions of Innovative work Behavior (IWB) defined by different authors.

Table 1

Definitions of Innovative work Behavior (IWB)

Author	Conceptual Definitions
West & Farr (1990, p. 4)	"The intentional introduction and application of ideas, processes, products or procedures, within a role, group or organization, new to the relevant unit of adoption designed to significantly benefit the individual, group, organization or wider society" (West & Farr, 1990, p.4).
Kleysen & Street (2001, p. 3)	"All individual actions directed at the generation, introduction and or application of beneficial novelty at any organizational level" (Kleysen & Street, 2001, p.3).
De Spiegelaere et al. (2012, p.7)	"All employee behavior directed at the generation, introduction and/or application (within a role, group or organization) of ideas, processes, products or procedures, new to the relevant unit of adoption that supposedly significantly benefit the relevant unit of adoption" (De Spiegelaere et al., 2012, p.7).
De Jong (2006, p. 19)	"individuals' behaviors directed toward the initiation and intentional introduction of new and useful ideas, processes, products, or procedure within a work role, group or organization" (De Jong, 2006, p.19).

Source: prepared by the author

Table 1 shows different definitions of Innovative work behavior and according to these definitions, this research will focus on the Innovative work behavior defined by (Kleysen & Street, 2001) and to support the one dimension of Innovative work behavior consisting of 14 statements and 5 factors; Opportunity exploration – discovering innovation opportunities, Generativity – generate new ideas for the beneficial change in organization for improvement, Formative investigation – formulating and brainstorming new ideas and solutions, Championing – socio-political behaviors for innovation, and Application – regulating the innovation in the organization. All these definitions have one thing common about Innovative behavior is that new ideas generation and implementation of those ideas at the organizational level which can benefit the organization or group. The authors focused on the individual behavior towards innovation by indicating their ability of idea generation and application for new procedures, processes, or products towards organizational goal.

Jong & Hartog (2003) studied thoroughly a conceptual framework of leadership as a determinant of innovative behavior specifically in knowledge-intensive firms. In this study, authors focused on Innovation at different levels and support the definition of Innovation by Schumpeter, (1934) as the creation and implementation of “new combinations”. Many researchers described Innovation in similar ways, and most of them include the development and implementation of ‘something new’. For example, Amabile, (1988) defined innovation within an organization as the successful implementation of new innovative ideas. Innovation can occur in three levels: individual, group, and organizational level (e.g., West & Altink, 1996; West & Farr, 1989).

Individual level innovation focuses on the person’s innovative behavior, traits, and attitude of individual co-workers. Innovative behavior of these coworkers are correlated to their capacity to produce ideas and their motivation and ability to implement those ideas (Scott & Bruce, 1994; West & Farr, 1989). Group level innovation depends on the skills, mindsets and qualities of co-workers that are carried together including the leadership skills (West & Altink, 1996). This kind of grouping supposed to formulate innovative behavior. Organizational level innovation is the most important among all these and this study focused on organizational level for which researchers investigated its main attributes, development processes, factors, and outcomes of business findings (Jong & Hartog, 2003).

Innovative Behavior can be characterized as individual actions aimed for useful innovation at organizational stage by introduction, implementation, and ideas generation (West & Farr, 1989). Innovative behavior of the co-workers is very essential for the successful

innovations, co-workers are those who come up with new ideas, concepts, and implement them (Van de Ven, 1986; De Brentani, 2001; De Jong & Kemp, 2001; West & Farr, 1989). Janssen (2000) also concluded that for the successful organizations and their long-term existence, innovative behavior is very important for the efficient performance of the organization (ibid).

Moreover, Jong & Hartog, (2003) also explained the connection between creativity and Innovative Behavior, as discussed creativity can be described as the formation of new ideas by an individual person or in group of people working together (Amabile, 1988). Wallas (1926) proposed a model with four phases for the explanation of creative solution which includes “preparation, incubation, illumination, and verification”. Creativity can be considered as must have condition for innovative behavior (Kleysen & Street, 2001; Scott & Bruce, 1994).

In another article of Dorenbosch et al., (2005) explained the Innovative work behavior perspective in which they thoroughly defined IWB and explained four behavioral activities as discussed before namely as ‘problem recognition, idea generation, idea promotion and idea realization’ where the first two behaviors fulfil the ‘creativity-oriented behavior’ and other two behavioral groups indicate to ‘implementation-oriented behavior’ (Scott and Bruce, 1994, Janssen, 2000). The authors of this article also explained the impact of employee’s job and organizational perspective related to individual Innovation work behavior. The type of Job plays an essential role in the employees’ willingness and interest to innovate (Axtell et al., 2000; West & Farr, 1990). In order to fulfill the innovation process, motivation of individual is important, and Parker (2000) focuses on motivational variables that is used to encourage productivity and innovation. The authors of this article thoroughly discussed the motivation concept and its impact on innovation and the influential relationship between HRM and Innovative work behavior (ibid).

In another article of Kör et al., (2021) discussed that in the current digital economy, continuous innovation plays an important role and becoming the dynamic resource for the organization (Giniuniene and Jurksiene 2015; Wu et al., 2016). Zaltman et al. (1973) said that the process of innovation consists of two different stages: initialization and implementation. To take initiate, an organization must show openness to innovation, which determines the willingness of the organization adoption of Innovative structure (Zaltman et al., 1973). Organizational innovativeness defined as the ability to adapt new changes and take initiate to allow innovation by implementing new technologies, procedures, and ideas for providing new products and services (Tajeddini et al., 2006; Tajeddini and Trueman, 2014). (Kör et al., 2021) have also described the Perceived Organizational Innovativeness (POI) and Individual-level Innovative Behavior (IIB). The concept of POI describes a company’s potential to generate

market-changing innovations over time (Kunz et al., 2011). Generally, it is also related to the willingness of the members of an organization to contribute to innovation processes. IIB can be considered as central point of all organizational innovations (Scott and Bruce, 1994; Huhtala and Parzefall, 2007).

1.3 Relationship between Organizational Leadership and Innovative Work Behavior

Alheet et al. (2021) explained that there are different factors that promote Innovative work behavior among employees, but leadership was identified as the most important factor that encourages and facilitate the Innovative behavior in employees of the organization (Huang et al., 2016). The reason behind this is that leader has the capability to create such environment which encourages, motivates and precise the innovative work behavior of his team members (Wu & Lin, 2018). Similarly, de Jong & Den Hartog (2007) also described the leaders influence employees' innovative behavior though their actions and support for aiming to motivate idea generation and implementation along with their general or daily behavior. The role of the leader varies with the different leadership styles which influences the employee's innovative work behavior (Oke, Munshi & Walumbwa, 2009).

In the article written by Hoch, (2013) discussed the relationship between shared leadership in a collective level within-team and their Innovative behavior. Shared leadership defined as "a dynamic interactive influence process among individuals working in a group for which the purpose is to lead one another to the achievement of organizational goals" (Pearce & Conger, 2003, p.1). The topic of shared leadership and its impact on the organizational innovation got the attention of the author and Hoch (2013) tried to cover this research gap and examined the 'undirect influencing role of shared leadership' on team innovative behavior and investigated both antecedents and consequences of shared leadership. For this study, IPO (Input-Process-Output) model (Hackman 1987; McGrath 1991; Illgen et al. 2005) has been used in a collected sample of 43 in-person work teams, which predicts the impact of indirect role of shared leadership in Vertical transformational and empowering Leadership, and employee integrity. Many authors defined shared leadership in different ways, but one thing is common in all definitions is that a team task which is carried out by the whole team as a group, everyone shared the responsibility, and decision-making should be done by collaborative way among employees of the organization. According to the available research, the researchers defined Innovation in two different stages, creativity - generation of new ideas, and idea implementation (Amabile 1999; Huelshager et al. 2009; West & Farr 1990). The new idea

generation (creativity) stage increases in shared leadership because of its information sharing process.

In simple way, shared leadership can lead to upper level of creativity and idea generation among members and can lead them to be the competitive and provide useful solution of the complex task in the innovation process. Similarly, the idea implementation stage also related to the group processes (Huelshegar et al. 2009), because implementation of idea also depends on the association among the team members that focuses and prioritizes collective goals of the team (Kouzes and Posner, 2009). In addition, Hoch, (2013) described that the ideas which are followed by team members as a group, have more chances to succeed, than the idea, which is led by a single individual, because working in a team as a group have more influence capability and relationship. Hence, “shared leadership will lead to higher levels of team innovation and under lower levels of shared leadership, conversely, lower team innovation will result” (ibid).

In another article written by Hiller et al. (2006) about collective enactment of leadership roles and team effectiveness in which they examined collective leadership and suggested that collective leadership style certainly increase team effectiveness, but several recent studies mentioned the benefits of collective leadership and its existence is “modest” (Seers et al., 2003, p. 94). Collective leadership does not depend on the certain role in the organization, but it depends on the universal activity of a group of people (Gronn, 2002). Hiller et al. (2006) also explained the concept of individualism/collectivism as “collectivism is characterized by interdependence, personal relationships, security, duty, and ingroup harmony” (Triandis, 1994). Collectivists prefers group activities over individual goals (Earley, 1994) and can be concluded that teams who are made of collectivistic members will surely participate in collective leadership tasks (Earley, 1993), that are promoted to achieve the demand of innovation in the organizations, as organizations started considering leadership as influential action (Gronn, 2002). Furthermore, Hiller et al. (2006) collected the research data from six countries and 277 individuals responded and participated for this study. In conclusion, this study provided evidence that “leadership need not be solely the domain of one person; leadership can be enacted collectively and informally by team members, even in larger teams, also, collective leadership is positively related to team effectiveness and innovative behavior” (ibid).

In another article, Carmeli et al., (2006) discussed the relationship between self-leadership skills which is consider as the key element of shared leadership and Innovative work behavior. They emphasize that shared leadership is needed when the organization is willing to

do innovation and shared leadership can be proven as helpful because of complex nature of innovation process in the organizational or group levels. As stated, among members of an organization, leadership is considered to be an activity that can be shared or distributed at organizational level (Pearce and Conger, 2003, p.2). This concept supports informal leadership among members of the organization which allows people to make decisions by themselves for their own tasks and implement them to get the desired results of the work (Conger and Kanungo, 1988). Innovation in the workplace is considered to be complex process as it includes generation of new ideas, solutions, production, implementation which is not straight forward process in the organizational level (Scott and Bruce, 1994). Self-leadership comes under the process where employees motivate and encourage themselves to achieve organizational desired goals and outcomes, because not everyone is efficient of showing innovative behavior in workplace for multiple reasons. For this study, data was collected from the employees of six organizations situated in Israel and 175 participated in this research survey. According to their findings, self-leadership skills or more specifically ability of shared leadership among employees have positive influential relationship with innovative work behavior, and the organizations which seeks to have innovative behavior in their employees, need to focus on the self-leaders who can perform innovatively (ibid).

Similarly, Svensson et al., (2019) also examined the influence of shared leadership and organizational capacity on Innovative work behavior and defined shared leadership as a type of collective leadership (Contractor et al., 2012), where leadership can be seen as the interactive process among members of the organization instead from a single leader (Pearce & Conger, 2003). Available literature shows that shared leadership and innovation have a positive relationship with each other (Hoch, 2013; Wu & Cormican, 2016), such leadership style helps to motivate and encourage individuals to generate new ideas and take them for the successful implementation to get the desired outcome. The authors of this study used electronic survey to collect the data from 215 respondents and used the 9-item innovative work behavior scale defined by Janssen's (2000). The findings of this study suggested that there is a positive relationship of shared leadership with innovative work behavior and organizational performance (ibid).

In another article written by Jønsson et al., (2021) studied how innovative behavior, empowering leadership, and self-efficacy relates with distributed leadership. The distributed leadership theory indicates that when leadership is distributed in more people and let them to lead the process together, innovation will be more achievable than individual leadership behavior. Distributed leadership can be divided into two ways in workplace: top-down

approach via delegation and bottom-up approach via seize leadership for the specific issue (Bolden, 2011). Günzel-Jensen et al., (2016) found that empowering leadership is more closely related to the distributed leadership as compared to transformational leadership. Ahearne et al., (2005) suggested that Empowering leadership is meant to enhance employee experiences of self-determination, expertise, and its impact on the organization. The authors used cross-national survey in three countries, Israel, Italy, and Denmark and collected the data from 1174 respondents using purposeful sampling method for the questionnaire. The result of this study showed that distributed leadership is positively related to the empowering leadership and Innovative work behavior and have potential to improve innovation process (ibid).

In another study, Peng et al., (2016) studied the moderating role of organizational context and focused on literature related to collective sensemaking among employees. They used survey method and collected the data from CEOs and their employees of technology-driven and innovative small to medium-sized firms. As per the available theoretical research, it is meaningful for the organizational members when their leaders encourage them and appreciate their work and give a message that how much it is important and impact on the organizational desire innovative outcomes (Cleavenger & Munyon, 2013). Moreover, organizational leaders who promote innovation are expectedly encourage employee's involvement in the decision-making process. This can motivate employees for the new innovative idea generation and implement them in the interest of organizational desire outcomes (Burpitt & Bigoness, 1997). In this study, the authors focused on the two organizational contexts: firm performance and industry dynamism. The study indicates that the organizational leadership positively associated with the employee innovative behavior and their work meaningfulness. Furthermore, the influential positive relationship is stronger in firms which exhibit lower performance, and more positive when industry is more dynamic (ibid).

RQ: How does organizational leadership relate to employee innovative work behavior?

2. Methodology

2.1 Sample description

In order to explore the relationship between Organizational leadership capability (OLC) and employee Innovative work behavior (IWB). The sample for this study was conducted in a South Asian country, Pakistan. The data was collected from the employees of two sectors; the Technology-driven sector e.g., IT, engineering, and telecommunication, and the service-driven sector such as education, banking, logistics, etc. such firms have always needed continuous improvement and innovation in their services, products, and working environment. The convenient sampling technique was employed, and sample consist of 106 respondents. The study used survey research design – questionnaires to gather the data. The sample of the respondents was characterized by the following parameters:

- Sample size (n=106): Technology-driven sector (64.1%); Service-driven sector (35.9%)
- Age: 18-25 (62.3%); 26-35 (34.9%); 36-45 (2.8%)
- Education: Bachelor's degree (66%); Master (28.3%); Ph.D. (5.7%)
- Work Experience: Up to one year (21.7%); 1-2 years (38.7%); 3-5 years (29.2%); 5-10 years (8.5%); Above 10 years (1.9%)
- Gender: male (50%); female (50%)

2.2 Procedure for data collection and Measures

Data were gathered in a period of 45 days from Pakistan through email and the professional platform channel LinkedIn. All statements were marked as mandatory to submit and the Team leads of the different organizations helped to gather this data from their employees anonymously. Two measures; OLC (Kivipõld & Vadi, 2010) and IWB (Kleysen & Street, 2001) were used for the data collection.

Organizational leadership capability measure consists of four main factors: Alignment, and cohesion (4 Statements), informal communication (4 Statements), extend of centralization (4 Statements), and control-feedback system (4 statements), which includes 16 statements in total for this OLC part of the measurement. The 7 points behavioral frequency scale from 1 (Strongly disagree) to 7 (I completely agree) has been used.

The innovative work behavior measure consists of five main factors, opportunity exploration (3 statements), generativity (2 statements), formative investigation (3 statements), championing (3 statements), and application (3 statements), in total 14 statements. The 6-point

behavioral frequency scale has been used to measure employee innovative work behavior where 1=Never, 2= Almost never, 3=Sometimes, 4= Often, 5= Very often, and 6= Always.

The table 2 shows the Cronbach’s alpha values and using the standards of Cronbach’s alpha value ≥ 0.7 defined by (Nunnally, 1978, p. 245) and ≥ 0.6 (Hair et al., 1995), indicates two factors: Informal communication and opportunity exploration with values less than 0.7.

Table 2:

Cronbach’s alpha values for Organizational leadership capability and Innovative work behavior

Organizational leadership capability		Innovative work Behavior	
Factor	Cronbach’s alpha	Factor	Cronbach’s alpha
Alignment and Cohesion	0.72	Opportunity Exploration	0.68
Informal Communication	0.69	Generativity	0.70
Extend of Centralization	0.88	Formative Investigation	0.81
Control-feedback system	0.86	Championing	0.71
Aggregated OLC	0.88	Application	0.76
		Aggregated IWB	0.89

Source: author’s calculations

The first factor of organizational leadership capability (OLC), alignment and cohesion (4 statements) has Cronbach’s alpha value of 0.72 which has questions like “main purposes and interim objectives of the company”, the second-factor informal communication (4 statements) has Cronbach’s alpha value of 0.69 which has questions like “Organization arranges work-related gatherings”, the third factor extend of centralization (4 statements) has Cronbach’s alpha value of 0.88 which includes questions like “important decisions using the process of common discussion”, and fourth-factor control-feedback system (4 statements) has Cronbach’s alpha value of 0.86 which has questions such as “Good results are noticed”.

Similarly, the first factor of innovative work behavior (IWB), opportunity exploration (3 statements) has Cronbach’s alpha value of 0.68 which has questions like “recognize opportunities to make a positive difference in work”, the second-factor generativity (2 statements) has Cronbach’s alpha value of 0.70 which consist of questions such as “generate ideas or solutions to address problems”, the third factor formative investigation (3 statements) has Cronbach’s alpha value of 0.81 which includes questions like “experiment with new ideas and solutions”, the fourth factor championing (3 statements) has Cronbach’s alpha value of 0.71 which has questions like “the risk to support new ideas”, and fifth-factor application (3 statements) has Cronbach’s alpha value of 0.76 which includes questions such as

“implementation of changes that seem to be beneficial”. The combined Cronbach’s alpha values of IWB and OLC are almost same 0.88, which is higher than 0.7 and shows how closely these factors are related to each other.

2.3 Data Analysis

For estimating the relationship between OLC and IWB, the correlation and linear regression analyses were used. Also, five control variables such as gender, age, education, industry, and work experience has been coded following: Gender 0=female, 1= male, age 0=18-25, 1=above 26, education 0=bachelor, 1=masters and PhD, industry 0= service-driven, 1= technology-driven and work experience 0=up to 2 years, 1= above 2 years. The Pearson correlation coefficient has been estimated which measures the linear and initial relationship between individual variables using the values between -1 to +1 where 0 shows no correlation between variables. The author measuring the correlation between individual variables of Innovative work behavior, Organizational leadership, and Control variables.

For estimating influential relationship between OLC and IWB, the linear regression analysis (OLS) in two steps were performed. In first step, the aggregated values of OLC and IWB along with control variables (gender, age, education, industry, and work experience) have been analyzed. For the second step, aggregated OLC and IWB values taken as dependent variable and IWB five factors and OLC four factors analyzed separately along with control variables as independent variables. The purpose of dividing the regression analysis into two steps is to analyze the influential relationship between OLC and IWB generally and also to analyze the factors of both OLC and IWB to examine which factor specifically influencing IWB and OLC.

3. Results

This study examined the relationship of organizational leadership on employee innovative work behavior by using the sample data of 106 responses from the employees of Technology-driven and service-driven sectors in Pakistan. It also explored the research question on organizational leadership and Innovative work behavior and showed the favorable results to the question. Table 3 below shows the correlation values of 16 factors of IWB, OLC, and control variables along with mean and standard deviation values.

Table 3: Correlation among variables (n=106), Mean and Standard deviation

	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1 Gender (0=F, 1=M)																	
2 Age (0=18-25, 1=above 26)			0.04														
3 Education (0=Bachelor, 1= Masters, PhD)			-0.30**	0.41**													
4 Industry (0= Service, 1=Technology)			0.26**	-0.29**	-0.50**												
5 Work Experience (0= up to 2, 1= above 2y)			0.27**	0.60**	0.13	-0.13											
6 Alignment and Cohesion	5.32	1.08	0.14	0.02	-0.06	0.07	0.20*										
7 Informal Communication	4.96	1.34	-0.02	-0.16	-0.22*	0.16	-0.13	0.36**									
8 Extend of Centralization	5.23	1.23	0.07	-0.23*	-0.15	0.11	-0.12	0.49**	0.43**								
9 Control-Feedback system	5.26	1.22	0.01	-0.26**	-0.13	0.09	-0.17	0.51**	0.42**	0.77**							
10 Aggregate OLC	5.19	0.96	0.055	-0.21*	-0.18	0.14	-0.09	0.73**	0.72**	0.85**	0.85**						
11 Opportunity Exploration	4.52	0.84	-0.12	-0.10	-0.04	-0.08	0.04	0.35**	0.25**	0.30**	0.44**	0.42**					
12 Generativity	4.71	0.89	0.04	-0.10	-0.08	0.06	0.03	0.54**	0.29**	0.46**	0.49**	0.55**	0.66**				
13 Formative Investigation	4.46	0.91	-0.08	-0.12	0.03	-0.11	0.09	0.38**	0.20*	0.33**	0.29**	0.37**	0.40**	0.55**			
14 Championing	4.55	0.78	-0.15	-0.12	0.11	-0.20*	-0.01	0.28**	0.27**	0.34**	0.30**	0.38**	0.46**	0.44**	0.64**		
15 Application	4.68	0.79	-0.07	-0.21*	-0.06	-0.03	-0.04	0.35**	0.40**	0.43**	0.45**	0.52**	0.50**	0.51**	0.47**	0.62**	
16 Aggregate IWB	4.58	0.66	-0.09	-0.16	-0.01	-0.09	0.03	0.49**	0.35**	0.47**	0.50**	0.57**	0.77**	0.81**	0.79**	0.79**	0.79**

Notes. **p<0.01; *p<0.05; Source: author's calculations

Table 3 provides some important information for the sample data from control variables of gender, age, education, industry, and work experience. First, the female employees are likely more educated ($r = -0.30$, $p=0.01$) but has less work experience ($r = 0.27$, $p=0.01$) and mostly are from Service-driven ($r = 0.26$, $p=0.01$) sector. Secondly, the male employees have higher work experience, and mostly from Technology-driven sector but they are less educated. It is important to note that correlation is not that strong, so we cannot elaborate perfectly and cannot say anything about age as it is almost same for both, not much difference.

For estimating the influential relationship between OLC, IWB and Control variables, OLS linear regression analysis has been performed into two steps. In first step, table 4 below shows that the model OLC and model IWB. The model OLC estimated the influence of organizational leadership capability on control variables and IWB and the model IWB estimated the influence of innovative work behavior on control variables and OLC. F-stat values ($\beta = 10.02$, $\beta = 10.83$) shows all model are significant and model is valid. Model OLC showed that, control variables have no significant relationship with organizational leadership capability whereas model IWB showed that Age ($\beta = -0.32$, $p = 0.032$), and work experience ($\beta = 0.31$, $p = 0.030$) is influencing employee innovative work behavior. Results also shows that both IWB ($\beta = 0.85$, $p = 0.001$) and OLC ($\beta = 0.40$, $p = 0.001$) are influencing each other. A linear regression analysis (see Table 4) also describes the description level and shows that OLC influencing on control variables and IWB at a level of 38% ($R^2 = 0.38$); but the IWB on control variables and OLC were a bit higher at 40% ($R^2 = 0.40$).

Table 4

Regression Model for the relationship between Organizational leadership capability and Innovative work Behavior (n=106)

Variable	OLC Model (β)	IWB Model (β)
Constant	1.16 ⁺	2.72***
Gender	0.16	-0.17
Age	0.03	-0.32*
Education	-0.16	0.06
Industry	0.25	-0.21
Work Experience	-0.20	0.31*
OLC		0.40***
IWB	0.85***	
R^2	0.38	0.40
<i>Adjust R²</i>	0.34	0.36
<i>F-stat</i>	10.02***	10.83***

Notes. *** $p \leq 0.001$; ** $p \leq 0.01$; * $p \leq 0.05$; + $p < 0.1$

Source: author's calculations

Gender (0=F, 1=M); Age (0=18-25, 1= above 26); Education (0= Bachelor, 1= Masters, PhD); Industry (0= Service, 1=Technology); Work Experience (0= up to 2, 1= above 2y)

In the second step, table 5 also shows the model OLC and model IWB and their F-stat values ($\beta = 7.30$, $\beta = 6.59$) respectively are also significant. The Model OLC estimated the influence of organizational leadership capability on IWB 5 factors and the model IWB estimated the influence of innovative work behavior on OLC 4 factors. Model OLC showed that generativity ($\beta = 0.36$, $p = 0.007$) and application ($\beta = 0.34$, $p = 0.013$) factors of IWB positively influencing organizational leadership whereas model IWB showed that, only alignment and cohesion ($\beta = 0.17$, $p = 0.008$) factor of OLC influencing innovative work behavior. Table 5 also elaborates on the description level and shows that the influence of OLC on innovative work behavior factors and the influence of IWB on organizational leadership capability factors were at the same level of 41% ($R^2 = 0.41$). While comparing both models, adjusted R^2 values show that the description level was not changed.

Table 5

Regression Model with employee innovative work behavior and Organizational leadership factors (n=106)

Variable	OLC Model (β)	IWB Model (β)
Constant	1.26*	2.67***
Gender	0.10	-0.18
Age	-0.02	-0.31*
Education	-0.14	0.04
Industry	0.17	-0.21
Work Experience	-0.14	0.26 ⁺
Alignment and Cohesion		0.17**
Informal Communication		0.06
Extend of Centralization		0.07
Control-feedback system		0.10
Opportunity Exploration	0.04	
Generativity	0.36**	
Formative Investigation	0.03	
Championing	0.07	
Application	0.34**	
R^2	0.41	0.41
Adjust R^2	0.35	0.35
F-stat	7.30***	6.59***

Notes. *** $p \leq 0.001$; ** $p \leq 0.01$; * $p \leq 0.05$; + $p < 0.1$

Source: author's calculations

Gender (0=F, 1=M); Age (0=18-25, 1= above 26); Education (0= Bachelor, 1= Masters, PhD); Industry (0= Service, 1=Technology); Work Experience (0= up to 2, 1= above 2y)

RQ. How does organizational leadership relate to employee innovative work behavior?

The findings from table 4 and 5 showed that there is a significant positive relationship between organizational leadership capability ($\beta = 0.40$, $p = 0.001$) and employee Innovative work behavior ($\beta = 0.85$, $p = 0.001$). Both are positively influencing each other but IWB has two times stronger influential relationship with OLC. This study has explored five dimensions of IWB and four dimensions of OLC thoroughly and find out that two dimensions of IWB; Generativity – generation of new ideas and Application – Implementation of those ideas are positively related to the one dimension of organizational leadership; Alignment and Cohesion. Although, other dimensions of OLC and IWB are not related to each other, but we can conclude that organizational leadership positively relate to employee innovative work behavior for this study.

4. Discussion

This study contributed to research on organizational leadership by exploring the relationship with employee innovative work behavior (IWB) in Technology-driven and service-driven sectors in Pakistan. The result of this study shown the relationship between Organizational leadership capability (OLC) and employee Innovative work behavior and between their factors defined by (Kivipõld & Vadi, 2010) and (Kleysen & Street, 2001) respectively.

The discussion focuses on three main aspects of this study: the influential relationship between organizational leadership capability (OLC) and innovative work behavior (IWB); the relationship between organizational leadership capability factors and Innovative work behavior factors; and the relationship of both OLC and IWB with socio-demographic variables.

First, the research indicates that innovative work behavior is influencing organizational leadership capability and organizational leadership capability is also influencing innovative work behavior. The influential relationship is two ways as both are influencing each other but innovative work behavior (IWB) is 2 times stronger in influencing organizational leadership capability (OLC) as indicated by the results of IWB and OLC in the linear regression analysis (see Figure 1).



Figure 1. Influential relationship between IWB and OLC

Source: Prepared by the author

This output aligns with the definition of collective leadership which is based on an entire working team, group, or organization (Hunt & Ropo, 1997). The result can also support the concepts of individualism and collectivism related to collective leadership. As collectivism includes determinants such as interdependence, ingroup harmony, relationships, etc. (Triandis, 1994), and collectivists encourage group-level goals and outputs over individual objectives (Earley, 1994). Whereas individualism is characterized by individual success, independent from the group level activity, and freedom (Triandis, 1994), and individualists prefer personal satisfaction and goals over group interest (Wagner & Moch, 1986). Individual behavior supports the collective structure and encourages innovation at the organizational level as individual is behaving innovatively and influencing the organizational structure strongly

because leadership at organizational level depends on individual, or group of individuals working together in an organization.

Second, this study further explored the influential relationship among Innovative work behavior five factors: opportunity exploration; generativity; formative Investigation; championing; application, and four factors of Organizational leadership capability such as alignment and cohesion, extent of centralization, informal communication, control-feedback system. Kivipõld & Vadi (2010) divided the framework of measuring organizational leadership capability into two parts: organizational orientation and organizational adaption. Organizational orientation consists of main factor of OLC; alignment and cohesion where vision/strategy and goal-planning has been discussed. The vision of the organization with alignment focus external factors and vision with cohesion includes context of the organization. The result indicates that only one factor; alignment and cohesion of organizational leadership capability is influencing innovative work behavior which means that organization which considers their employees' opinions and includes them in setting up the company's interim objects and business strategies then employees behave innovatively in work and prefers the company's long-term objectives over personal objectives. Whereas two factors; generativity and application of Innovative work behavior are influencing organizational leadership (OLC). (Kleysen & Street, 2001) explained generativity as generation of new ideas for the intent of improving organizations, its structure, and procedures etc. It includes two terms: ideas and solutions to new opportunities and generating information needed to accomplish company's goals (ibid). They also explained application in three behaviors: implementing, modifying, and routinizing. Application is to make the innovations as a regular process of a business and to encourages organizations to be a part of a regular innovations in their services. The influential relationship of these two factors with organizational leadership seems logical as Innovative work behavior consist of two terms: idea generation and implementation of those ideas. This result shows that employees are practicing innovative behavior and encourages for the generation of the new ideas and implement them to make a difference at the organizational level which reflects organizational leadership capability structure. As shown on Figure 2, the influential relationship between OLC and IWB factors.

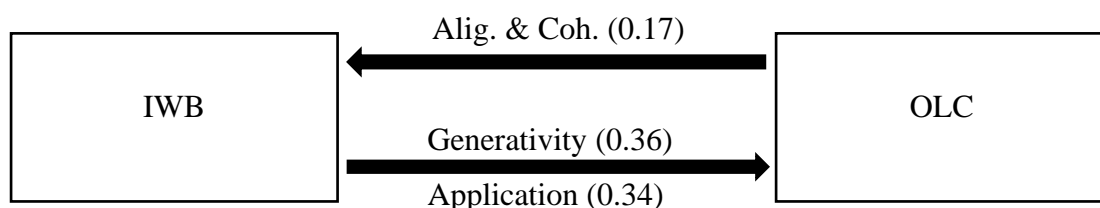


Figure 2. Influential relationship between OLC and IWB Factors

Notes. OLC Factor (Alignment and Cohesion)

Source: Prepared by the author.

Third, this study also reveals that no socio-demographic variable is influencing OLC and IWB. However, age and work experience are the socio-demographic variables which are influencing Innovative work behavior, but they are compensating each other. As shown in Figure 1, both variables have same values, but one is negative and other one is positive, Age ($\beta = -0.32$) is decreasing and parallelly, work experience ($\beta = 0.31$) is increasing. The other three socio-demographic variables gender, education, and industry are not significant and have no influence on IWB and OLC, but they are also giving important information in this study. Industry variable shows that it does not matter from which sector Technology-driven and service-drive an employee belongs to, the relationship stayed universal and have no influence on OLC and IWB. Similarly, gender difference is not important for this study, as male and female both are behaving in same way. Education also has no influence which indicates that qualification of an employee does not matter for this study as bachelor's degree holders and higher degree holders e.g., master, PhD, both are not behaving differently and does not have influential relationship on OLC and IWB. The result indicates that influential relationship between OLC and IWB does not affect by any socio-demographic variables and depends only on the innovative behavior of an individual.

4.1 Managerial Implication

The findings of this examination of influential relationship between organizational leadership capability and employee innovative work behavior provides valuable information to the managers of technology-driven and service-driven sectors of Pakistan that how they can encourage innovative behavior in the organizational structure and support their employee's innovative behavior towards companies' goals. The study shows that innovative work behavior has stronger influential relationship on organizational leadership which promote collectivism in individual or group of individuals working together in an organization. As per the results, for the implementation of the organizational leadership structure, managers should focus on the alignment and cohesion factor which promotes company's main purposes and interim objects should be known and prioritize by everyone within an organization. Also, managers should promote the ability of idea generation - creativity and implementation of those novel ideas within their employees for the improvement of processes, procedures, or services of the company. And there should not be any differentiation among employees belongs to different

socio-demographic variables such as gender, age, education, work experience, industry as they all are non-influential on IWB and OLC and does not matter for the innovative behavior.

4.2 Limitation and Recommendation

Despite having interesting findings and contribution of this study, it has some limitations which needs to be considered in the future studies. The scope of this study was limited to the specific sectors consisting of technology-driven and service-driven, it may not be the same in any another sector and can be different. Secondly, the majority of the sample population consist of young generation and people below 35 years of age, the study may result differently in older people. Similarly, most of them have work experience of up to 2 years, study may behave differently in the sample collected from employees with higher work experience. Also, the education of the respondents limited to bachelor's degree and higher education e.g., masters or PhD, the results may be different among employees with lower qualification, up to high school education. In last, the data is collected from a south Asian country; Pakistan and the study limited to the specific country as it depends on the country's economic development, country's policies, and culture. The study results may not be the same in the countries situated in Europe, UK, Africa, North and south America etc. and results may totally be different in other countries.

The suggestion for the future research is that researchers can conduct this study of influential relationship between OLC and IWB in different countries and can compare it in different countries sharing similar cultural backgrounds. They can collect the sample data from the employees with lower education level. And in older people more than 35 years of age which usually have higher working experience as well. Also, they can collect the data from the employees from another sector and can enhance the scope of the study.

4.3 Conclusion

This study indicates that organizational leadership and employee Innovative work behavior have positive influential relationship with each other, but IWB has two times stronger influential relationship with OLC. As, only one factor of OLC is significance influence on employee innovative work behavior and two factors of IWB are influencing OLC. The other factors do not have any significance influential relationship between each other. This study also concludes that for the influential relationship between OLC and IWB, no socio-demographic variables can be considered as important and cannot impact on the innovative behavior of the employees and organizational leadership positively relate to employee innovative work behavior.

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Resume

Pealkiri: Organisatsiooni juhtimise ja töötajate uuendusliku töökäitumise seos.

Selle uurimistöö eesmärk on uurida seost organisatsiooni juhtimise ja töötajate uuendusliku töökäitumise vahel. Töö keskendus peamiselt ühele uurimisküsimusele.

Uurimisküsimus: kuidas on organisatsiooni juhtimine seotud töötajate uuendusliku töökäitumisega?

Töös kasutatud andmed koguti Lõuna-Aasia riigist Pakistanist kahe erineva sektori töötajatelt. Esimeseks neist oli tehnoloogiapõhine sektor nagu näiteks infotehnoloogia, inseneritöö ja telekommunikatsioon ning teiseks teenustepõhine sektor nagu näiteks haridus, pangandus ja logistika. Sellised ettevõtted on alati vajanud pidevat täiustamist ja uuendusi oma teenustes, toodetes ja töökeskkonnas. Andmete kogumisel kasutati mugavusvalimit ning andmestik koosnes 106 vastanust.

Käesolev töö andis panuse organisatsiooni juhtimise uurimisel, uurides selle seost töötajate uuendusliku töökäitumisega Pakistani tehnoloogia- ja teenustepõhistes sektorites. Töö tulemusena näidati seost organisatsiooni juhtimisvõime ja töötajate uuendusliku töökäitumise ning nende tegurite vahel, mille on määratlenud vastavalt (Kivipõld & Vadi, 2010) ja (Kleysen & Street, 2001).

Tulemus näitas, et organisatsiooni juhtimisvõime (OLC) ja uuendusliku töökäitumise (IWB) vahel on positiivne seos. Mõlemad mõjutavad üksteist, kuid uuenduslikul töökäitumisel on kaks korda tugevam mõju organisatsiooni juhtimisele. Selles uuringus uuriti viit uuendusliku töökäitumise tegurit ja nelja organisatsiooni juhtimisvõime tegurit ning tulemus näitas, et kaks uuendusliku töökäitumise tegurit – generatiivsus ja rakendus mõjutavad organisatsiooni juhtimist, kuid ainult üks organisatsiooni juhtimisvõime faktor – joondus ja ühtekuuluvus mõjutab uuenduslikku töökäitumist. Töös selgus ka, et uuenduslikku töökäitumist ega organisatsiooni juhtimisvõimet ei mõjuta sotsio-demograafilised muutujad nagu sugu, vanus, töökogemus, tööstusharu ega haridus.

Sellel uuringul olid mõned piirangud, mida tuleb tulevastel uuringutes arvesse võtta. Selle uuringu ulatus piirdus konkreetsete sektorite ja riigiga ning seega võivad tulemused teises riigis ja teises töösektoris erineda. Piirangud on ka vanusel, töökogemusel ja haridusel, kuna antud uuringus koosnes valim enamasti noorematest bakalaureusekraadiga ja väiksema

töökogemusega inimestest. Tulemused võivad erineda valimites, mis koosnevad kõrgharidusega ja pikemaajalisema töökogemusega inimestest.

Kokkuvõttes on töö käigus uuritud organisatsiooni juhtimist, töötajate uuenduslikku töökäitumist ja nendevahelisi seoseid. Töö tulemusena saab järeldada, et organisatsiooni juhtimine on positiivselt seotud töötajate uuendusliku töökäitumisega.

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