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**Leadership styles and innovative work behaviour: the role of work engagement**

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# Leadership styles and innovative work behaviour: the role of work engagement

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**Abstract:** Organisations face many challenges that should be met to accomplish a competitive advantage. Hence, this study's fundamental purpose is to test the leadership styles' effect (i.e., transactional and transformational) on innovative work behaviour by examining the work engagement's role in the stone milling companies located in Central Java – Indonesia. The questionnaire targeting 200 respondents resulted in 107 appropriate questionnaires with a response rate of 53.5%. To test the proposed research hypothesis, a structural equation model based on SmartPLS 3.0 was utilised. The results showed that transactional and transformational leadership positively and significantly affected innovative work behaviour and work engagement. In addition, this finding also reinforces the argument offered that work engagement plays as a mediator in the association between transactional and transformational leadership on innovative work behaviour.

**Keywords:** leadership styles; work engagement; innovative work behaviour.

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## 1 Introduction

The current global economic changes are dynamic and highly competitive. These make organisations face many challenges that should be met in order to accomplish a competitive advantage. These challenges force the organisations to have suitable leadership styles that clearly encourage employees' involvement and participation in generating innovative performance.

Leaders with the relevant leadership style are able to inspire employees to be involved in achieving organisational goals. Therefore, the leader role is one of the

important factors and a strong resource to influence the innovative behaviour of employees, which becomes crucial means to keep the organisation competitive in a fast-changing and dynamic environment (Bryman, 2013; Elkins and Keller, 2003; Storey, 2004).

Leadership styles are significantly associated with the success and failure of the organisation (Effendi and Pribadi, 2021; Lok and Crawford, 2004). The superior leadership styles directly impact the performance of the employees (Donkor, 2021; Kim and Beehr, 2021). Recently, there has been significant attention to examining the leadership styles' impact on innovative work behaviour in organisations (Alheet et al., 2021; Hansen and Pihl-Thingvad, 2019; Khan et al., 2020). Further, the impact of leadership styles has attracted the attention of organisational researchers (Araya-Orellana, 2021; Folarin, 2021; Hiwa et al., 2021; Olayisade and Awolusi, 2021; Singh, 2021).

Over the period, various leadership styles have emerged, such as spiritual, adaptive, laissez-faire, authentic, charismatic, servant, dispersed, ethical, responsible, transcendent, transactional, transformational, and virtuous leadership (Mekpor and Darthey-Baah, 2020). Among them, two leadership styles (i.e., transactional and transformational) were prominent in the literature (Nanjundeswaraswamy, 2021).

Several authors claimed that leadership styles (i.e., transactional and transformational) have inconsistent effects on innovative work behaviour. For instance, McCann and Sparks (2019), Khan et al. (2020), Donkor (2021) acknowledged that either transformational or transactional leadership has a significant effect on innovative work behaviour. In contrast, Gameda and Lee (2020), Kindarto et al. (2020), Donkor et al. (2021) found that only transformational leadership significantly impacted innovative work behaviour while transactional leadership had no effect. Further, Alheet et al. (2021) and Darawong (2021) showed that transformational leadership significantly and positively impacted innovative work behaviour, while transactional leadership had a negative effect. Based on these contrary findings, this study tries to link leadership styles (i.e., transactional and transformational) as well as innovative work behaviour by paying attention to the role of work engagement in this relationship. Because (Ariyani and Hidayati, 2018; Gameda and Lee, 2020; Sugianti et al., 2020) research show that work engagement functions as a mediator between transformational leadership and innovative work behaviour, this study scrutinises the variable's role in question.

## 2 Literature review and hypotheses development

### 2.1 *Innovative work behaviour*

Innovative work behaviour is one vital factor for organisational success and growth because it is closely related to generating rapid innovation and new technological ideas. Innovative work behaviour is the purposeful making, presentation, and use of groundbreaking thoughts inside the role in work, team, or firm to profit the performance of a role in work, team, or a firm (West and Farr, 1989). Continuous innovative work behaviour becomes an important part of an organisation to achieve growth and sustainability (Nangoy et al., 2019; Santoso and Heng, 2019).

In addition, innovative work behaviour alludes to activities relating to the worker's advancement, development, and application of a valuable advance at any level of a firm

(Rank et al., 2004). Janssen (2000) recommends that innovative work behaviour is contained out of

- a generation of an idea
- b promotion of the idea
- c realisation of the idea.

The generation of an idea is when workers recognise issues and create new and valuable ideas to resolve issues in any area (De Spiegelaere et al., 2014). Idea promotion refers to the support and acknowledgment of possible partners (sponsors, colleagues, and friends) to promote the resulting idea (Hanif and Bukhari, 2015). Meanwhile, the realisation of the idea phase is at the point when recently created ideas are prototyped and applied inside a role in work, a team, or the complete corporation (Janssen, 2000, 2003).

The research into innovative work behaviour is still in its infancy, and antecedents are receiving little attention. From the existing studies, leadership styles (i.e., transactional and transformational) (Donkor, 2021; Khan et al., 2012, 2020; McCann and Sparks, 2019) and work engagement (Gupta et al., 2017; Jung and Yoon, 2020; Mubarak et al., 2021; Tian and Zhang, 2020) are tested to determine whether they have significant implications in promoting and enhancing innovative work behaviour.

## *2.2 Leadership styles*

Leadership is one of the most interesting and frequently discussed topics in organisational science. Accordingly, the latest crises of an organisation have underlined the requirement for leadership (Chen, 2004; Robbins et al., 2020), which has gotten more important for the success of an organisation (Selznick, 2011). Leadership is a process of influencing people to obtain specified results (De Jong and Den Hartog, 2007) by forming a strong relationship between leaders and followers (Keskes et al., 2018).

Leadership is also defined as the capacity to do a job with a group of individuals (workers) to accomplish organisational goals (Northouse, 2015; Robbins and Coulter, 2021). Leaders encourage employees by providing responsibilities, involving them in decision-making, and delegating (Nanjundeswaraswamy, 2021). Leadership styles, based on empirical facts, are able to influence performance both at the individual (Achmad and Fitriansyah, 2021; Ahmed et al., 2021; Donkor, 2021), team (Alharbi, 2021; Keatilloetswe and Malete, 2019; Namai and Okeyo, 2020), and organisational levels (Alrowwad et al., 2020; Qadir and Yeşiltaş, 2020; Valldeneu and Xavier Ferràs, 2021).

Leadership is seen as an interpersonal effect manifested by one person to another through straightforward communication to achieve goals. The behaviour and characteristics possessed by leaders are seen in increasing organisational performance (Aini, 2018; Maryati et al., 2019; Nazaruddin et al., 2021; Pancasila et al., 2020). Among the many leadership styles that exist in the literature and have been described by previous researchers, which are also very relevant to the context of this research, are transformational and transactional leadership styles (Alrowwad et al., 2020; Keskes et al., 2018).

Moreover, transformational leadership is characterised as a style of leadership that guides workers to defeat their self-centeredness by changing their ideals, morals, and values and motivates them to do work surpassing expectations (Pieterse et al., 2010). Also, transformational leadership boosts and promotes employees to go beyond their

finite interests and excel better than the organisation expects (Bass, 1985; Bass and Riggio, 2006) and implement the desired plans to maintain the organisational competitiveness (Farhan, 2018).

According to Bass (1985), transformational leadership is separated into aspects of four: idealised effect (i.e., the leader's capability to portray a trusted, admired, and respected role model), individualised consideration (i.e., the leader's capability to provide individual compassion to employees by taking into account their differences), inspiring motivation (i.e., the leader's capability to create as well as describe a clear, compelling and inspiring vision of the future), and intellectual stimulation (i.e., the leader's ability to raise employees' awareness of the problems at hand and recognition of their own beliefs and values). Transformational leaders' motivation, inspiration, stimulation, and support evoke and engage employees to complete their roles and tasks, thus augmenting work engagement (Mubarak et al., 2021; Tims et al., 2011). Transformational leaders' consideration and encouragement for employees' necessities and prerequisites can expand their effect on their involvement. By continually challenging and addressing employees' thinking and suppositions, transformational leaders invigorate employees' intellectual reasoning, which urges them to engage in the creation and execution of innovative thoughts (Afsar and Umrani, 2020; Suhana et al., 2019).

In contrast to transformational, transactional leadership depends on an interchange relation where the leader clarifies what is generally anticipated of employees (Bass, 1985). Transactional leadership requires a relationship in which a leader rewards subordinates with service and mutually agreed terms of agreement (Avolio et al., 1999). Transactional leadership has two components, namely contingent reward (i.e., the leader's ability to clarify what followers must do to get a reward) and management-by-exception (i.e., the leader's ability to monitor employee performance and take corrective action when problems emerge) (Avolio et al., 1999; Bass, 1985).

Transactional leadership applies the fun-sharing technique, where the leaders as well as the follower both have a discussion of values to achieve the desired goal (Lucey, 2017). Besides, thoroughly, a transactional leader is oriented toward a goal (Khan et al., 2020) and concentrates on the setting, supervising, and regulating yields (Avolio and Bass, 2001). Transactional leadership can explain expectations to be met and provide feedback on how to meet those expectations. This is likely to influence followers to expend extra effort by exhibiting innovative work behaviour (Faraz et al., 2018; Udin, 2021). Contreras Torres et al. (2017), Khan et al. (2020) revealed that transactional leadership promotes innovative work behaviour of employees in much the same way as transformational leadership. In addition, Alrowwad et al. (2020) also found that transactional and transformational leadership can effectively increase innovation in the organisation.

Bass and Bass (2009) show that transformational leaders invigorate their employees' work to be more creative in taking care of issues by addressing old presumptions and tackling issues relying upon new viewpoints. They also motivate employees to go past the essential necessities to the necessities of the organisation's mission and goal; thusly, employees are probably going to be more inventive and make extensive commitments towards the job (Shin and Zhou, 2003). At the point when workers' commitments to work are not condemned, transformational leaders are probably going to build the employees' intrinsic motivation and subsequently increment their degrees of devotion (Yasin Ghadi et al., 2013). It was found that transformational leadership positively creates meaningful work for employees and encourages them to be engaged at work (Anggraini et al., 2021;

Edelbroek et al., 2019; Hayati et al., 2014; Mubarak et al., 2021; Rabiul and Yean, 2021). In addition, transformational and transactional leadership positively predicted employees' work engagement (Aboramadan and Dahleez, 2020; Aboramadan and Kundi, 2020; Li et al., 2018; Manning, 2016). Thus,

- H1 Transformational leadership positively affects innovative work behaviour.
- H2 Transformational leadership positively affects work engagement.
- H3 Transactional leadership positively affects innovative work behaviour.
- H4 Transactional leadership positively affects work engagement.

### *2.3 Work engagement*

A cognitive-affective motivation that an individual has at work is the definition of work engagement. It is also specified as an optimistic, pleasing, business-related perspective, categorised by dedication, absorption, and vigor, which associates people inwardly, intellectually, and mentally (Bakker et al., 2012; Schaufeli et al., 2002) with their work (Mazzetti et al., 2018). When individuals love and enjoy their job, they complete their jobs faster and do better (Mazzetti et al., 2018).

Schaufeli et al. (2002) conceptualised three dimensions of work engagement to encourage superior performance in organisations. First, individuals need to put a high level of effort into their work and have vigor (endure long-lasting challenges). Secondly, workers are required to have a feeling of a profound association with their job, which is described by feelings of meaning, pride (dedication), and enthusiasm. Third, workers should be happy and think it is hard to get away from their job (absorption) (Agarwal et al., 2012).

Engaged employees are meaningful assets in the organisation because of their energetic commitment, leading to successful organisational goal achievements (Bakker et al., 2008). Also, work engagement increases energy and high enthusiasm for employee success in their work (Macey et al., 2011). Organisations can encourage work engagement and employee performance by facilitating and helping them acquire desired skills and resources (Harter et al., 2002). Employee work engagement, according to the social exchange theory, is a critical component of boosting individual performance and ensuring organisational sustainability (Kim and Park, 2017). In addition, work engagement is positively and significantly linked to innovative work behaviour (Abbas et al., 2021; Afsar et al., 2021; Jason and Geetha, 2021; Monica and Krishnaveni, 2019; Mubarak et al., 2021; Nazir and Islam, 2020; Wu and Wu, 2019). Thus,

- H5 Work engagement positively affects innovative work behaviour.

## **3 Methods**

This study is conducted in the stone milling companies located in Central Java – Indonesia. Using purposive sampling, the questionnaire targeting 200 respondents resulted in 107 appropriate questionnaires with a rate of response of 53.5%. The sample comprised supervisors as well as employees. Mostly 85% are males; thus, this brings to light that males dominate the worker in milling companies. In terms of age, over 64% of

the surveyed sample are between 40 to 50 years old and have work experience of more than eight years.

Each variable in this study is gauged by a multi-item scale developed and adapted by the author with a theoretical approach from several previous studies. Transformational leadership is measured using five items (e.g., leader highlights the significance of realising and having a shared mission) adapted from (Astuty and Udin, 2020; Donkor et al., 2021; Ismail et al., 2010). Transactional leadership is also measured using five items (e.g., a leader gives a proper reward for the best work performance) adapted from (Donkor et al., 2021; Ismail et al., 2010). Work engagement is measured using four items (e.g., passionate and enthusiastic about work) adapted from (Ali et al., 2019; Memon et al., 2021; Schaufeli et al., 2002). Meanwhile, innovative work behaviour is determined using six items (e.g., promotes and applies innovative ideas to work) adapted from (Afsar et al., 2019; De Jong and Den Hartog, 2010; Yuan and Woodman, 2010).

To test the proposed research hypothesis, a structural equation model based on SmartPLS 3.0 was utilised. The PLS-SEM (SmartPLS 3.0) is the most effective method for performing predictive analytics and making accurate predictions about new observations (Cepeda-Carrion et al., 2019; Henseler et al., 2016).

#### 4 Results and discussion

This study used partial least squares (SmartPLS 3.0) to scrutinise the measurement model and structural model. The results of the data analysis are shown in Tables 1, 2, and 3 and Figure 1. According to Hulland (1999), factors loadings should be larger than 0.4 to show prime validity. In this study, the factor loadings of each measurement item are above 0.5. Therefore, the significance of the factor loadings in Table 1 has been approved. SmartPLS software also utilised average variance extracted (AVE) for performing convergent validity (Fornell and Larcker, 1981). 0.5% has been accepted as the appropriate AVE value. The AVE of the four primary variables, according to Table 1, is between 0.42 and 0.54, indicating the consistency and validity of the measurement instrument.

According to the statistical outputs provided in Table 1, the measurement model meets with the construct reliability standards as follows: composite reliability  $> 0.7$  and Cronbach's alpha  $> 0.7$ , as recommended by Henseler et al. (2016) and Ringle et al. (2020). Table 2 shows the measurement model's discriminant validity. The statistics result confirmed that the correlations of each construct with other constructs are lower than diagonal values, as indicated by Fornell and Larcker (1981) and Henseler et al. (2016).

The regression weights of the structural model in Table 3 present that the direct effect of transformational leadership is positive and significant on innovative work behaviour with ( $\beta = 0.235$ ,  $t = 2.267$ ,  $p = 0.024$ ; H1 is supported) and work engagement with ( $\beta = 0.629$ ,  $t = 11.120$ ,  $p = 0.000$ ; H2 is confirmed). The results also report that transactional leadership is positive and significant on innovative work behaviour with ( $\beta = 0.245$ ,  $t = 3.117$ ,  $p = 0.002$ ; H3 is supported) and work engagement with ( $\beta = 0.324$ ,  $t = 4.945$ ,  $p = 0.000$ ; H4 is confirmed). In addition, the direct impact of work engagement on innovative work behaviour is positive and significant with ( $\beta = 0.422$ ,  $t = 3.772$ ,  $p = 0.000$ ; H5 is supported).

**Table 1** Construct reliability and validity

<i>Variables</i>	<i>Items</i>	<i>Factor loadings</i>	<i>AVE</i>	<i>Cronbach's alpha</i>	<i>Composite reliability</i>
Transformational leadership	TFL1	0.662	0.542	0.782	0.853
	TFL2	0.637			
	TFL3	0.675			
	TFL4	0.848			
	TFL5	0.831			
Transactional leadership	TSL1	0.613	0.510	0.786	0.838
	TSL2	0.713			
	TSL3	0.763			
	TSL4	0.732			
	TSL5	0.739			
Work engagement	WE1	0.681	0.459	0.605	0.771
	WE2	0.756			
	WE3	0.564			
	WE4	0.694			
Innovative work behaviour	IWB1	0.664	0.420	0.730	0.812
	IWB2	0.667			
	IWB3	0.661			
	IWB4	0.705			
	IWB5	0.593			
	IWB6	0.588			

**Table 2** Discriminant validity

<i>Variables</i>	<i>Innovative work behaviour</i>	<i>Transactional leadership</i>	<i>Transformational leadership</i>	<i>Work engagement</i>
Innovative work behaviour	0.648			
Transactional leadership	0.607	0.714		
Transformational leadership	0.672	0.449	0.736	
Work engagement	0.753	0.607	0.774	0.678

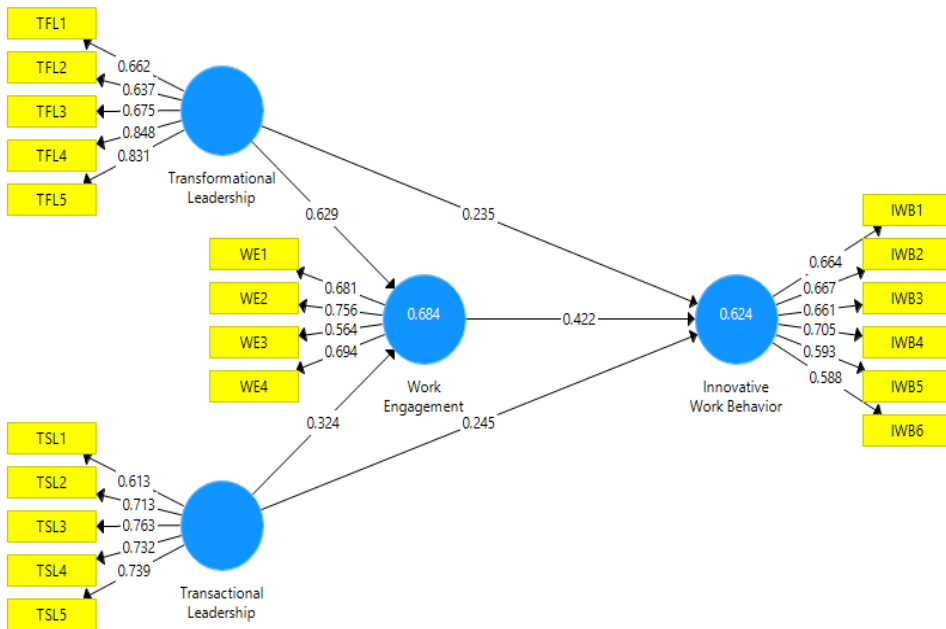
To ensure the significant effect of work engagement as a mediating variable, the results of this study are performed. The findings show that the transformational leadership's indirect effect on innovative work behaviour mediated by work engagement is significant ( $\beta = 0.265$ ,  $t = 3.592$ ,  $p = 0.000$ ) and transactional leadership on innovative work behaviour ( $\beta = 0.137$ ,  $t = 2.926$ ,  $p = 0.004$ ). These results indicate that work engagement plays a significant mediator between transformational and transactional leadership on innovative work behaviour.

Leadership plays a significant role in promoting employees' innovative behaviour. The results of this study prove that the behaviours of transformational leadership, such as intellectual stimulation and high support for employees, are able to stimulate innovative work behaviours to display creative responses and implement effective ideas in the



organisation. Through visionary initiatives, appropriate supervision, intellectual stimulation capability, and supportive culture, transformational leaders can encourage and affect employees to engage in innovative work behaviour (Afsar et al., 2014; Afsar and Umrani, 2020; Bednall et al., 2018). In addition, Masood and Afsar (2017) note that transformational leaders make a place of work that supports the realisation of innovative behaviour through inspiration, motivation, and individual consideration to improve employee motivation effectively to engage in instigating and applying new ideas. This supportive work environment also gives feedback and reinforcement in finding the right and inventive way out (Jaiswal and Dhar, 2016; Tse et al., 2018).

**Figure 1** Research framework (see online version for colours)



**Table 3** Path coefficients

Hypotheses	Original sample	Sample mean	Standard deviation	T statistics	P values
Transformational Leadership → Innovative Work Behaviour	0.235	0.237	0.104	2.267	0.024
Transformational Leadership → Work Engagement	0.629	0.626	0.057	11.120	0.000
Transactional Leadership → Innovative Work Behaviour	0.245	0.261	0.079	3.117	0.002
Transactional Leadership → Work Engagement	0.324	0.332	0.066	4.945	0.000
Work Engagement → Innovative Work Behaviour	0.422	0.411	0.112	3.772	0.000

Transformational leaders make employees feel happy at work, which also helps to promote employees' work engagement. In addition, transformational leaders put their confidence and vision in their employees' capacity to accomplish this vision later on (Seibert et al., 2011), inferring that leaders entrust their vision to the employees and urge their capacities to do the ideal targets. Thus, the employees' dedication and energy to their job are fortified. In the meantime, Dai et al. (2013) contended that through the style of transformational leadership, workers are abler to connect themselves with their job and forego the overall organisational interest.

Conversely, transactional leadership contributes to encouraging high employees' innovative behaviour and work engagement levels. Transactional leaders also make it explicit to employees that solitary accomplishment acquires reward, which empowers an emphasis on the person and makes them ponder their accomplishment. When transactional leaders emphasise the reward system, it gives the impression that the resources available in the organisation are very limited (Hamstra et al., 2014) and indicates that only employees who can display extra behaviours will be fully rewarded (Bolino et al., 2002). If employees know that their work is continuously evaluated, they are more motivated to compete with coworkers and aim for high achievement (Sarin and Mahajan, 2001).

This study found that work engagement positively and significantly enhances the innovative work behaviour of employees. Work engagement is an initiated condition of full selves to produce something other than what is expected to work. Engaged employees establish a solid basis of motivation to do the behaviours desired (Tims et al., 2012) to work better as well as smarter (Kim et al., 2012). In particular, engaged employees have strong cognitive, emotional, and physical energies to fuel innovative behaviour to achieve something different and unprecedented at work. In this case, emotional engagement should assist workers with feeling certain about the goals and weightiness of inventive endeavours, to convey their positive thinking to other people, and assist with filling proactive practices across the corporation (Demerouti and Cropanzano, 2010; Kwon and Kim, 2020; Shuck et al., 2017).

## **5 Conclusions**

This research concludes that transformational and transactional leadership positively and significantly impacted innovative work behaviour and work engagement. In addition, this finding also reinforces the argument offered that work engagement plays a role as a mediator in the association between transformational and transactional leadership on innovative work behaviour.

Moreover, this study contributes greatly to the development of literature on the correlation between styles of leadership (i.e., transactional and transformational), work engagement, as well as innovative work behaviour in the business sector. The findings of this study support the social exchange theory (Blau, 1964, 2017) and emphasise that leadership styles such as the leader focused on achieving a shared vision and providing appropriate rewards can increase employee work engagement, which in turn, they are more likely to exhibit innovative behaviours at work to encourage organisational effectiveness voluntarily.

This study has several limitations that need to be emphasised. First, this study uses self-report to assess research variables. This may give rise to potential bias from the

respondents. Therefore, future research needs to use more objective measurements. Second, this study is cross-sectional, which does not provide causal conclusions. Therefore, future research needs to consider longitudinal studies to examine the variables studied over time. Third, this study uses data only from stone milling companies in Central Java – Indonesia. Therefore, futures studies need to consider collecting data from various small, medium, and large companies to understand better how company size might affect the investigated variables.

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