



## THE IMPACT OF LEADERSHIP STYLES ON INNOVATIVE WORK BEHAVIOR OF SHOE STORES EMPLOYEES IN VIETNAM

542

First Name: Khanh Cuong

Last Name: Luu

Organization: University of Economics - Technology for Industries

Country: Vietnam

First Name: Kim Hue

Last Name: Thanh

Organization: Banking Academy

Country: Vietnam

First Name: Ngoc Minh

Last Name: Tran

Organization: Yen Hoa High School

Country: Vietnam

First Name: Bach Duong

Last Name: Phan

Organization: Hanoi - Amsterdam High School for the Gifted

Country: Vietnam

First Name: Thi Hien

Last Name: Le

Organization: Faculty of Accounting & Auditing, Foreign Trade University

Country: Vietnam

First Name: Thi Huyen

Last Name: Tran

Organization: East Asia University of Technology

Country: Vietnam

### Abstract:

In terms of producing and exporting footwear, Vietnamese businesses have made significant progress. Vietnamese footwear businesses still face several challenges in maintaining and expanding, nonetheless. The purpose of this study was to better understand how leadership styles affect employees' willingness to innovate. This study analyzed data from 681 employees of shoe stores in order to meet the study's aim. SmartPLS 3 software has chosen to conduct data analysis through the PLS-SEM approach. The findings demonstrate that leadership styles such as humorous leadership, transformational leadership, servant leadership, inclusive leadership, and authentic leadership have positive impacts on employees' innovative behavior, with humorous leadership playing the most significant effect. Besides, the findings indicate that transactional leadership has a negative impact on innovative behavior. In conclusion, increasing humorous leadership skills will be one of the most effective solutions for encouraging innovative behavior of shoe store employees in Vietnam.

**Keywords:** Leadership style, employees' innovative work behavior, shoe store

**DOI Number:** 10.14704/NQ.2022.20.15.NQ88055

**NeuroQuantology2022;20(15): 542-559**



## 1. Introduction

Innovation is essential in today's highly competitive and technologically evolved society (Smith and Tushman, 2005). Innovation has been viewed as the key enabler for growth, performance, and competitiveness in a market characterized by globalization, reduced product life cycles, and rapid technical change (Gumusluoglu and Ilsev, 2009). One of the finest ways to promote creativity and organizational success is through employee invention (Mytelka and Smith, 2002). Researchers have looked for factors that influence innovative work behavior among employees (Montag et al., 2012). Numerous factors have been investigated, including information exchange (Hu et al., 2009), HR management practices (Song et al., 2009), innovation climate (Jaiswal and Dhar, 2015), absorptive capacity (Soo et al., 2016), and perceived innovation job needs (Shin et al., 2017). Leadership has arguably been identified as the most significant factor that affects creativity and innovation in businesses among all of these factors of inventive behavior (Jung D et al., 2008). According to several research, transformational leadership (Darawong, 2020), transactional leadership (Gumusluoglu and Ilsev, 2009; Dong and Sosok, 2002), humorous leadership (Vecchio et al., 2009; Pundt, 2015), servant leadership (Karratepe et al., 2020); inclusive leadership (Carmeli et al., 2010) and authentic leadership (Grošelj et al., 2020; Neider and Schriesheim, 2011) all had a substantial impact on employees' innovative behavior.

Researchers and practitioners have focused on the role of managers as leaders as a means of encouraging staff renewal in demanding knowledge-based work environments. Encouragement of innovative activity is one of the most important leadership positions in today's businesses (Matej Groselj et al 2020). As a result, academics are growing increasingly interested in how leaders encourage their people to engage in innovative behaviors (Piccolo and Colquitt, 2006; Podsakoff et al., 2003). Various forms of leadership have an impact on innovative behavior. Researchers are becoming more interested in learning how to inspire creative behavior in workers at the individual level through transformational leadership (Piccolo and Colquitt, 2006; Podsakoff et al., 2003; Wang et al., 2005). Early

studies have demonstrated a link between humorous leadership and employee motivation, satisfaction or loyalty (Hughes and Avey, 2009; Priest and Swain, 2002). According to recent research, human-related traits like creativity and servant leadership encourage hotel staff members to act innovatively (Tajeddini et al., 2020). Although there is a long history of leadership study (Day and Antonakis, 2012), studies have not fully explored the elements that influence creative behavior. How leadership relates to other leadership outcomes is unknown. The unique contribution of leadership and its relationship to well-established leadership conceptions are both poorly understood. The impact of leadership styles on employees' innovation behavior is therefore crucial to understand.

By 2021, Vietnam will be the top exporter of canvas shoes, with an average growth rate of 12.1%/year from 2016 to 2019. Vietnam is currently the world's second-largest market for footwear. Vietnam's worldwide footwear market has doubled in the last ten years (AnNhien, 2022). Shoe stores in Vietnam must embrace new behaviors in both production processes and final goods if they wish to retain and grow the footwear sector. The industrial revolution 4.0 is currently having a big impact on the footwear industry, including product development, which calls for engagement from leaders with cutting-edge strategies for improving women's behavior. Staff. This study focused on the environment of shoe stores in order to investigate how leadership styles affect the encouragement of innovative behavior among employees. The study's focus was on group leaders at shoe stores in Vietnam.

The leadership styles used in Vietnam have an effect on how creatively people interact with their jobs. A good leadership style is one that demonstrates a leader's strong intellectual output, demonstrates their capacity to apply a variety of leadership styles in a variety of circumstances, and at the same time harmonizes their personality with the finer traditions and customs of Vietnam. (1986; Van de Ven). Organizational growth can be accelerated by managers who can tap into their team members' creative potential (Wang et al., 2005). Although the inventive behavior of employees is not a brand-new research area, it is constantly relevant and attracts



scientists' attention both domestically and internationally. from a variety of angles and points of view. However, there is currently no comprehensive research on how different leadership philosophies impact employees' innovative behavior. Therefore, in order to determine the influencing factors of leadership styles, this study employs a quantitative research methodology. The research then suggests strategies for enhancing employees' innovative behavior through leadership style.

## **2. Theoretical background**

### **2.1. Innovative work behavior**

Innovative work behavior is a sequence of behaviors that encourages workers to think creatively in order to optimize job performance and its procedures and routines. Typically, these behavioral expressions include the discovery of work-related issues, the presentation of novel and superior ideas, and the execution of these ideas, etc. However, creative work behaviors are distinct from employee creativity that focuses on finding and creating ideas (Saeed et al., 2019), since creativity focuses on initiating the comparatively most recent and superior ideas (Lee et al., 2019). Innovative work behavior (IWB) is more focused and purposeful than creativity since it involves the discovery, analysis, creation, execution, and assessment of new ideas and relates them to the enhancement of the work process and ensuing performance.

Therefore, creativity is a sub-dimension of IWB based on its involvement in the first phase of identifying performance gaps and its role in generating creative new ideas (Afsar&Badir, 2017). It has been discovered that the scope of IWB is even broader than the constructs of productivity, i.e., productive working behavior (Kim & Park, 2017) and personal initiatives (Luksyte et al., 2018), which focus on the identification and implementation of new ideas in a productive manner by an individual. The components of proactiveness emphasize an individual's willingness to execute ideas aggressively, but do not include new idea development (Afsar et al., 2014). Consequently, the notion of IWB aims to generate and execute creative new ideas that have substantial relevance to an organization, particularly to enhance the user experience, the creation of product design, and the optimization of procedures.

### **2.2. Leadership styles and innovative work behavior**

The notion of leadership and the theories around it have evolved in response to paradigms, cultural issues, organizational inclinations, organizational needs, businesses, and business climate, among other considerations. The organizations of the twenty-first century must function in a worldwide, highly competitive environment marked by fast and unexpected environmental change. Thus, the requirement to comprehend leadership arises from the need for businesses to adapt their operations to the present demands of the market. Similarly, to praise leaders that create lasting organizational improvements via their staff creative conduct.

#### *2.2.1. Transformational leadership*

According to Burns (1978), transformational leaders inspire individuals by expressing an energetic vision and demanding objectives, and leaders and followers propel each other to a higher moral and motivational level. Bass (1985, 1991) expanded on the work of Burns (1978) by elaborating on the leader's influence on followers and introducing four aspects of transformational leadership. Idealized influence is the capacity to serve as a role model in such a way that the leader is revered, respected, and trusted. Intellectual stimulation is the capacity of a leader to inspire people to challenge choices and do difficult activities. Individualized consideration involves devoting specific attention to the uniqueness and personal development of each follower, as well as integrating their requirements to the corporate purpose through regular coaching and feedback. Inspirational motivation entails inspiring and motivating people to believe in their abilities to realize an exciting goal.

Transformational leaders enhance workers' success potential by fostering their innovation potential via Inspirational Motivation, Individualized Consideration, Intellectual Stimulation, and organizational members' self-confidence (DuBrin, 2012; Bass & Avolio, 2000). Similarly, one of the most significant qualities of transformational leadership is the development of trust among collaborators, the organization, and leaders who share a shared vision and foster a sense of corporate community. In addition, this kind of leader typically has and fosters

effective internal and external communication networks, which, when coupled with a trusting connection, facilitate the interchange of information and the generation of new ideas. This circumstance is at the heart of creativity (Jung, Wu, & Chow, 2008).

Other component of transformational leadership, inspirational motivation, stimulates and challenges followers to achieve organizational goals, whereas intellectual stimulation inspires employees to be more creative and innovative in problem-solving (Bass & Avolio, 2000), thereby promoting exceptional work performance and a greater propensity to generate new ideas and be more innovative (Ismail, Mohamad, Mohamad, Rafiuddin, & Zhen, 2010). Transformational leaders develop employee engagement through sharing ideals, providing an optimistic outlook, and facilitating effective communication among organizational members, so building an atmosphere conducive to innovation. Thus, transformational leaders are seen as agents of change who start, execute, and institutionalize new orientations in companies with their work teams developing new practices based on unique visions and novel concepts (Waldman & Bass, 1991).

There is a dearth of studies examining the precise connection between transformative leadership and IWB (Janssen, 2004). Several arguments are presented to support the hypothesis that transformational leadership favorably affects IWB. According to Burns (1978), Bass (1985), and Avolio and Bass (1995), transformational leadership is characterized by inspiring motivation, a collective sense of purpose, self-confidence, heightened goal awareness, an exciting vision, and ambition. These facets of transformational leadership stimulate intellectual stimulation, intrinsic motivation, support for innovation, and employee creativity (Eisenbeiss et al., 2008; Elkins and Keller, 2003; Gumusluoglu and Ilsev, 2009; Pieterse et al., 2010; Sarros et al., 2008; Tipu et al., 2012), which are closely correlated with antecedents that promote innovative behavior among employees. On the basis of this reasoning, the following hypothesis may be formulated:

**H1: Transformational leadership has a positive impact on innovative work behavior.**

### 2.2.2. Transactional leadership

Transactional leadership refers to leaders who clearly communicate their self-interests, goals, and direction to their followers. In exchange for accomplishments, leaders using this strategy provide contingent reinforcement and positive rewards, such as financial incentives and promotions (Jung et al., 2008). When expected behaviors are not carried out, they also provide negative feedback, punishment, and disciplinary action to correct the acts of followers (Bass, 2008). This is because transactional leaders aim to govern and monitor deviations, faults, and irregularities within time constraints to attain a certain standard and degree of efficiency (Bass, 1985). They seek to attain organizational objectives, complete assigned duties, and maintain current performance through motivating followers via contractual agreement. Followers are encouraged to seek their own self-interests and individual advantages by concentrating on quality improvement, customer service, cost reduction, and production efficiency enhancement.

Transactional leadership has gotten less attention in connection to creative behavior, perhaps because this type of leadership is more task-oriented and focused on preserving stability, qualities that do not seem to be compatible with workers' inventive activity. It is essential to note that transactional leadership is defined by a contingent incentive system in which the leader rewards excellent performance and punishes poor performance. In this kind of leadership, the leader shows how he wants a job to be completed by providing constant feedback that inhibits inventive activity. Pietersen et al. (2010) suggested that transactional leadership may have a detrimental impact on the innovative behavior of workers since this style focuses more on the employee's performance than on promoting new and creative activities. Khaola and Sephelane (2013) discovered a negative relationship between transactional leadership and IWB. On the basis of this reasoning, the following hypothesis may be formulated:

**H2: Transactional leadership has a negative impact on innovative work behavior.**

### 2.2.3. Humorous leadership

With the development of spiritual demands of workers in businesses, the role of leaders is always evolving, as is the study of leadership humor behavior. Mao et al. (2017) stated that since the 1980s, researchers have mined their knowledge of the qualities and consequences of humor in the workplace, and have seen humor as a practical management tool that facilitates leadership. Due to the strong correlation between humor and leadership effectiveness, a large number of academics also consider humor to be an essential leadership quality. Therefore, it is evident that academics have studied the link between humor and leadership for some time, and the function of hilarious leadership has garnered the interest of an increasing number of researchers. In conjunction with the preceding definitions of humor, we can define humorous leaders as those who can induce positive emotions or positive cognition in subordinates through communication activities in the workplace and who contribute to the development of the leader-subordinate relationship and the psychological health of subordinates.

As a communication technique, humorous leadership is favorably associated with creative behavior because it activates key cognitive, emotive, and relational processes. Thus, hilarious leadership paves the way for inventiveness and the production of new ideas as part of creative conduct (Rank et al., 2004). Positive employee attitudes are boosted by humorous leadership (Eisend, 2009). Humorous stimuli stimulate areas of the brain involved with pleasure and laughing (Robert and Wilbanks, 2012). In addition, workplace humor is a distinct category of affective events that induce positive affective states such as happiness, enjoyment, and cheerfulness. As these states are connected with a high activation level, hilarious leadership induces highly activated pleasant affect (Russell, 2003). (Madrid et al., 2013) evaluated weekly inventive activity as a result of positive mood and discovered that highly activated positive mood promoted innovative conduct, but weakly activated positive mood had no relationship with innovative behavior. According to the broaden-and-build approach, happy workers who like their work have a larger thought-action repertoire

(Fredrickson, 2001). They consider impending challenges with more flexibility and are likely to develop fresh solutions (Baas et al., 2008). They are driven to generate, communicate, and execute creative ideas despite the inherent dangers (Janssen, 2004). On the basis of this reasoning, the following hypothesis may be formulated:

**H3: Humorous leadership has a positive impact on innovative work behavior.**

### 2.2.4. Servant leadership

The concept of a leader who is also a servant, or "servant-leadership" as it has come to be called, is intentionally oxymoronic and provocative. Robert K. Greenleaf, the creator of the idea, purposely sought a description that would provoke thinking and question any long-held beliefs about the connection between leaders and followers in an organization. Greenleaf challenges us to examine the essence of leadership by combining two apparently opposing words. Even though he was aware of the negative historical connotations connected with the term "servant", he thought it was vital to flip conventional notions about the organizational pyramid on its head in order to spark a fresh perspective on leadership. This care for language significance is shown further by the fact that Greenleaf titled his key work "The Servant as Leader" and not "The Leader as Servant". The Executive Director of the Robert K. Greenleaf Center for Servant-Leadership, Larry Spears, describes servant-leadership concisely as a new kind of leadership style that prioritizes service to others. Servant-leadership stresses enhanced service to others, a holistic approach to work, the promotion of a feeling of community, and the sharing of decision-making authority.

According to servant-leadership theory, servants who are selected as leaders get substantial support from their subordinates because they have shown commitment and dependability. Thus, an environment is established that pushes followers to achieve their full potential (Van Dierendonck, 2011). In such a pleasant work environment, servant leaders give special attention to the interests of their followers, utilize persuasion with workers, inspire trust, empower people to produce more, and improve the well-being of their colleagues (Chiniara and Bentein, 2016; Liden et al., 2014a; Panaccio et

al., 2015; Van Dierendonck, 2011). A servant leader fosters a learning and tolerant workplace, which stimulates innovation and creativity (cf. Van Dierendonck and Rook, 2010).

Furthermore, according to servant-leadership theory, servant leaders encourage managers and workers to think creatively (cf. Van Dierendonck and Rook, 2010). In an organization where servant-leadership is effectively applied, new management techniques, procedures, and structures are developed in order to meet organizational objectives. The adoption of these new behaviors, procedures, and structures is facilitated by servant-leadership. There are at least two grounds for this claim. First, servant leaders pay special attention to the crucial function of communication in establishing employee expectations (Liden et al., 2014a; Van Dierendonck, 2011). This is essential when duties and responsibilities of workers are prone to change. Second, servant-leadership encourages and promotes innovative solutions to age-old issues (Van Dierendonck, 2011). When management introduces and deploys new systems, this is required. On the basis of this reasoning, the following hypothesis may be formulated:

**H4: Servant leadership has a positive impact on innovative work behavior.**

#### *2.2.5. Inclusive leadership*

In the realm of management, inclusive leadership was first presented by Nembhard and Edmondson (2006), who described it as "words and acts by a leader or leaders that imply an invitation and respect for the contributions of others." Consequently, Hollander (2009) characterized inclusive leadership as a win-win scenario with a shared vision of interdependent connections and a common objective. Hollander stressed the significance of followers in this connection and paid close attention to how they perceive leadership. Ospina (2011) defined an inclusive leader as one that accepts employees at all organizational levels and is accountable for outcomes. In addition, it was believed that an inclusive leader was essential to the formation of an inclusive organization. Specifically, inclusive leadership has three characteristics: (1) Leaders respect workers' ideas and shortcomings by actively listening to their perspectives, logically tolerating their errors, and

providing support staff with encouragement and direction when they make mistakes. (2) Leaders acknowledged and taught personnel by appreciating and concentrating on employee training and rewarding successes, as opposed to expressing envy (Ven, 1986). (3) Leaders treated workers properly, took their needs and interests into account, had a fair attitude toward them, and ensured that they shared in the profits. In conclusion, inclusive leadership stressed embracing individuals for who they were, allowing them to offer their unique qualities and perspectives, and encouraging them to participate in organizational activities.

Theoretically, inclusive leadership may inspire creative employee behavior in numerous ways. First, inclusive leaders may motivate workers to participate in creative processes (Atwater & Carmeli, 2009). Conger and Kanungo saw inclusion as a method for enhancing workers' internal perspective of the business and as a notion associated with intrinsic motivation (Conger & Kanungo, 1998). Increasing motivation led to more participation in innovative conduct (Atwater & Carmeli, 2009). Second, according to the organizational support theory (Eisenberger & Stinglhammer, 1986), organizational support influenced the job results of workers. Inclusive leaders were able to supply creative behavior with the required knowledge, time, and support (Reiter-Palmon & Illies, 2004). When workers received support from their supervisor, they would have greater flexibility and independence to participate in creative activity. In addition, Randel et al. (2018) claimed that inclusive leadership may assist organization workers feeling a sense of belonging in the company while keeping their individuality as they fully participate in the business's processes and innovative results (Randel et al., 2017). Thirdly, inclusive leaders might serve as examples of creative conduct (Jaussi & Dionne, 2013). Carmeli et al. (2010) suggested that inclusive leadership was characterized by an openness and harmony in communication, availability, and provision. Leaders established an atmosphere where workers had a stronger feeling of responsibility, more decision-making authority, and got more information, feedback, support, and encouragement via inclusivity. General availability, availability, and openness promoted employee participation in creative work. On the basis of this

reasoning, the following hypothesis may be formulated:

**H5: Inclusive leadership has a positive impact on innovative work behavior.**

#### *2.2.6. Authentic leadership*

Authentic leadership has become a "widespread emergent societal trend" (Carroll, 2015) and a "organizational gold standard" for leadership (Ibarra, 2015; Cha et al., 2019) And interest in genuine leadership is thriving (Cha et al., 2019). Scholars have emphasized, in light of several literary works, that authentic leaders must be themselves in order to achieve satisfaction and success (Cha et al., 2019; Harter, 2002). Avolio et al. (2004) related genuine leadership with positive organizational behavior (hope, trust, good emotions); Gardner et al. (2005) conceived the function of the authentic following as an intrinsic component of authentic leadership growth and as a consequence of such development. Significant emphasis is placed on self-awareness, self-regulation, and the notion of positive modeling (Avolio et al., 2004; Gardner et al., 2005). Without authenticity, short-term success is achievable, but for long-term success, authentic leadership is essential. George (2007).

According to its traits, authentic leadership is also suitable for fostering innovation and creativity (Cerne et al., 2013). Authentic leaders have a highly

**H6: Authentic leadership has a positive impact on innovative work behavior.**

developed self-awareness and, as a result, are able to learn from themselves and use this knowledge to the development of their followers (Neider & Schriesheim, 2011). According to Zhou et al. (2014), self-aware leaders appreciate and cultivate creative and innovative behaviors. Highly genuine leaders are more effective than less authentic leaders at encouraging creative behavior among their followers (Cerne et al., 2013). When followers perceive their leader to be an authentic leader, they feel encouraged and enthusiastic (Penger and Cerne, 2014). Such followers are more likely to come up with innovative solutions because they have greater self-confidence for implementing innovative solutions and can tackle problems and opportunities with greater ease (Zhou et al., 2014). Authentic leaders enhance their followers' positive psychological capital, including their hope, self-confidence, optimism, and adaptability (Luthans et al., 2007). Their adherents are more willing to attempt new things and have no fear of failure or rejection (Rego et al., 2012). Even if the invention fails, followers who feel a supportive working environment are more likely to keep a favorable association with creative behavior (Vinarski-Peretz et al., 2011). On the basis of this reasoning, the following hypothesis may be formulated:

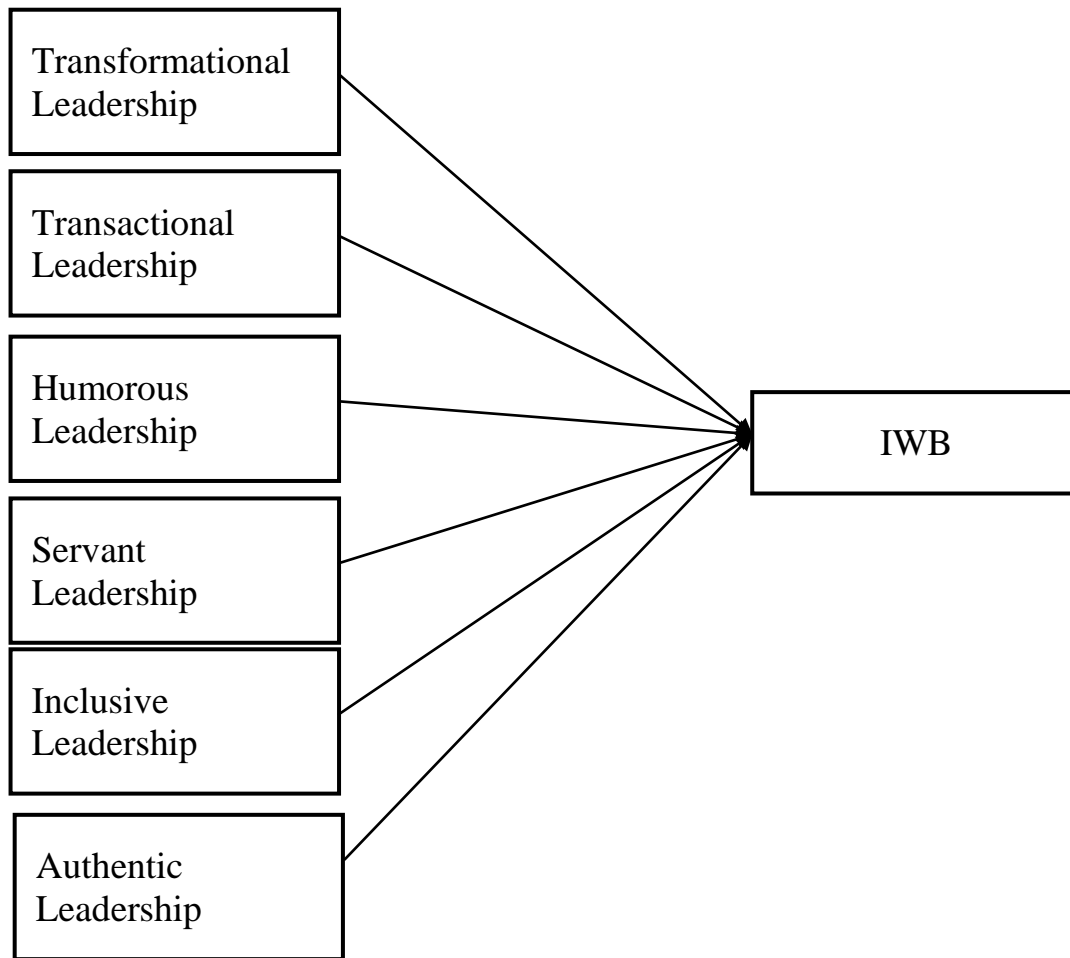


Figure 1. Research model

### 3. Methodology

#### 3.1. Measure

Humorous leadership is measured by 5-items developed from the research of Pundt (2015), Avolio et al. (1999). The examples are “My leader uses humor to take the edge off during stressful periods”, “My leader uses a funny story to turn an argument in his or her favor”. Servant leadership is measured by 7-items developed from the research of Karatepe et al. (2020). The examples are “My leader would not compromise ethical principles to achieve success”, “My leader gives me the freedom to handle difficult situations in the way that I feel is best”. Inclusive leadership is measured by 9-items developed from the research of Carmeli et al. (2010). The examples are “My leader is open to hearing new ideas”, “My leader is attentive to new opportunities to improve work processes”. Authentic leadership is measured by 16-items developed from the research of Grošelj et al. (2020); Neider&Schriesheim (2011). The examples are “My leader solicits feedback for

improving his/her dealings with others”, “My leader clearly states what he/she means”. Transformational leadership is measured by 17-items developed from the research of Den Hartog et al. (1997) and Darawong (2020). The examples are “My leader engages me in words and deeds that enhance my image of competence” and “My leader make me back up their opinions with good reasoning”. Transactional leadership is measured by 9-items developed from the research of Den Hartog et al. (1997) and Darawong (2020). The examples are “My leader focus attention on irregularities, mistakes, exceptions and deviations from what is expected for me”, “My leader talk about special rewards for good work”. The items are measured by a 5-point Likert scale, from (1) = “strongly disagree” to (5) = “strongly agree”.

IWB is measured by 10-items developed from the research of De Jong & Den Hartog (2010). Leaders will rate their employees on how often they exhibit innovative behaviors. The examples are “pay attention to issues that are not part of his daily



work?”, “wonder how things can be improved?”. The items are measured by a 5-point Likert scale, from (1) = “strongly disagree” to (5) = “strongly agree”.

**3.2. Sample**

With an average growth rate of 12.1%/year between 2016 and 2019, Vietnam is the second-largest market for footwear exports worldwide. In addition, it will be the top exporter of canvas shoes by 2021. In the last ten years, the global footwear market for Vietnam has doubled (An Nhiên, 2022). Vietnam's footwear exports fell by 9.1% in 2020 compared to 2019 as a result of the COVID-19 epidemic. Vietnam's exports of footwear expanded on average 6.4 years from 2016 to 2020. From 10.3% in 2016 to 13.6% in 2020, the percentage of footwear export turnover from Vietnam tends to rise. 87 percent of the world's total footwear output is produced in Asia. Vietnam exports 1.233 billion pairs of sandals annually, accounting for 10.2% of global footwear exports as of 2020, up 4.4 times from 2011 (when it exported 316 million pairs of shoes and held a 2.3% share). In 2011, Vietnam held a 2.3% share of global footwear exports with 316 million pairs of shoes. Vietnam needs to adopt new behaviors in both its production techniques and its finished goods if it is to preserve and grow its footwear sector. Currently, the Industrial Revolution 4.0 is having a significant impact on the footwear sector, including product creation, necessitating the development of leaders with novel behavior improvement tactics. This study, which explores how leadership style affects on

encouraging employees' innovative behavior, is focused on the context of shoe stores in Vietnam. Survey subjects are employees working at shoe stores in Vietnam. To get more objective assessments, the questionnaire was divided into two survey questionnaires. Specifically, one survey was sent to the employees to assess their superior's leadership style and the other to the leaders of these employees to assess the employee's innovative behavior. pellets. To ensure reliability and accuracy, invalid questionnaires will be discarded. In the end, 681 valid responses were stored after the survey and became data that can be analyzed in the next section.

**3.3. Data analysis**

Currently, there is no unified theory in the research context, which is leadership style and innovative behavior at shoe stores in Vietnam. Therefore, the PLS-SEM method with SmartPLS software was chosen instead of CB-SEM as suggested by Hair et al (2014). In addition, the sample size was not large, and the survey data obtained did not meet the conditions of normal distribution, the PLS-SEM method is more suitable. The first step is performed to evaluate the measurement model to check the reliability, convergence, and discriminability of the items. The next step is to evaluate the structural model based on checking the problem of multicollinearity, level of interpretation (R-square) and model fit. Finally, test the research hypotheses based on the Bootstrap technique. The model evaluation criteria are presented in detail in Table 1.

**Table 1. Criteria for assessing model**

|                          |                       | Criteria  | References             |
|--------------------------|-----------------------|---|------------------------|
| <b>Measurement model</b> | Outer loading         | > 0.7   | Henseler et al. (2009) |
|                          | Cronbach's Alpha      | > 0.7   | Hair et al. (2014)     |
|                          | Composite reliability |   |                        |
|                          | HTMT                  | < 0.85  | Henseler et al. (2015) |
|                          | AVE                   | > 0.5   | Hair et al. (2014)     |
| Outer VIF                | < 5                   | Hair et al. (2014)  |                        |
| <b>Structural model</b>  | R-square              | Weak: $R^2 < 0.33$<br>Moderate: $0.33 < R^2 < 0.67$<br>Strong: $R^2 > 0.67$ | Chin (1998)            |
|                          | SRMR                  | < 0.08  | Hu and Bentler (1999)  |
|                          | RMS Theta             | < 0.12  | Henseler et al. (2014) |

**4. Results**

*Measurement model*

Due to Outer loading < 0.7, the items: TFL1, TFL5, TFL10, TFL14, TFL15, TSL3, ICL1, ICL3, ICL5, AUL1, AUL4, AUL9, AUL12, AUL16, IWB9, IWB10 are removed to ensure reliability (Henseler et al., 2009). After removing these items, all outer loading are > 0.7, satisfying the validity according to Henseler et al. (2009). The criteria of Reliability and Convergent validity (Table 2) are all satisfied after removing the above items, as suggested by Hair et al. (2014).

**Table 2: Reliability and AVE**

|     | Cronbach's Alpha | Composite Reliability | AVE   |
|-----|------------------|-----------------------|-------|
| AUL | 0.921            | 0.933                 | 0.558 |
| HML | 0.806            | 0.866                 | 0.563 |
| ICL | 0.834            | 0.878                 | 0.547 |
| IWB | 0.923            | 0.937                 | 0.650 |
| SVL | 0.931            | 0.946                 | 0.745 |
| TFL | 0.926            | 0.936                 | 0.550 |
| TSL | 0.913            | 0.926                 | 0.610 |

The discriminant validity is also satisfied by HTMT coefficients < 0.85 (table 3), as suggested by Henseler et al. (2015).

**Table 3: HTMT coefficients**

|     | AUL   | HML   | ICL   | IWB   | SVL   | TFL   | TSL |
|-----|-------|-------|-------|-------|-------|-------|-----|
| AUL |       |       |       |       |       |       |     |
| HML | 0.332 |       |       |       |       |       |     |
| ICL | 0.086 | 0.261 |       |       |       |       |     |
| IWB | 0.393 | 0.536 | 0.379 |       |       |       |     |
| SVL | 0.244 | 0.464 | 0.273 | 0.283 |       |       |     |
| TFL | 0.385 | 0.465 | 0.228 | 0.381 | 0.563 |       |     |
| TSL | 0.256 | 0.212 | 0.059 | 0.056 | 0.242 | 0.367 |     |

The Outer VIFs are all below 5, as suggested by Hair et al. (2014), the problem about multicollinearity is accepted.

**Table 4: Outer VIF**

|       | VIF   |      | VIF   |      | VIF   |       | VIF   |      | VIF   |
|-------|-------|------|-------|------|-------|-------|-------|------|-------|
| AUL10 | 1.907 | HML1 | 1.519 | IWB1 | 2.801 | SVL4  | 3.963 | TFL6 | 2.088 |
| AUL11 | 1.829 | HML2 | 1.460 | IWB2 | 2.251 | SVL5  | 4.494 | TFL7 | 1.918 |
| AUL13 | 2.166 | HML3 | 1.677 | IWB3 | 2.227 | SVL6  | 3.245 | TFL8 | 1.923 |
| AUL14 | 2.300 | HML4 | 1.694 | IWB4 | 2.508 | TFL11 | 1.849 | TFL9 | 1.910 |
| AUL15 | 1.996 | HML5 | 1.531 | IWB5 | 2.300 | TFL12 | 2.118 | TSL1 | 1.916 |
| AUL2  | 1.971 | ICL2 | 1.562 | IWB6 | 2.755 | TFL13 | 2.019 | TSL2 | 2.252 |
| AUL3  | 2.272 | ICL4 | 1.489 | IWB7 | 2.801 | TFL16 | 1.849 | TSL4 | 2.019 |
| AUL5  | 2.380 | ICL6 | 1.520 | IWB8 | 2.656 | TFL17 | 2.101 | TSL5 | 2.075 |
| AUL6  | 2.409 | ICL7 | 1.879 | SVL1 | 2.454 | TFL2  | 1.873 | TSL6 | 1.884 |
| AUL7  | 1.914 | ICL8 | 1.753 | SVL2 | 3.013 | TFL3  | 2.356 | TSL7 | 2.613 |
| AUL8  | 2.072 | ICL9 | 1.505 | SVL3 | 2.164 | TFL4  | 1.787 | TSL8 | 2.388 |
|       |       |      |       |      |       |       |       | TSL9 | 2.531 |

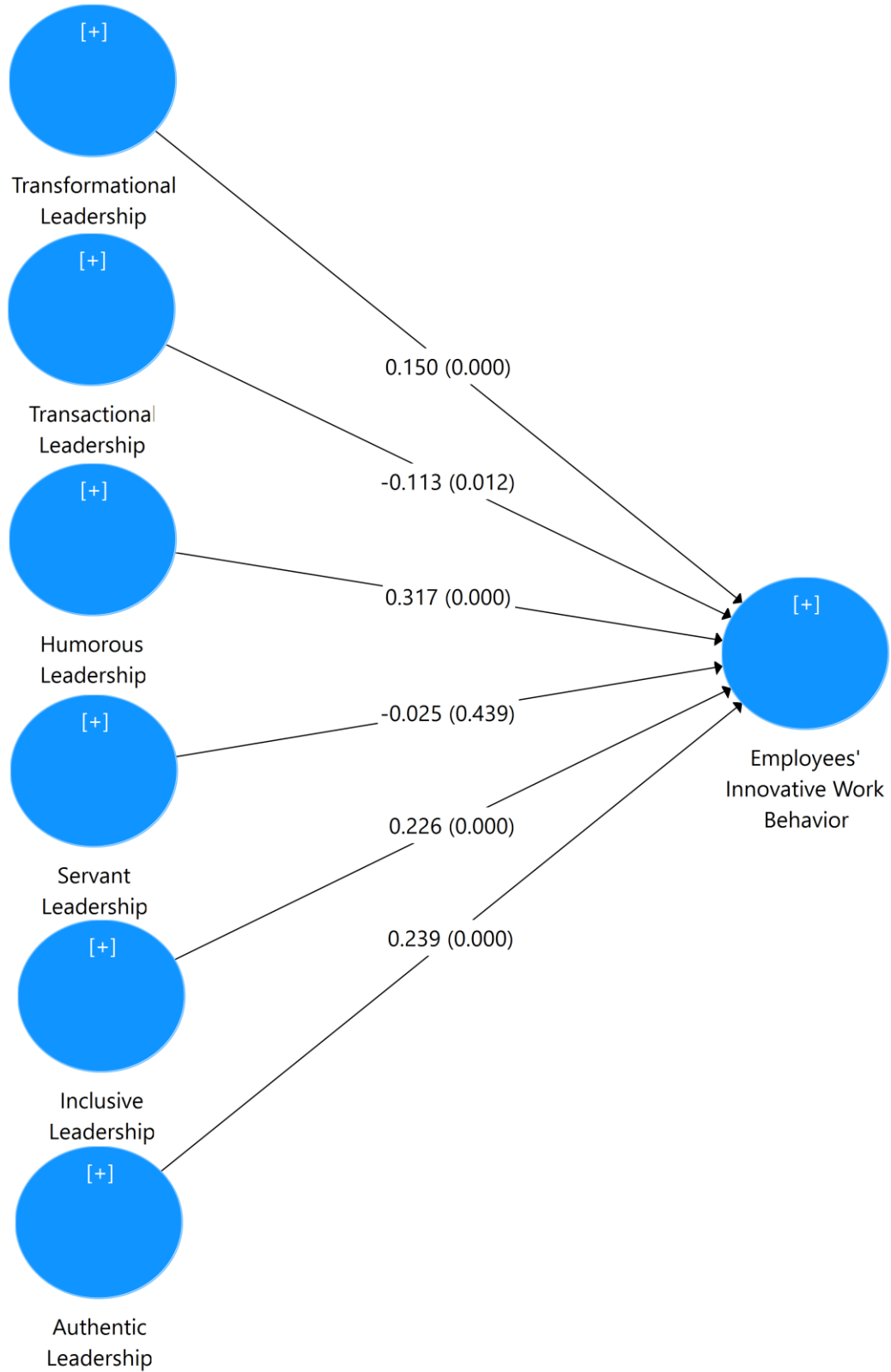
The results show that the research model explains 35.1% of the variability of IWB (due to R-square = 0.351). This is a fairly good level of explanation, ensuring the appropriateness of the selected independent variables.

To assess model-fit, the criterion SRMR < 0.08 was used, as suggested by Hu and Bentler (1999). The results show that both SRMR coefficients are < 0.08, showing that the research model is suitable and usable. In addition, rms Theta = 0.074 < 0.12 also satisfies the model-fit criteria proposed by Henseler et al. (2014).

**Table 5: SRMR coefficients**

|                  | <b>Saturated Model</b> | <b>Estimated Model</b> |
|------------------|------------------------|------------------------|
| <b>SRMR</b>      | 0.037                  | 0.037                  |
| <b>rms Theta</b> | 0.074                  |                        |

*The result of bootstrapping*



**Figure 2: The results of the model testing**

The results of testing the research model are shown in Figures 2 and 7. The results show that the impact of SVL on IWB is not statistically significant at the 5% level of significance. This proves that servant leadership does not encourage the innovation behavior of shoe store employees in Vietnam. Thus, hypotheses H4 is rejected. Since the remaining influence coefficients are the same as the initial expectation, the remaining hypotheses are supported.

**Table 6: The results of the model testing**

| Effect | Coefficients | T-Statistics | P-Values | Significant |
|--------|--------------|--------------|----------|-------------|
|--------|--------------|--------------|----------|-------------|

|                      |        |        |              |            |
|----------------------|--------|--------|--------------|------------|
| <b>AUL -&gt; IWB</b> | 0.239  | 7.432  | <b>0.000</b> | <b>Yes</b> |
| <b>HML -&gt; IWB</b> | 0.317  | 10.440 | <b>0.000</b> | <b>Yes</b> |
| <b>ICL -&gt; IWB</b> | 0.226  | 7.733  | <b>0.000</b> | <b>Yes</b> |
| <b>SVL -&gt; IWB</b> | -0.025 | 0.775  | <b>0.439</b> | <b>No</b>  |
| <b>TFL -&gt; IWB</b> | 0.150  | 4.039  | <b>0.000</b> | <b>Yes</b> |
| <b>TSL -&gt; IWB</b> | -0.113 | 2.518  | <b>0.012</b> | <b>Yes</b> |

In addition, authentic leadership and Inclusive Leadership also have a very positive impact on employee innovation behavior (coefficients are 0.239 and 0.226, respectively). This effect is much stronger than that from Transformational Leadership style (coefficient = 0.150). Therefore, paying much attention to Transformational Leadership styles is not necessarily the orientation for shoe stores in Vietnam. Finally, like many previous studies, Transactional Leadership has a negative impact on IWB (coefficient = -0.113). However, this is not a significant effect.

**5. Discussion and conclusion**

According to research, humor in leadership has the biggest influence on how employees behave when it comes to innovation. A humorous leader utilizes humor to reduce tension when things get tough. Employee interactions at work become more comfortable as a result, and employees are relieved of strain brought on by unfavorable imposition from superiors. A humorous anecdote is used by a humor leader to sway a debate. When workers are overly serious, it makes them laugh at themselves. The organization's working atmosphere improves, and employees' inventiveness is encouraged without being limited. The leader is the one who will tell humorous anecdotes to diffuse tensions in a company. Negative effects will be lessened, and it is better for employees to keep working when hatred is not in control of their original ideas. The boastful leader employs wit to win over the supporters of the rival team during competing. A timely intelligence boosts group productivity and offers the organization several advantages. It might be argued that developing and using comedy abilities at work helps leaders connect with everyone in the organization or at conferences or seminars, making the environment enjoyable and welcoming. Break the formal, formal shell; make conversation and persuasion easier. Humor builds trust, encourages teamwork, and generates a positive work environment, especially

when organizations are having trouble. Humorous leaders are frequently adored by their colleagues, forging a bond that makes it simple to motivate staff. Realizing the value of humor, many businesses and huge enterprises around the world are keen to train humor-related skills for executives at all levels of the organization, considering humor as a tool to boost productivity. results of executive management.

Along with their comic leadership style, leaders should promote inclusive leadership and authentic leadership. These two criteria had a favorable effect on employees' innovative behavior, according to the study. The manager will provide employees the chance to share ideas and hone their own skills. Employees' ingenuity is unrelenting, and the company rewards them for their efforts and creativity. The management encourages staff employees to discuss any new issues with them. The more regularly managers and employees communicate with one another, the stronger performance and ability to create long-term strategies for leaders based on outcomes will be. employee creativity and productivity. The manager is aware of new opportunities to improve work processes. The advantages of an effective working process for the business include a more effective working process and a closer, more durable connection. The manager is open to discussing desired goals and novel strategies for reaching them. Employees can gain from the manager's experience while also benefiting from listening to their suggestions and helping to build relationships inside the company. The manager is open to considering requests from the workforce. While giving the idea that people are getting help when they need it, this organizational culture. Additionally, a leader who is prepared to own up to mistakes instills in the workforce a sense of equality, democracy, and honesty. The actions of leaders influence the development of an organization's corporate culture

and raise employee engagement and motivation to contribute and develop new systems, procedures, and tools. The manager is also available for assistance on problems to help employees discover quick solutions while also enhancing the effectiveness of the organization, in addition to the many challenges at work. The management is available to answer any queries I may have regarding the business. Any company wants The team's manager is always reachable and maintains a constant "presence" there. The manager's readiness inspires workers who take pride in their work and pay attention to how things are done. To develop and improve the leadership skills of the organization's leaders and managers, businesses need a training roadmap and in-depth training on themes that are pertinent to reality, including corporate culture. In order to improve the adapting, integrating, and reforming of an enterprise's resources, a comprehensive leadership style is a vital precondition. Therefore, businesses also need to use human resource management systems to support this development to respond to changes in the business environment.

According to the study, transactional leadership has a detrimental effect on staff members' willingness to innovate. The working environment will become heated if managers pay attention to inconsistencies, faults, exceptions, and departures from what is expected of them. Stress makes workers wary of novel, hazardous ideas. Administrators carefully track faults and keep an eye out for performance issues that need to be fixed. Employees feel burdened by this and are constantly vigilant to complete the work completely, lacking creativity out of fear of making mistakes. Employees are denied the chance to voice their own opinions because the manager makes requests and expects them to adhere to hidden standards. Only when there are requirements and available roadmaps do employees work hard to get incentives. Employee creativity and inventive thinking are negatively impacted by these invisible effects. Employees are very terrified of being reprimanded by their superiors if they don't satisfy the requirements. These effects deprive workers of a creative atmosphere and limit their capacity for creativity. As a result, under transactional leadership, employees only receive token rewards like cash or favors.

Because of predetermined norms and objectives, employees' creativity will be constrained, and management won't recognize individual initiatives or achievements. As a result, this leadership approach should be encouraged whenever a business needs to save costs and boost employee productivity. Direct and action-oriented people are good leaders. But because of this as well, a leader's relationship with his or her followers is frequently fleeting and does not involve strong emotional bonds. This leadership approach ought to be encouraged under the appropriate conditions.

According to research findings, transformative leadership does, to a limited extent, affect employees' propensity for creativity. Employees who fully trust their manager and regard them as a success symbol in the workplace tend to rely on their manager's judgment and experience when making choices, with little input from the staff. Employees don't have the drive to think creatively as a result, which inhibits their originality. Furthermore, the author discovers that servant leadership has little effect on employees' innovative behavior. People will lack a clear direction to innovate at work if leaders do not make ethical compromises in order to succeed. The organization will lack passion if people are just focused on their own achievement and do not make an attempt to create new things or find new working strategies, tools, or procedures.

### References

- Afsar, B., &Badir, Y. (2017). Workplace spirituality, perceived organizational support and innovative work behavior: The mediating effects of person-organization fit. *Journal of workplace Learning*.
- Afsar, B., Badir, Y. F., & Saeed, B. B. (2014). Transformational leadership and innovative work behavior. *Industrial Management & Data Systems*.
- Atwater, L., &Carmeli, A. (2009). Leader-member exchange, feelings of energy, and involvement in creative work. *The Leadership Quarterly*, 20(3), 264-275.
- Avolio, B.J. and Bass, B.M. (1995), "Individual consideration viewed at multiple levels of analysis: a multi-level framework for examining the diffusion of

- transformational leadership”, *The Leadership Quarterly*, Vol. 6 No. 2, pp. 199-218.
- Avolio, B.J., Gardner, W.L., Walumbwa, F., Luthans, F. and May, D.R. (2004), “Unlocking the mask: a look at the process by which authentic leaders impact follower attitudes and behaviors”, *The Leadership Quarterly*, Vol. 15 No. 6, pp. 801-823.
- Baas, M., De Dreu, C.K.W. and Nijstad, B.A. (2008), “A meta-analysis of 25 years of mood-creativity research: hedonic tone, activation, or regulatory focus?”, *Psychological Bulletin*, Vol. 134 No. 6, pp. 779-806.
- Bass, B. M. (2008). *The Bass Handbook of Leadership: Theory, Research, and Managerial Applications* (4th ed.). New York, NY: Free Press.
- Bass, B. M., & Avolio, B. J. (2000). *MLQ: Multifactor leadership questionnaire*. Mind Garden.
- Bass, B.M. (1985), *Leadership and Performance Beyond Expectations*, Free Press, New York, NY, pp. 350-413.
- Bass, B.M. (1991), “From transactional to transformational leadership: learning to share the vision”, *Organizational Dynamics*, Vol. 18 No. 3, pp. 19-31.
- Burns, J.M. (1978), *Leadership*, Harper and Row, New York, NY, pp. 67-79.
- Carmeli, A., Reiter-Palmon, R., & Ziv, E. (2010). Inclusive leadership and employee involvement in creative tasks in the workplace: The mediating role of psychological safety. *Creativity Research Journal*, 22(3), 250-260.
- Carroll, G.R. (2015), “Authenticity: attribution, value and meaning”, in Scott, R.A., Kosslyn, S.M. and Pinkerton, N. (Eds), *Emerging Trends in the Social and Behavioral Sciences*, Wiley Online Library, New York, pp. 1-13.
- Cerne, M., Jaklic, M. and Skerlavaj, M. (2013), “Authentic leadership, creativity, and innovation: a multilevel perspective”, *Leadership*, Vol. 9 No. 1, pp. 63-85.
- Cha, S.E., Hewlin, P.F., Roberts, L.M., Buckman, B.R., Leroy, H., Steckler, E.L. and Cooper, D. (2019), “Being your true self at work: integrating the fragmented research on authenticity in organizations”, *The Academy of Management Annals*, Vol. 13 No. 2, pp. 633-671.
- Chin, W. W. (1998). Commentary: Issues and opinion on structural equation modeling. *MIS quarterly*, vii-xvi.
- Chiniara, M. and Bentein, K. (2016), “Linking servant leadership to individual performance: differentiating the mediating role of autonomy, competence, and relatedness need satisfaction”, *The Leadership Quarterly*, Vol. 27 No. 1, pp. 124-141.
- Conger J, Kanungo R. *Charismatic leadership in organizations*. California, America: Sage Publications; 1998.
- Damanpour F. *Organizational innovation: A meta-analysis of effects of determinants and moderators*. *Acad Manage J*. 1991; 34(3): 555–590
- Day, D.V. and Antonakis, J. (Eds) (2012), *The Nature of Leadership*, 2nd ed., Sage, Thousand Oaks, CA.
- Dhar R L. Ethical leadership and its impact on service innovative behavior: The role of LMX and job autonomy. *Tourism Manage*, 2016; 57:139–148.
- Dong I J, Sosik J J. Transformational leadership in work groups the role of empowerment, cohesiveness, and collective-efficacy on perceived group performance. *Small Gr Res*, 2002; 33(3):313–336.
- DuBrin, A. (2012). *Leadership: Research Findings, Practice, and Skills*. 7th ed. New York: Houghton Mifflin.
- Eisenbeiss, S.A., van Knippenberg, D. and Boerner, S. (2008), “Transformational leadership and Transformational team innovation: integrating team climate principles”, *Journal of Applied Psychology, leadership and Vol.* 93 No. 6, pp. 1438-1446.
- Eisenberger R, Stinglhamber F. Perceived organizational support. *J Appl Psychol*. 1986; 71(3): 500– 507.
- Eisend, M. (2009), “A meta-analysis of humor in advertising”, *Journal of the Academy of Marketing Science*, Vol. 37 No. 2, pp. 191-203.
- Elkins, T. and Keller, R.T. (2003), “Leadership in research and development organizations: a literature

- review and conceptual framework”, *The Leadership Quarterly*, Vol. 14 No. 4, pp. 587-606.
- Fredrickson, B.L. (2001), “The role of positive emotions in positive psychology. The broaden-and-build theory of positive emotions”, *American Psychologist*, Vol. 56 No. 3, pp. 218-226.
- Gardner, W.L., Avolio, B.J., Luthans, F., May, D.R. and Walumbwa, F. (2005), ““Can you see the real me?” A self-based model of authentic leader and follower development”, *The Leadership Quarterly*, Vol. 16 No. 3, pp. 343-372.
- George, B., Sims, P., McLean, A.N. and Mayer, D. (2007), “Discovering your authentic leadership”, *Harvard Business Review*, Vol. 85 No. 2, p. 129.
- Gumusluoglu, L. and Ilsev, A. (2009), “Transformational leadership, creativity, and organizational innovation”, *Journal of Business Research*, Vol. 62 No. 4, pp. 461-473.
- Gumusluoglu, L. and Ilsev, A. (2009), “Transformational leadership, creativity, and organizational innovation”, *Journal of Business Research*, Vol. 62 No. 4, pp. 461-473.
- Hair, J. F., Risher, J. J., Sarstedt, M., &Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European business review*, 31(1), 2-24.
- Hair, Jr. J. F., Hult, G. T. M., Ringle, C. M., &Rstedt, M. S. (2014). a primer on partial least squares structural equation modelling. In *Practical Assessment, Research and Evaluation* (Vol. 21, Issue 1).
- Harter, S. (2002), “Authenticity”, in Snyder, C.R. and Lopez, S. (Eds), *Handbook of Positive Psychology*, Oxford University Press, London, pp. 382-394.
- Henseler, J., Dijkstra, T. K., Sarstedt, M., Ringle, C. M., Diamantopoulos, A., Straub, D. W., Ketchen, D. J., Hair, J. F., Hult, G. T. M., and Calantone, R. J. 2014. Common Beliefs and Reality about Partial Least Squares: Comments on Rönkkö&Evermann (2013), *Organizational Research Methods*, 17(2): 182-209.
- Henseler, J., Ringle, C. M., &Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the academy of marketing science*, 43(1), 115-135.
- Henseler, J., Ringle, C. M., &Sinkovics, R. R. (2009). The use of partial least squares path modeling in international marketing. In *New challenges to international marketing*. Emerald Group Publishing Limited.
- Hollander EP. *Inclusive leadership: The essential leader-follower relationship*. New York, America: Taylor Francis Group; 2009.
- Hu MLM, Horng JS, Sun YHC. Hospitality teams: Knowledge sharing and service innovation performance. *Tour Manage*. 2009; 30(1): 41–50.
- Hu, L. T., &Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural equation modeling: a multidisciplinary journal*, 6(1), 1-55.
- Hughes, L.W. and Avey, J.B. (2009), “Transforming with levity: humor, leadership, and follower attitudes”, *Leadership & Organization Development Journal*, Vol. 30 No. 6, pp. 540-562.
- Ibarra, H. (2015), “The authenticity paradox”, *Harvard Business Review*, Vol. 93 Nos 1/2, pp. 52-59.
- Ismail, A., Mohamad, M. H., Mohamed, H. A., Rafiuddin, N. M., & Zhen, K. W. P. (2010). Transformational and transactional leadership styles as a predictor of individual outcomes. *Theoretical and Applied Economics*, 6(6), 89-104
- Jaiswal NK, Dhar RL. Transformational leadership, innovation climate, creative self-efficacy and employee creativity: A multilevel study. *Int J Hosp Manag*. 2015; 51: 30–41.
- Janssen, O. (2004), “How fairness perceptions make innovative behavior more or less stressful”, *Journal of Organizational Behavior*, Vol. 25 No. 2, pp. 201-215.
- Jaussi K S, Dionne S D. Leading for creativity: The role of unconventional leader behavior. *Leadership Quart*, 2003; 14(4):475–498.
- Jung, D., Wu, A., & Chow, C.W. (2008). Towards understanding the direct and indirect effects of CEO’ s transformational leadership on firm innovation. *The Leadership Quarterly*, 19, 582-594. <https://doi.org/10.1016/j.leaqua.2008.07.007>



- Khaola, P. P., & Sephelane, R. (2013). Leadership, organisational citizenship and innovative work behaviours in Lesotho: Exploratory evidence. *Journal of Language, Technology & Entrepreneurship in Africa*, 4(2), 46-58.
- Kim, W.; Park, J. Examining structural relationships between work engagement, organizational procedural justice, knowledge sharing, and innovative work behavior for sustainable organizations. *Sustainability* 2017, 9, 205.
- Liden, R.C., Panaccio, A., Meuser, J.D., Hu, J. and Wayne, S.J. (2014), "Servant leadership: antecedents, processes, and outcomes", in Day, D.V. (Ed.), *The Oxford Handbook of Leadership and Organizations*, Oxford University Press, Oxford, pp. 1-26.
- Luksyte, A.; Unsworth, K.L.; Avery, D.R. Innovative work behavior and sex-based stereotypes: Examining sex differences in perceptions and evaluations of innovative work behavior. *J. Organ. Behav.* 2018, 39, 292–305.
- Luthans, F., Avolio, B.J., Avey, J.B. and Norman, S.M. (2007), "Positive psychological capital: measurement and relationship with performance and satisfaction", *Personnel Psychology*, Vol. 60 No. 3, pp. 541-572.
- Madrid, H.P., Patterson, M.G., Birdi, K.S., Leiva, P.I. and Kausel, E.E. (2013), "The role of weekly high-activated positive mood, context, and personality in innovative work behavior: a multilevel and interactional model", *Journal of Organizational Behavior*, Vol. 35 No. 2, pp. 234-256.
- Mao, J., Chiang, J.T., Zhang, Y., et al. (2017) Humor as a Relationship Lubricant: The Implications of Leader Humor on Transformational Leadership Perceptions and Team Performance. *Journal of Leadership & Organizational Studies*, 24, 494-506. <https://doi.org/10.1177/1548051817707518>
- Matej Groselj, Matej Cerne, Sandra Penger and Barbara Grah, (2019), "Authentic and transformational leadership and innovative work behaviour: the moderating role of psychological empowerment", 2020.
- Montag T, Maertz C P, Baer M. A critical analysis of the workplace creativity criterion space. *J Manage*, 2012; 38(4):1362–1386.
- Mytelka, L.K. and Smith, K. (2002), "Policy learning and innovation theory: an interactive and co-evolving process", *Research Policy*, Vol. 31 No. 8, pp. 1467-1479.
- Neider, L.L. and Schriesheim, C.A. (2011), "The authentic leadership inventory (ALI): development and empirical tests", *The Leadership Quarterly*, Vol. 22 No. 6, pp. 1146-1164.
- Nembhard IM, Edmondson AC. Making it safe: The effects of leader inclusiveness and professional status on psychological safety and improvement efforts in health care teams. *J Organ Behav.* 2006; 27(7): 941–966.
- Ospina S. Leadership, Diversity and inclusion: Insights from scholarship. Graduate School of Public Service. 2011; 3(1): 3–30.
- Panaccio, A., Henderson, D.J., Liden, R.C., Wayne, S.J. and Cao, X. (2015), "Toward an understanding of when and why servant leadership accounts for employee extra-role behaviors", *Journal of Business and Psychology*, Vol. 30 No. 4, pp. 657-675.
- Penger, S. and Cerne, M. (2014), "Authentic leadership, employees' job satisfaction, and work engagement: a hierarchical linear modelling approach", *Economic research-Ekonomskaitrazivanja*, Vol. 27 No. 1, pp. 508-526.
- Perry-Smith J. E., & Shalley C. E. (2003). The social side of creativity: a static and dynamic social network perspective. *Acad of Manage R*, 28(1): 89–106.
- Piccolo, R.F. and Colquitt, J.A. (2006), "Transformational leadership and job behaviors: theme diating role of core job characteristics", *Academy of Management Journal*, Vol. 49 No. 2, pp. 327-340.
- Pieterse, A. N., van Knippenberg, D., Schippers, M., & Stam, D. (2010). Transformational and transactional leadership and innovative behavior: The moderating role of psychological empowerment. *Journal of Organizational Behavior*, 31, 609–623. <https://doi.org/10.1002/job.650>
- Podsakoff, P.M. and Organ, D.W. (1986), "Self-reports in organizational research: problems and prospects", *Journal of Management*, Vol. 12 No. 4, pp. 531-544.

- Priest, R.F. and Swain, J.E. (2002), "Humor and its implications for leadership effectiveness", *Humor: International Journal of Humor Research*, Vol. 15 No. 2, pp. 169-189.
- Randel A E, Galvin B M, Shore L M, Ehrhart K H, Chung B G, Dean M A, et al. Inclusive leadership: realizing positive outcomes through belongingness and being valued for uniqueness. *Hum Resour Manage R*, 2017:S1053482217300517.
- Rank, J., Pace, V.L. and Frese, M. (2004), "Three avenues for future research on creativity, innovation, and initiative", *Applied Psychology: An International Review*, Vol. 53 No. 4, pp. 518-528.
- Rego, A., Sousa, F., Marques, C. and e Cunha, M.P. (2012), "Authentic leadership promoting employees' psychological capital and creativity", *Journal of business research*, Vol. 65 No. 3, pp. 429-437.
- Reiter-Palmon R, Illies J J. Leadership and creativity: Understanding leadership from a creative problem-solving perspective. *Leadership Quart*, 2004; 15(1):55-77.
- Robert, C. and Wilbanks, J.E. (2012), "The wheel model of humor: humor events and affect in the organization", *Human Relations*, Vol. 65 No. 9, pp. 1071-1099.
- Russell, J.A. (2003), "Core affect and the psychological construction of emotion", *Psychological Review*, Vol. 110 No. 1, pp. 145-172.
- Saeed, B.B.; Afsar, B.; Cheema, S.; Javed, F. Leader-member exchange and innovative work behavior. *Eur. J. Innov. Manag.* 2019, 22, 105-124.
- Sarros, J.C., Cooper, B.K. and Santora, J.C. (2008), "Building a climate for innovation through transformational leadership and organizational culture", *Journal of Leadership and Organizational Studies*, Vol. 15 No. 2, pp. 145-158.
- Shin SJ, Yuan F, Zhou J. When perceived innovation job requirement increases employee innovative behavior: A sense making perspective. *J Organ Behav.* 2017; 38(1): 68-86.
- Smith, W.K. and Tushman, M.L. (2005), "Managing strategic contradictions: a top management model for managing innovation streams", *Organization Science*, Vol. 16 No. 5, pp. 522-536.
- Song C, Gong YP, Cass S. Promoting innovation in hospitality companies through human resource management practices. *Int J Hosp Manag.* 2011; 30(4): 812-818.
- Soo C, Tian AW, Teo STT, Cordery J. Intellectual capital-enhancing HR, absorptive capacity, and innovation. *Hum Resour Manage.* 2016
- Tian Q, Sanchez J I. Does paternalistic leadership promote innovative behavior? The interaction between authoritarianism and benevolence. *J Appl Soc Psychol*, 2017; 47(5).
- Tipu, S.A.A., Ryan, J.C. and Fantazy, K.A. (2012), "Transformational leadership in Pakistan: an examination of the relationship of transformational leadership to organizational culture and innovation propensity", *Journal of Management & Organization*, Vol. 18 No. 4, pp. 461-480.
- Van de Ven, A.H. (1986), "Central problems in the management of innovation", *Management Science*, Vol. 32 No. 5, pp. 590-607.
- Van Dierendonck, D. (2011), "Servant leadership: a review and synthesis", *Journal of Management*, Vol. 37 No. 4, pp. 1228-1261.
- Van Dierendonck, D. and Rook, L. (2010), "Enhancing innovation and creativity through servant leadership", in Van Dierendonck, D. and Patterson, K. (Eds), *Servant Leadership*, Palgrave MacMillan, London, pp. 155-165.
- Vecchio, R.P., Justin, J.E. and Pearce, C.L. (2009), "The influence of leader humor on relationships between leader behavior and follower outcomes", *Journal of Managerial Issues*, Vol. 21 No. 2, pp. 171-194.
- Ven AHV. Central problems in the management of innovation. *Manage Sci.* 1986; 32(5): 590-608.
- Vinarski-Peretz, H., Binyamin, G. and Carmeli, A. (2011), "Subjective relational experiences and employees' innovative behaviors in the workplace", *Journal of Vocational Behavior*, Vol. 78 No. 2, pp. 290-304.
- Waldman, D. A., & Bass, B. M. (1991). Transformational leadership at different phases of

the innovation process. *Journal of High Technology Management Research*, 2, 169-180.  
[https://doi.org/10.1016/1047-8310\(91\)90002-6](https://doi.org/10.1016/1047-8310(91)90002-6)

Wang, H., Law, K.S., Hackett, R.D., Wang, D. and Chen, Z.X. (2005), "Leader-member exchange as a mediator of the relationship between transformational leadership and followers' performance and organizational citizenship behavior", *Academy of Management Journal*, Vol. 48 No. 3, pp. 420-432.

Zhou, J., Ma, Y., Cheng, W. and Xia, B. (2014), "Mediating role of employee emotions in the relationship between authentic leadership and employee innovation", *Social Behavior and Personality*, Vol. 42 No. 8, pp. 1267-1278.