

THE ROLE OF LEADER MEMBER EXCHANGE IN THE RELATIONSHIP OF EMPOWERING LEADERSHIP AND EMPLOYEE INNOVATIVE WORK BEHAVIOR

Muhammad Arshad¹; Changwen Xie²; Saddam A.Hazaea³

¹ PhD Scholar, Yunnan university of finance and economics, Kunming, Yunnan, China
(arshadtanoli8712@gmail.com)

² Lecturer Yunnan university of finance and economics, Kunming, Yunnan, China

³ PhD Scholar Yunnan university of finance and economics, Kunming, Yunnan, China

ABSTRACT

The aim of current study is investigating the role of empowering leadership on employee innovative work behavior, we also exposure the mediating role of leader member exchange in the association of empowering leadership and innovative work behavior. The researcher distributes the survey which is self-reported for the purpose of data collection. We collect the data from permanent employee and their supervises, of Kunming rail and subway sector. The respondent of the study was 496 employees and 164 leaders. For analysis we used structural equation modeling technique. According to the results the empowering leadership positively influenced the innovative work behavior of the employee, the researchers further point out that the LMX mediates the association of empowering leadership and innovative work behavior. The study also confirms the direct and indirect effects of empowering leadership on innovative work.

Key words. Empowering leadership (EL), leader member exchange (LMX), Innovative work behavior (IWB)

1. Introduction

The rapidly changing in the economic environment, the competition level increases among the firms, innovative work behavior has very vital for organization (Woods et al, 2017). And it is very essential for firm to survive in the competitive environment (Koo & Kim, 2017; Li et al, 2017). According to Li & Hsu, (2017) and Turgay (2019) the firms now generating and implementing new ways to maximize the quality of the service, for this purpose the engagement of the employees through motivation is essential element. Empowered leadership has likely to promote innovative work behavior by providing subordinates a platform by which they improve their innovative and creative skills, which is the most important for innovation (Schuckert et al, 2018 & Wang et al, 2016).

There are a range of leadership theories discussing about the style of leaders that helpful for innovative work behaviors, previous research gives importance to the empowering leadership (Rawung et al, 2015 and Masadeh et al, 2016). According to Chamberlin (2018) the behavior of the leaders given more privilege in the previous research, and empowering leadership give

independence to the workers to perform their own way. The research investigated that empowering leadership boost the innovative work behaviors because innovation create value and retain customers (Kindstrom et al, 2013).

The empowering leadership involve transfer of authority which motivate employees to do something new in their task performing (Rosen et al, 1999). Some authors investigated how empowering leadership effects the innovation and innovative work behaviors of the works for example (Amabile, 1988; Zhou, 2003; Thomas et al, 1990). Hence the main purpose of the current study was to build and test a model that connect the EL and IWB with mediating variable.

We construct a model of empowering leadership and employee IWB; we further add the leader member exchange literature to recommend mediating tools in the connection of empowering leadership and innovative work behaviors. LMX as an inner state which displayed to influence the capabilities and self-determination of the workers (Rosen, 2001). Thus, we explored the extent in which empowered leaders affect the innovative work of the employees through leader member exchange LMX.

Our research contributes several ways to the existing literature. First of all, this study provides empowering leadership literature. Secondly the study investigated the innovative work behaviors and its linkage with empowering leadership. Thirdly the study further discusses the LMX and its association with empowering leadership as well as innovative work behaviors. Lastly the study investigated the mediating role of LMX in the association of empowering leadership and employee innovative work behaviors.

2 Theoretical background and hypotheses

2.1 Empowering leadership and innovative work behavior.

Empowering leaders' hand over the authority to the subordinates by which they can make decision and can implement the decision in their working schedule, without directly involvement of the leaders (Bass, 1985 & Jung, 2003). Amabile et al, (1996) argued the employee create the alternative action plans regarding to the situation by which he or she empowered with the authority and make the creative solution, which is the landscape of creativity. The researcher defines the empowering leadership as a method by which the leaders help in performance, self-reliance to the skills of the workers, allotting the power that help the working unit and also provide the decision-making abilities (Rosen & Kirkman,

1997, 1999 and Drasgow et al., 2000). subordinates generally come from the social exchange theory (Emerson, 1962 & Blau, 1964). In the organization setup when one unit gives courtesy to another, and other will react accordingly is the social exchange theory (Emerson, 1976). Since the supervisors empowered the workers, they are estimated the positive creative behavior in the work, with freedom to complete the task (Takeuchi et al., 2003), and make decisions according to their wish (Kirkman & Sharma, 2015). According to the Drasgow et al., (2000) self-control and manage their self both in teams as well as individual level empowering, boost the confidence and result the creative outcomes.

First of all to find out the general definition about the concept of empowering leadership, the main focus on the empowerment, to whom and why, the researcher analyzing their own definition in different prospective, but cannot define empowerment as general, according to Rosen and Gomez (2001) it is related to the empowerment of the workers, Sashkin and Randolph (2002) argued that the phenomena is about the organizations empowerments, and psychological empowerment (Singh, 1995). According to the Kanungo and Conger (1988) the supervisor's shared the authority with the staff is the general definition of the empowerment. The empowering leadership a technique which supervisors act as a role model to the workers, and motivate them to perform innovative work (Suifan et al, 2018 & waheed, 2019). Empowering leadership backing the followers, taking care of their requirements and needs, and involving the workers in idea generation by asking questions, which improve the thinking abilities of the subordinates (Bednall et al, 2018). According to Bass and Avolio (1994) the leaders positively affects subordinates innovative work as well as firm innovation. The leaders play role model for the subordinates, due to direct involvement of leaders they easily understood innovation goals (Zuraik & Kelly, 2019). According to Afsar et al, (2017) the supportive culture of the organization, and leader's involvement in mentoring the abilities of the staff, result we get innovative work behavior. By providing employees a supportive environment, the employee involves in innovative work behavior (Bednall et al, 2018). The leader supports the workers at the work place and motivate them by giving friendly environment (Masood & Afsar, 2017). such environment boosts the motivation level of the subordinates, the leaders engage them in decision making, which is the best way to find out new and innovative solutions (Tse et al, 2018). Qu et al (2015) find out the leaders positively influence the innovative work of the workers in china. A study conducted in Korean

manufacturing firm by Choi et al (2016) found the empowering leadership increases the innovative behaviors within the workers. According to the Du et al, (2016) the innovation is the long run process and its take maximum cost; thus, the leaders know the right procedure and right time to help and increases the workers innovative work. The encouraging results of empowering leadership are shown in the previous literature, which grounded on the model of resource job demand and social exchange theory, that exploring the positive influence on employee innovative work by empowering leadership (Lee, 2017). Similarly, the different scholars come to conclusions that empowering leadership and employee innovative work have positive consequences between them (Xia et al., 2014, Bartol & Zhang, 2010 and Zhang & Zhou, 2014). For this purpose, it is hypothesises as

H1; the empowering leadership positively influenced the employee innovative work behavior.

2.2 Empowering leadership and LMX.

Previous literature showed that empowering leadership enrich the performance of the workers and motivate them by authorized in their working areas decision (Huang et al, 2012 & Chen et al, 2014). Some others investigation, the leader that develop good and high-quality relationship with members, taking some suggestion and new ideas about their task are more successful (Yukl et al, 2012).

empowering leadership as a dyadic phenomenon is benefits the leader and goes beyond the rules and regulation (Liden & Graen, 1980). According to the Fottler & Ford (2005) the managers needs to know to whom empowered and to what extent and when to empower. The range of previous studies supported that empowerment produce two ways relationship between leaders and subordinates (Harris, 2009). According to Yukl and Fu (1999), determined in an investigation that managers give more power to subordinates, whom they observed as skilled, and complete his or her task on time and have good relationship with the boss. The social exchange theory is the most valuable to describe the relationship of leader and members at the work place (Goldman, 2011). Probert et al, (2011) investigated the similar relationship and give tips that stronger the of the leader member exchange relationship, maximum the motivation level, increases the productivity, job satisfaction as well as innovative performance. Park et al, (2015) argued that the supervisor has good relationship with own leaders also have friendly and long-term relationship with their subordinates. The

leaders show confident on the skills of the workers, and involve them in idea generation, which help in performing task at the work place (Dirks & Ferrin, 2002). Yukl et al (2012) investigated that there are positive association among empowering leadership and leader member exchange, although there is very limited literature available regarding this relation. The distribution of authority and power increases the trust and built long term relationship between subordinates and the leaders (O Donnell, 2012). on the basis of above arguments, it is stated that

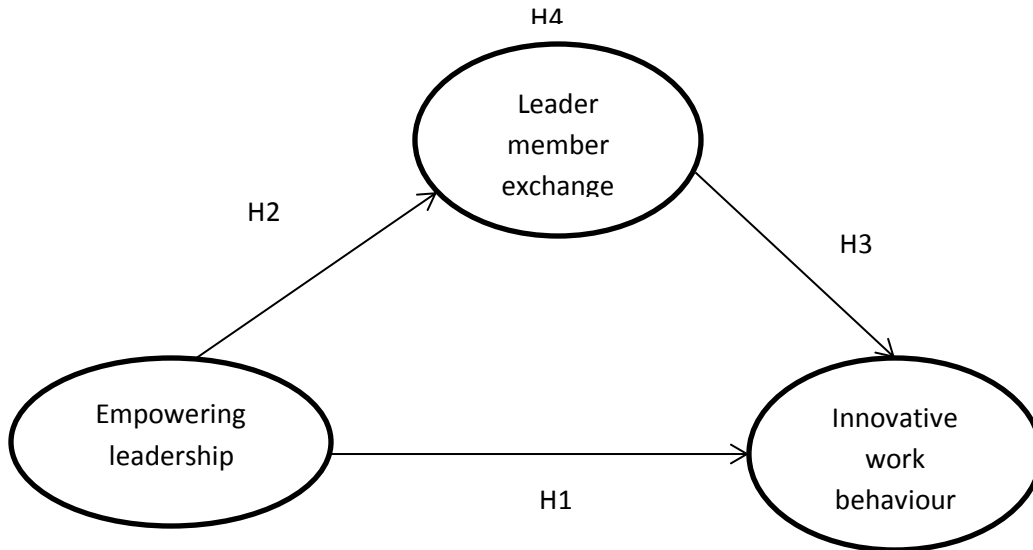
H2; empowering leadership is positively associated to the leader member exchange

2.3 LMX and innovative work behavior.

LMX play key role in the performance, the workers who concentrate and perform according to supervisor ways, get benefits over who do not show such behavior (Carmeli, 2009). According to the Bartol & Zhang (2010) when creative idea from employee taken place and for implementation the supervisors supports is necessary. The previous studies on leader member exchange recommends that it has diverse effect on employee job related behavior, how they professed and answer (Dammer et al, 2013). Innovative work behavior comprises of first cohort of awareness and then its execution, thus, workers need supervisors supports to implement the idea (Sakar & Singh, 2012). Walumbwa et al, (2011) stated that when leader member exchange high, the stuffs notice the leaders as loyal, trust worthy, supportive and caring. The employees respond to the leaders with maximum level of engagement, efforts and positive outcomes of the work, which is also constant with social exchange theory (Erdogan, 2014). According to Scott & Bruce (1994) the workers usually simplify their observations about the leaders to the firm level, where they respond with higher level of innovative behavior, because leaders are correspondingly involved in their innovative work, as time spent with leaders the high exchange relationship also increases , which provide subordinates an opportunity to discuss about new idea and its implementation the result further enhance innovative work behavior of the employees. Thus, it is hypothesized that,

H3; LMX has positively influence the innovative work behavior of the employees

Figure 1 Hypotheses model



2.4 LMX AS MEDIATOR

As debated overhead, the key determination of the current study, to discover the effects of EL associated to LMX and innovative work behavior. A different method of observing LMX, however, is as an intermediary between EL and employee innovative work behavior. Truly, an exciting variety exists within the leadership literature whereby LMX, an interpersonal approach to leadership, can be viewed either as a leadership interpreter or as a mediator explaining the effects of other leadership styles. LMX, like trust in the leader, depend on heavily on social exchange principles as a theoretical basis. The Chan et al, (2012) has hypothesized LMX as a mediator between leader behavior and subordinates' outcomes. A study empirically supported empowering leadership and subordinates' outcomes and LMX as a facilitator among the association found statistically significant by Hassan et al (2013). Settoon (1996) argued that empowering leadership provide followers confident over the supervisor, and leaders motivate them by showing trust on the abilities of the workers, which help in task completion, that is leading to high quality of LMX. Addition to this, we try to find particularity of LMX as a mediator. It is planned that the direct relationship of empowering leadership and innovative work behavior will be mediated by leader member exchange. Previous studies investigated the ethical leadership and outcomes of the employee, the leader member exchange as a mediator between the relation, the result of the study showed that

LMX fully mediates the association (Hassan et al, 2013). Correspondingly, Walumbwa et al (2011) LMX act as a mediator in the association among ethical leadership and job performance. Zhu et al, (2012) also found the similar relationship of LMX as a mediator. thus, it is sensible to adopt LMX will play a similar part in the association of empowering leadership and innovative work behavior, precisely, it is claimed that empowering leadership will help the high quality LMX and participate in innovative work. Hence the following hypotheses is stated;

H4; LMX will mediates the association of empowering leadership and innovative work behavior.

3. Methodology

We collect data by using questionnaire survey from workers and their particular leaders from various sections of Kunming (Yunnan, China) rail and subways sectors, from various department mainly research and development department, technical, forecasting department and material department. To maximized the rate of response, the questionnaire distributed in person by researchers to the management of Kunming rail and subways section. For data collecting purpose, meeting with the concern leaders arranged. At the first week of January 2020, the meeting was held with management of Kunming rail and subways, and they allow us to take data on condition bases on February 2020. But due to COVID-19 we fail to do so. On mid of April the management allow us to take survey keeping all safety measure in mind. The 680 questionnaires were distributed among the employees working several sectors of Kunming rail and subways. The workers were asked to rate their supervisors about empowering leadership behaviors and LMX. And asked the rate the employees by their relevant supervisor to rate the employee innovative work behaviors.

From 680 questionnaires, that was collected by the researchers from 13 April to 24 April 2020, 497 useable questionnaires were collected, which is almost 73% response rate. We contacted 192 supervisors and we get full response from 164 supervisors who rate the subordinates innovative work behaviors.

3.1 Measures

In the current study the researcher used three latent variables, empowering leadership, innovative work behaviors and leader member exchange. To measure the variables, we used 5 points lickert scale (strongly disagree to strongly agree). Empowering leadership the

researchers assess by using 9 questions, the scale was proposed by Rosen and Kirkman (1999). Leader member exchange was assessed by using 7 item question that is proposed by Scandura and Graen (1984). And at the last the 10 question for innovative work behavior was asked from leaders and these items are adopted from Den Hartong and De Jong (2010).

4. Analyses

The researcher investigated that 56% of the respondent were males. the age of the respondent was between 31 to 38 years. The experience of the employees was 5 to 7 years which is about 48% of the total respondent. The study also confirms that about 42% of the employees having technical or professional degree. In the study (SEM) technique ‘structural equation modeling’ we used to check the results (Joreskog & Sorbom, 2006). At the beginning of the analysis we confirm and check our study model through confirmatory factor analyses (CFA), and formerly we check the study assumed structural model (Ruvio, 2008). Our studied dimension model consists of three key variables; empowering leadership, leader member exchange and innovative work behavior. As result gives the data, that all the items that are measured had factor loading more than 0.60 which is maximum than the lowest limit (Hair et al, 2014).

In table I below, the loading factor was 0.61 to 0.92, which is significantly loaded their respective latent factors, and also every factor loading is greater than the minimum values (0.50), that further confirm the significant reasonability of the proposed model.

Table I. Factor loading, CR and AVE

	Items	Factor loading	CA	AVE
Empowering leadership	9	0.710-0.946	0.96	0.71
LMX	7	0.61-0.928	0.92	0.69
Innovative work behavior	10	0.63-0.919	0.91	0.62

4.1 Structural model.

In the structural model we checked all three variables, empowering leadership, innovative work behaviors and LMX, we checked through confirmatory factor analysis. The researcher used single factor alternative model, which include all the latent variable, then we used two

factor alternative model, which included EL and LMX as one factor and innovative work behavior as other factor. At last we used three factors hypothesized model. The researcher calculates normed fit index (NFI), incremental fit index (IFI), degree of freedom/chi square (χ^2/df), CFI comparative fit index root mean square error of approximation (RMSEA) and goodness of fit index (GFI). In circumstance of model chi square, the worth of RMSEA accepted as significant model, which is less than 0.05. the structural model below presented that 3-factor hypothesized model give a good and well-intentioned fit to the date, whereas CFI is 0.934, IFI is 0.951, GFI is equal to 0.928, NFI is 0.909, $\chi^2/df = 2.276$ and RMSEA is equal to 0.048. as compared to the one factor model, which give a deprived fit to the data, χ^2/df is 7.328, NFI= 0.592, RMSEA=0.301, GFI=0.651, IFI=0.706 and CFI=0.553. along with this all the factors loading was more then .060, and at significant statistical level 0.01 and 0.001, the results showed the good reliability.

Table II Structural model

Model	χ^2/df	CFI	NFI	GFI	IFI	RMSEA
3 factor EL, LMX & IWB	2.276	0.934	0.909	0.928	.951	0.048
Alternative two factor model	2.603	0.905	0.808	0.786	.968	0.069
Single alternative factor model	7.328	0.553	0.592	0.651	.706	0.301

Table III. Mean standard division and inter correlation among the variables

Variables	M	SD	1	2	3	4	5	6	7
Gander	0.43	0.51	1						
Age	2.31	0.85	-.39**	1					
Education	2.29	0.87	-.04	-.07	1				
Experience	4.07	0.86	-.11	.20**	.26**	1			

EL	4.17	0.97	.06	.18**	-.06	.01	(.92)		
LMX	4.50	0.63	.10	-.04	.03	.03	.48**	(.72)	
IWB	4.28	0.86	-.04	.06	.07	-.05	.32**	.45**	(.89)

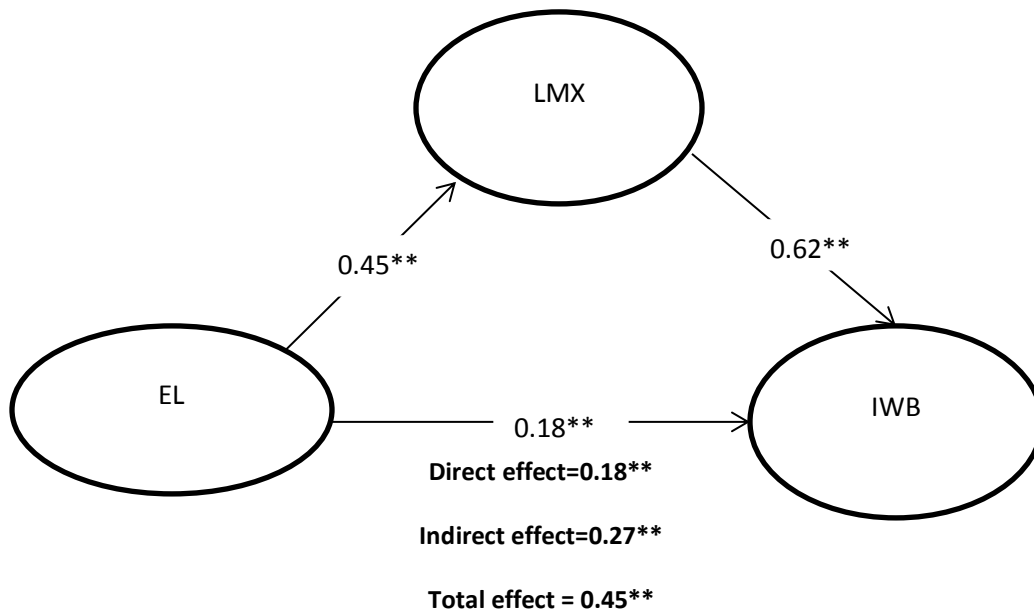
Correlation is significant at **P<0.01 two tailed, () = alpha, N=497

4.2 Hypotheses testing

The table III show the relationship among the variables, the significant and positive relationship between empowering leadership and innovative work behaviors i-e $r = .18$ and the p value is less than 0.01. in addition, the same methods used by Shoss Eisen & berger (2013) and Edwards & Lambert (2007), so the hypotheses I preliminary accepted. Secondly the empowering leadership and LMX relationship the researcher found significantly positive as showed in the table III ($r = .48$, $p < 0.01$). which is also support for H II. We further procced to the third hypotheses the link of LMX and innovative work behavior, according to table III the relation between these two variables are significantly and statistically positive ($r = .45$, $p < 0.01$). the correlation analysis and the outcomes support preliminary the direct hypotheses of the study, hypotheses HI to H3.

For intervention effect of LMX (H4), We used AMOS bootstrapping approach, by adopting Bayesian estimation analysis for hypotheses testing. According to Mackinnon et al (2007) the direct and indirect relation of the mediation, instantaneously approximating the partiality amended bootstrap intermission of confidence that yield benefits & make unintended influence consistent. LMX expressively smooths the relation between empowering leadership and innovative work behavior so its sustenance for hypotheses 4. To lighten the association, the researcher defined, whether the indirect relationship between empowering leadership and innovative work behavior was statistically significant or not significant. According to Rucker et al, (2011) to compute the full effect of mediating variable. The subsidiary effect of empowering leadership on employee’s innovative work behavior over LMX 0.27 ($P < 0.01$), with self-confident intermission of a 95 % bias amended bootstrap, which accounts for 45 out of a hundred, the over-all effects of empowering leadership on employee innovative work behaviors.

Figure 2. Path coefficient for hypotheses model.



In addition, the researcher evaluated the full impact indirectly and directly of empowering leadership on innovative work behavior. And the researchers investigated the effect was significant. variation in workers innovative performance are described by EL & LMX, we aimed at that cause, regulate that leader-member exchange partially mediates (Baron & Kenny, 1986) or in other hand, harmonizing mediates (Zhao et al., 2016) the positive relationship between empowered leader and employee creativity hence, hypothesis 4 is also supported.

5. Discussion

The main purpose of this study was to investigate effect of empowering leadership on employee innovative work behaviors. Besides this, we also find out the LMX role as a mediator in the positive association of empowering leadership and innovative work behaviors. The employees of Kunming rail and subway used sample for the current study, SEM, structural equation modeling techniques rummage-sale for testing of hypotheses. Results showed that the empowering leadership directly influenced the innovative work behaviors of the employees and leader member exchange partially mediates the association of empowering

leadership and innovative work behaviors. Results correspondingly suggested innovative work behaviors artificial directly and indirectly by empowering leadership and through LMX.

6. Implications and Recommendation

6.1 Theoretical implications

The study contributes to literature in numerous ways, the research adds to the current literature with empowering leadership and innovative work behavior literature. Study proves the association of empowering leadership and innovative work behaviors significantly, which is also investigated by (Afsar et al, 2017). Another contribution is empowering leadership influenced the LMX, by giving the workers authority, involvement in decision making and motivate them to perform innovative work. A research carried out to find the worker performance can inspiration through Leader member exchange and empowering leadership (Lee et al, 2017). Although previous empirical backing contribution of the leader-member exchange and empowering the leaders on the innovative work behaviors. The present study delivers a significant step in the participation of the literature by means of the study model.

Another main contribution the mediating role of LMX play as a mediator, study provides variety of valuable observations in the relation between empowering leadership and innovative work, particularly this connecting indirectly influenced by leader member exchange (LMX). Alike outcome was also carried out by De Jong et al in (2007) building work setting according to member's competences, leader straight affects the workers innovative work. The leader can motivate the innovation work of the subordinates by making the quick information system (fried rich, 2011).

Finally, a dissimilar new feature of this study was geographical, in which it was conducted. In Kunming, China there are very rare studies conducted which inspected the empowering leadership. The result of this study approve that the demonization of empowering leadership can crop optimistic consequences smooth in this idiosyncratic setting, in brief, this examination highpoints the implication of empowering leadership as a strategic driver of fundamental value through worker innovative work.

6.2 Practical implication

Current study focused on the staff innovative work behaviors however empowering leadership of work setting, which most important and replicated feature to influences the workers innovative work, researcher deliver, furthestmost imperative implications to the leadership

plans makers of Kunming rail and subway sector regarding workers innovation through empowering leaders. The innovative work circuitously effect over facilitating tool of LMX since both empowering leadership and LMX effects employee innovative work behavior significantly and this affect also an exclusive solitary, suggested that management had better absorption, generate actual LMX associations. Sheer 2015 privileges management and at work staff developed high quality association and make joint system and two ways information sharing channels for working connection, therefore the researcher investigated that the leaders conduct daily base meeting with workers to solve their problem and work on new idea, which is the best techniques to boost the motivation level of employee and also increases the innovative work, by means of a driver for operative's growth administrations must enhancement organizers desirable workforces to explain the problems, both individual as well as employed site, share new ideas, sharing information with each other's, and provide reliable and appropriate reaction (Robson & Tourish 2006).

6.3 Limitation and future research directions

Nevertheless, providing energetic supports literature, the study has approximately restrictions. The Core model of empowering leadership and LMX was not fit to data, consequently; the forthcoming researcher can develop study using current research model with some other longitudinal research design, and longitudinal study can take chief aim and assumption of that cause. Additional, restraint is biasness, because research data was collected from workers via self-reported approaches (Shally, 2009). Above and beyond this, according to Janssen (2004) supporters main wounded because they are almost performing their duties and are responsive about role that make a task as innovative work, so the self-reported survey is the method to measure innovative work behaviors. Additional constraint of current study, common variance, all variables of study were measured over self-reported, the conclusion may be unbiased (Podsakoff et al 2003). In totaling, the result of study exposed that common variance methods was not big problem, a single factor model is not fit to the date as associated to the hypothesized 3-factors model which was better fit in the confirmatory factor analysis (CFA), still, detective should use frequent basics to collect data in future to evade mutual variance method (Podsakoff et al 2003).

As a last curb of study, in relation of empowered leaders and workers creativity, mediating variable LMX partially enables aforementioned connection, there might be others variables

that may mark optimistic linkage amongst innovative work behaviors and empowering leadership.

7. Conclusion

In contemporary study, researcher attention on empowering leadership, empowering leadership production a dynamic role to encouraging presentation, specially the innovative performance of working units. The creative behavior of individual depends on the leaders through leader member exchange. The present study strained to measure leader's behavior and LMX how and what existing influenced the single level innovative behavior of the labors.

Also, study discovery places of interest LMX as vital mediator of outcome relationship. This study exposed that empowering of the managers container incentive innovative work, construction a good relationship of the staffs and superiors. In significance, employee innovative work can be refined or upgraded to longing usual; corporations should emphasis on the approaches that build a great LMX and authorize their leaders to take stages to innovation.

References.

- Afsar, B., Badir, Y. F., Saeed, B. B., & Hafeez, S. (2017). Transformational and transactional leadership and employee's entrepreneurial behavior in knowledge-intensive industries. *The International Journal of Human Resource Management*, 28(2), 307-332.
- Amabile, T. M. (1988). A model of creativity and innovation in organizations. *Research in organizational behavior*, 10(1), 123-167.
- Amabile, T. M., Conti, R., Coon, H., Lazenby, J., & Herron, M. (1996). Assessing the work environment for creativity. *Academy of management journal*, 39(5), 1154-1184
- Arnold, J. A., Arad, S., Rhoades, J. A., & Drasgow, F. (2000). The empowering leadership questionnaire: The construction and validation of a new scale for measuring leader behaviors. *Journal of organizational behavior*, 21(3), 249-269.
- Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of personality and social psychology*, 51(6), 1173.
- Bass, B. M. (1985). (1985a). *Leadership and performance beyond expectations*. New York: Free Press.
- Bass, B. M., & Avolio, B. J. (1994). Transformational leadership and organizational culture. *The International Journal of Public Administration*, 17(3-4), 541-554.

- Bednall, T. C., E. Rafferty, A., Shipton, H., Sanders, K., & J. Jackson, C. (2018). Innovative behaviour: how much transformational leadership do you need?. *British Journal of Management*, 29(4), 796-816.
- Blau, P. M. (1964). Social exchange theory. *Retrieved September, 3(2007)*, 62.
- Bolman, L. G., & Deal, T. E. (2017). *Reframing organizations: Artistry, choice, and leadership*. John Wiley & Sons.
- Carmeli, A., & Spreitzer, G. M. (2009). Trust, connectivity, and thriving: Implications for innovative behaviors at work. *The Journal of Creative Behavior*, 43(3), 169-191.
- Chamberlain, M. E. (2018). A discourse analysis of Gender Perceptions, Twitter, the 2018 Progressive Conservative Leadership Race, and the 2018 Provincial Election.
- Chan, S. C., & Mak, W. M. (2012). Benevolent leadership and follower performance: The mediating role of leader–member exchange (LMX). *Asia Pacific Journal of Management*, 29(2), 285-301.
- Chen, Y., Vanhaverbeke, W., & Du, J. (2016). The interaction between internal R & D and different types of external knowledge sourcing: an empirical study of Chinese innovative firms. *R&D Management*, 46(S3), 1006-1023.
- Chen, Y., Yu, E., & Son, J. (2014). Beyond leader–member exchange (LMX) differentiation: An indigenous approach to leader–member relationship differentiation. *The Leadership Quarterly*, 25(3), 611-627.
- Choi, S. B., Kim, K., Ullah, S. E., & Kang, S. W. (2016). How transformational leadership facilitates innovative behavior of Korean workers. *Personnel Review*.
- Choi, S. B., Tran, T. B. H., & Park, B. I. (2015). Inclusive leadership and work engagement: Mediating roles of affective organizational commitment and creativity. *Social Behavior and Personality: an international journal*, 43(6), 931-943.
- Conger, J. A., & Kanungo, R. N. (1988). The empowerment process: Integrating theory and practice. *Academy of management review*, 13(3), 471-482.
- Davies, M., Srinivasa, N., Lin, T. H., Chinya, G., Cao, Y., Choday, S. H., ... & Liao, Y. (2018). Loihi: A neuromorphic manycore processor with on-chip learning. *IEEE Micro*, 38(1), 82-99.
- De Jong, J. P., & Den Hartog, D. N. (2007). How leaders influence employees' innovative behaviour. *European Journal of innovation management*.

- De Jong, J., & Den Hartog, D. (2010). Measuring innovative work behaviour. *Creativity and innovation management*, 19(1), 23-36.
- Dirks, K. T., & Ferrin, D. L. (2002). Trust in leadership: Meta-analytic findings and implications for research and practice. *Journal of applied psychology*, 87(4), 611.
- Dong, Y., Bartol, K. M., Zhang, Z. X., & Li, C. (2017). Enhancing employee creativity via individual skill development and team knowledge sharing: Influences of dual-focused transformational leadership. *Journal of Organizational Behavior*, 38(3), 439-458.
- Edwards, J. R., & Lambert, L. S. (2007). Methods for integrating moderation and mediation: a general analytical framework using moderated path analysis. *Psychological methods*, 12(1), 1.
- Emerson, R. M. (1962). Power-dependence relations. *American sociological review*, 31-41.
- Emerson, R. M. (1976). Social exchange theory. *Annual review of sociology*, 2(1), 335-362.
- Erdogan, B., & Bauer, T. N. (2014). Leader-member exchange (LMX) theory: The relational approach to. *The Oxford handbook of leadership and organizations*, 407-434.
- Fottler, M. D., & Ford, R. C. (2005). CREATING CUSTOMER-FOCUSED HEALTHCARE ORGANIZATIONS. *Human Resources in Healthcare: Managing for Success*, 375.
- Friedrich, T. L., Griffith, J. A., & Mumford, M. D. (2016). Collective leadership behaviors: Evaluating the leader, team network, and problem situation characteristics that influence their use. *The Leadership Quarterly*, 27(2), 312-333.
- Gómez, C., & Rosen, B. (2001). The leader-member exchange as a link between managerial trust and employee empowerment. *Group & Organization Management*, 26(1), 53-69.
- Hair Jr, J. F., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling (PLS-SEM). *European business review*.
- Harris, K. J., Harris, R. B., & Brouer, R. L. (2009). LMX and subordinate political skill: Direct and interactive effects on turnover intentions and job satisfaction. *Journal of Applied Social Psychology*, 39(10), 2373-2395.
- Hassan, S., Mahsud, R., Yukl, G., & Prussia, G. E. (2013). Ethical and empowering leadership and leader effectiveness. *Journal of Managerial Psychology*.
- Hsu, J. S. C., Li, Y., & Sun, H. (2017). Exploring the interaction between vertical and shared leadership in information systems development projects. *International Journal of Project Management*, 35(8), 1557-1572.

- hyun Koo, J., & ho Kim, J. (2017). The Relationship between Transformational Leadership of Environmental NGO Leader and Trust and Organizational Commitment. *Global Business and Finance Review*, 22, 23-37.
- Janssen, O. (2004). How fairness perceptions make innovative behavior more or less stressful. *Journal of organizational behavior*, 25(2), 201-215.
- Jöreskog, K. G., & Moustaki, I. (2006). Factor analysis of ordinal variables with full information maximum likelihood. *unpublished report*.
- Jung, D. I., Chow, C., & Wu, A. (2003). The role of transformational leadership in enhancing organizational innovation: Hypotheses and some preliminary findings. *The leadership quarterly*, 14(4-5), 525-544.
- Kindström, D., Kowalkowski, C., & Sandberg, E. (2013). Enabling service innovation: A dynamic capabilities approach. *Journal of business research*, 66(8), 1063-1073.
- Kirkman, B. L., & Rosen, B. (1997). A model of work team empowerment. *Research in organizational change and development*, 10(1), 131-167.
- Kirkman, B. L., & Rosen, B. (1999). Beyond self-management: Antecedents and consequences of team empowerment. *Academy of Management journal*, 42(1), 58-74.
- Liden, R. C., & Graen, G. (1980). Generalizability of the vertical dyad linkage model of leadership. *Academy of Management journal*, 23(3), 451-465.
- Liu, W., Lepak, D. P., Takeuchi, R., & Sims Jr, H. P. (2003). Matching leadership styles with employment modes: Strategic human resource management perspective. *Human resource management review*, 13(1), 127-152.
- MacKinnon, R. N., & Campbell, L. J. (2007). Dicentric chromosomes and 20q11. 2 amplification in MDS/AML with apparent monosomy 20. *Cytogenetic and genome research*, 119(3-4), 211-220.
- Masa'deh, R. E. (2016). The role of knowledge management infrastructure in enhancing job satisfaction at Aqaba five star hotels in Jordan.
- Masood, M., & Afsar, B. (2017). Transformational leadership and innovative work behavior among nursing staff. *Nursing inquiry*, 24(4), e12188.
- O'Donnell, M., Yukl, G., & Taber, T. (2012). Leader behavior and LMX: a constructive replication. *Journal of Managerial Psychology*.

- Peterson, S. J., Luthans, F., Avolio, B. J., Walumbwa, F. O., & Zhang, Z. (2011). Psychological capital and employee performance: A latent growth modeling approach. *Personnel psychology, 64*(2), 427-450.
- Podsakoff, P. M.; MacKenzie, Scott, B.; Lee, Jeong-Yeon & Podsakoff, Nathan, P.(2003). Common method biases in behavioral research: a critical review of the literature and recommended remedies. *Journal of Applied Psychology, 88*(5), 879-903.
- Probert, J., & Turnbull James, K. (2011). Leadership development: Crisis, opportunities and the leadership concept. *Leadership, 7*(2), 137-150.
- Qu, R., Janssen, O., & Shi, K. (2015). Transformational leadership and follower creativity: The mediating role of follower relational identification and the moderating role of leader creativity expectations. *The Leadership Quarterly, 26*(2), 286-299.
- Randolph, W. A., & Sashkin, M. (2002). Can organizational empowerment work in multinational settings?. *Academy of Management Perspectives, 16*(1), 102-115.
- Rawung, F. H., Wuryaningrat, N. F., & Elvinita, L. E. (2015). The influence of transformational and transactional leadership on knowledge sharing: An empirical study on small and medium businesses in Indonesia.
- Richman-Hirsch, W. L., Olson-Buchanan, J. B., & Drasgow, F. (2000). Examining the impact of administration medium on examinee perceptions and attitudes. *Journal of Applied Psychology, 85*(6), 880.
- Rosen, R. K., & VanderLende, D. D. (1999). *U.S. Patent No. 5,919,983*. Washington, DC: U.S. Patent and Trademark Office.
- Rucker, D. D., Preacher, K. J., Tormala, Z. L., & Petty, R. E. (2011). Mediation analysis in social psychology: Current practices and new recommendations. *Social and Personality Psychology Compass, 5*(6), 359-371.
- Ruvio, A., Shoham, A., & Brenčič, M. M. (2008). Consumers' need for uniqueness: short-form scale development and cross-cultural validation. *International Marketing Review*.
- Scandura, T. A., & Graen, G. B. (1984). Moderating effects of initial leader-member exchange status on the effects of a leadership intervention. *Journal of applied psychology, 69*(3), 428.
- Schermuly, C. C., Meyer, B., & Dämmer, L. (2013). Leader-member exchange and innovative behavior. *Journal of Personnel Psychology*.

- Schuckert, M., Kim, T. T., Paek, S., & Lee, G. (2018). Motivate to innovate. *International Journal of Contemporary Hospitality Management*.
- Sergiovanni, T. J. (1990). *Value-added leadership: How to get extraordinary performance in schools* (pp. 54-77). New York: Harcourt Brace Jovanovich.
- Sharma, P. N., & Kirkman, B. L. (2015). Leveraging leaders: A literature review and future lines of inquiry for empowering leadership research. *Group & Organization Management, 40*(2), 193-237.
- Sheer, V. C. (2015). "Exchange lost" in leader–member exchange theory and research: A critique and a reconceptualization. *Leadership, 11*(2), 213-229.
- Shin, S. J., & Zhou, J. (2003). Transformational leadership, conservation, and creativity: Evidence from Korea. *Academy of management Journal, 46*(6), 703-714.
- Simmons, D. R., Clegorne, N. A., & Woods-Wells, T. (2017). Leadership paradigms in construction: Critical review to inform research and practice. *Journal of Management in Engineering, 33*(4), 02517001.
- Singh, M., & Sarkar, A. (2012). The relationship between psychological empowerment and innovative behavior. *Journal of Personnel Psychology*.
- Suifan, T. S., Abdallah, A. B., & Al Janini, M. (2018). The impact of transformational leadership on employees' creativity. *Management Research Review*.
- SUMANEEVA, K. A., ELUWOLE, K. K., & Turgay, A. V. C. I. (2019). Cross-Functional Training of Front-Line Hotel Employees, In-Role and Extra-Role Job Performance, Customer Satisfaction, and Customer Loyalty: A conceptual Model Proposal. *Journal of Environmental Management and Tourism, 9*(6), 1183-1189.
- Tourish, D., & Robson, P. (2006). Sensemaking and the distortion of critical upward communication in organizations. *Journal of Management Studies, 43*(4), 711-730.
- Waheed, A. (2019). *Linking Performance Appraisal Quality with Employee Participation in Informal Learning Activities through Psychological Empowerment* (Doctoral dissertation, COMSATS University, Islamabad.).
- Walumbwa, F. O., Cropanzano, R., & Goldman, B. M. (2011). How leader–member exchange influences effective work behaviors: Social exchange and internal–external efficacy perspectives. *Personnel Psychology, 64*(3), 739-770.

- Wu, M., Huang, X., Li, C., & Liu, W. (2012). Perceived interactional justice and trust-in-supervisor as mediators for paternalistic leadership. *Management and Organization Review*, 8(1), 97-121.
- Zhang, X., & Zhou, J. (2014). Empowering leadership, uncertainty avoidance, trust, and employee creativity: Interaction effects and a mediating mechanism. *Organizational Behavior and Human Decision Processes*, 124(2), 150-164.
- Zhou, J., Ma, Y., Cheng, W., & Xia, B. (2014). Mediating role of employee emotions in the relationship between authentic leadership and employee innovation. *Social Behavior and Personality: an international journal*, 42(8), 1267-1278.
- Zuraik, A., & Kelly, L. (2019). The role of CEO transformational leadership and innovation climate in exploration and exploitation. *European Journal of Innovation Management*.