

THE ROLE OF LEADERSHIP IN DRIVING INNOVATION AND GROWTH

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ABSTRACT

Leadership has enhanced the part of invention in the growth and sustainability of organisation in numerous sectors. This dossier examines the critical part of leadership in driving innovation in the ultramodern business prospect. Leadership, whether at operation position or within brigades, plays a pivotal part in fostering a culture of invention, fostering creativity and icing that innovative ideas are enforced effectively. Leadership establish an environment where risk-taking and experimentation are encouraged rather than discouraged, fostering an atmosphere conducive to innovation. Furthermore, leaders can inspire and motivate their teams, cultivating a sense of purpose and a shared vision that drives innovative thinking.

This experimental research focuses on the role of leadership in driving innovation and growth. Effective leadership involves not only inspiring innovation but also providing the necessary resources and support for it to flourish. This research has adopted the qualitative and quantitative studies for the brief in order to recognize the direct and indirect impact of leadership on innovation outcomes. Conclusion of this research has further specify the focus and role of leadership and innovation on organizations and their ability to stay competitive and thrive in today's fast-paced business environment.

KEYWORDS

Leadership, Innovation, Leaders, Business Environment, Impact of Leadership, Growth, Sustainability, Organisation, Leadership styles.

INTRODUCTION

Enterprises are seeking innovative ways to obtain a competitive edge in a volatile and hostile market. Introducing innovations is one of these strategies. Innovation is necessary in organizations because of some of the variables, including evolving business, short product lifecycles, growing competition, consumer behaviour changes, and technological advancements. Innovation has become essential to the expansion and success of businesses in all sectors of the economy in today's fast-paced and extremely competitive corporate environment. This is the driving force behind keeping ahead of trends, satisfying consumer needs, and adjusting to changing market conditions. But invention demands a purposeful, well-planned effort; it doesn't just happen. This is the stage at which leadership is required.

Leadership has a crucial role in stimulating innovation and expansion in corporations. Leaders in a dynamic business environment have a dual responsibility of upholding the status quo and cultivating a culture that values innovation, adaptability, and forward-thinking. Other than to being symbolic figures, leaders also serve as strategists, motivators, and visionaries who direct the workforce towards the objectives of the company. Their role is complex when it comes to promoting innovation and growth.

The notion of transformational leadership has been gradually influencing a theory of instructional leadership, as the education sector needs leaders to infuse organizations with visionary leadership styles. A challenging task for instructional leaders to complete. Leithwood & Jantzi (2009) also demonstrate how effective leaders are at what they do by using a variety of techniques to motivate and inspire their workforce in order to alter the culture of their university.

In 1978, Burns discussed transformational leadership and how followers and their leaders encourage one another to reach "higher levels" of morality and inspire justice and equality (Asbari, 2020). But conversely, the exchange relationship between leaders and followers is referred to as transactional leadership. By providing followers' requirements, the leader is able to maintain performance since each of them "makes a deal" out of the anticipation of meeting each other's interests. In 2020, Asbari et al. demonstrated how transformational leadership improves an organization's overall performance by uniting leaders and followers in a collaborative approach. But conversely, transactional leadership forgoes any kind of cooperative relationship between leaders and followers. So, in essence this style of leadership fosters a predictable, uninspired, yet steady work atmosphere. Unlike transformative leadership, which necessitates an inventive atmosphere and a receptive mindset. Based on this leadership style evaluation, transformational leadership is considered to be superior to transactional leadership.

The areas of organisational culture, performance concepts, leadership styles, and strategic planning have garnered increased attention from scholars and professionals in recent times. Throughout the 20th century, a number of studies in the fields of organisational studies and social science attempted to look into the relationships between leadership, organisational culture types, the formulation and implementation of strategic planning, and organisational performance in both developed and developing countries at various situations from various perspectives. According to Bass (1990), leadership directly impacts group dynamics and

results as well as growth and development. It has been thoroughly studied using a variety of techniques and methodologies. Organisational performance, according to Stogdill's definition, is a composite of financial and non-financial metrics that reveal how well objectives and results have been achieved.

NATURE OF THE STUDY

Innovation has been defined as involving the discovery of novel concepts and the commercialization of such discoveries. It can be viewed as an evolution towards the status quo. Being creative and coming up with new possibilities and ideas is not enough to be innovative; execution is a crucial step in the innovation process. Innovation can also be defined as the process of discovering something entirely new or as an attempt to improve something that already exists. The "exploration of new possibilities" and the "exploitation of old certainties," as James March put it, are the two categories. In situations that are becoming more uncertain and competitive, organisations must constantly evaluate both their exploratory and exploitative operations.

Various perspectives on leadership may encourage different innovative activities like exploitation and exploration as well as different innovative processes including creative and execution processes. Depending on the circumstances of the organisation, there may be a difference in the link between innovative processes and activities and leadership styles. For example, the many official and informal systems, procedures, goods, and services that are employed throughout an organisation may have an impact on the relationship between leadership and creativity. This highlights the crucial function that leadership plays in encouraging innovation inside companies and, moreover, makes it feasible to link different leadership philosophies to the numerous procedures and endeavours that go into creating innovation.

It is impossible to overstate the crucial role of leadership for the operation of an organisation. The majority of survey research employing the Multifactor Leadership Questionnaire (MLQ), which assesses the behaviours associated with both transactional and transformational leadership, finds a positive correlation among these two styles of leadership and measures of effectiveness, including performance, motivation, and subordinate satisfaction. There has been argument that Jack Welch's commercial acumen and leadership techniques had a crucial role in the success of GE, which saw a rise in market valuation of more than \$400 billion .

IMPORTANCE

Top leadership must create the necessary mechanisms to support innovation if they are to advance it. Senior leaders can maximise the full potential of their workforce by interacting with fresh ideas, carefully examining them, and remaining receptive to novel notions. It's critical to set up a monitoring mechanism and share the findings with the entire organisation to show how successful these initiatives are and gauge the impact of these creative efforts.

Innovation is a process fraught with uncertainty. An effective leader needs to be able to foresee and preview possible outcomes that might occur during the project's execution. Leadership can use a range of strategies, including rationing, buffering, smoothing, and adapting, to manage the current swings and uncertainties. In addition, leadership can provide followers with guidance, support, and confidence to inspire them and ensure that the process runs as smoothly as possible in all respects. A successful leader sees uncertainty and instability as possibilities for growth and as the result of innovation. Transformative leadership involves questioning the current methods of achieving business goals. Instead of doing things better, they typically do things differently. Leaders that embody transformation will be motivated to challenge preconceived notions and dedicate time to "thinking outside the box." In addition, they enjoy "building strong teams of people to work across boundaries and taking thoughtful risks." An inventive leader is distinguished from a conventional leader by approaching things in a unique or uncommon way.

The core responsibility of an inventive leader is to lay out a visionary plan that will steer followers' thoughts and actions towards the organization's particular objective. Teams that are creative have definite objectives. Although one of the most crucial components of creativity, that is a necessary component of innovation, is freedom, creativity typically results from people's responses to predetermined objectives rather than from waiting for people to find an emotionally appealing solution. Setting goals has been seen as a creative incentive strategy. First of all, it provides a broad outline for the types of ideas that the organisation will value and find useful at a given point in time. Second, a common goal can foster greater cooperation amongst all members of the organisation, enhance communication, and facilitate the sharing of information—all of which can inspire ingenuity and creativity.

LEADERSHIP AND INNOVATION

A leader is seen effective if they can effectively get their organisation ready for impending crises. With their vision, they look ahead to change and the future. A proficient leader possesses the ability to cultivate a feeling of individual dedication and elevate people into significant opportunities (Judge T.A., Bono J.E., Ilies R., Gerhardt M.W.). It is important to see leadership as a process that enables workers to accept the vision, promotes both individual and group learning, and advances organisational objectives (Yukl G.A.). The relationship between leaders and followers is the main emphasis of the leader-member exchange (LMX) idea (Northouse P.G.). Graen and Uhl-Bien's leadership-making model emphasises the significance of a leader's superior interactions with their followers. Through these interactions, leaders can offer their followers new roles and responsibilities additionally to something more than working solely for their own benefit.

As a result, followers are more devoted to one another, feel trusted, and look for creative ways to put in more effort than is required of them. Leaders impact the attitudes, feelings, and actions that constitute the organisational climate in addition to the interactions they have with their followers (Ekvall G.). The organisational experience or the group's overall impression of the organisation can be understood as the organisational climate, which can be demonstrated by trust, candour, dedication, drive, and a readiness to take chances. The biggest challenge facing contemporary leaders, according to Isaksen and Ekvall, is cultivating an environment within the company that values and stimulates innovation and creative thinking. The biggest problem facing present-day leaders, according to Isaksen and Ekvall, is creating an environment at work that values and stimulates innovation and creative thinking. Organisations won't be able to expand and maintain their competitive advantage, foster economic development, or grow until then (DiLiello T.C., Houghton J.D.).

For innovative organisations to thrive, an innovative climate is an internal setting that fosters innovation and change, allowing staff members to collaborate and build upon ideas. Accordingly, an innovative climate is a collection of workers' opinions about their workplace, which promotes innovation and the application of creative thinking in the distribution of resources, the performance of tasks, and the development of new goods and services (Scott S.G., Bruce R.A.).

There is still a lot of interest in learning more about how leadership affects an innovative atmosphere, despite the fact that the effects of leadership on organisational climate have been extensively researched. It's been demonstrated that a leader's actions can affect an innovative

environment. A higher amount of leader-member interaction is indicative of a perceived climate for innovation, according to Scott and Bruce's research on LMX's ability to anticipate an inventive environment. A study carried out by Kazama and associates (Kazama S., Foster J., Hebl M., West M., Dawson J.) verified these outcomes.

TRANSFORMATIONAL LEADERSHIP

Four components make up transformational leadership: intellectual stimulation, individualised concern, inspirational motivation, and charisma, or idealised influence. The extent to which a leader's followers admire and try to relate to him or her is known as idealised influence. Leaders that exhibit idealised influence set an example for others to follow and are well-liked, respected, and trusted. They also share risks with others, are dependable, put the needs of others above their own, and act morally. The extent to which a leaders are able to uplift and inspire their followers by spotting fresh opportunities, offering purpose and difficulty, and creating and communicating a compelling future vision is known as inspirational motivation. Additionally, they convey reasonable expectations, are upbeat and passionate, and show a dedication to shared by rephrasing problems, using imagination, intellectual curiosity, and fresh methods, a leader can stimulate followers' thinking and inspire creativity and invention. This is known as intellectual stimulation. Ultimately, customised attention concentrates on the unique requirements of adherents in terms of success, advancement, expansion, and assistance. Along with creating fresh learning opportunities, coaching, and mentoring, these leaders value variety in their followers.

Transformational leadership generally entails uniting people around a shared goal by using self-reinforcing behaviours that followers experience from completing a task successfully and by relying on intrinsic incentives. According to Avolio and Bass, these leaders actively participate in fostering an atmosphere and culture that support change and development. One of the best examples of a transformative leader is Mike Krzyzewski, the famed men's basketball coach of Duke University, which plays in the Division 1 of the National Collegiate Athletic Association (NCAA) in the US. His prevailing leadership style is described as personalised, upbeat, kind, modest, courteous, approachable, compassionate, and demanding. He consistently emphasises the value of open communication and mutual support for the benefit of the team, which is a defining characteristic of transformative leadership.

TRANSACTIONAL LEADERSHIP

One can broadly divide transactional leadership into two categories: management by exception and contingent reward. The term contingent reward pertains to the degree to which a leader lays out and clarifies rewards in the event that followers fulfil these requirements. The phrase "management by exception" refers to the extent to which a leader defers acting and instead promptly corrects following negotiations between a leader and their followers. As transactional agents, leaders might be thought of as organisation architects; the emphasis is on how executives carry out important administrative coordinating duties, like organisation design, the coordination of many tasks and the gathering of resources. The definition of transactional leadership is stressing the exchange or transaction of something of value that the boss has or is in charge of the worker requests in exchange for their labour.

Generally speaking, transactional leadership characterised by a focus on the exchange or transaction of something valuable that the leader owns or controls and that the employee requests in exchange for their services. Put differently, this leadership approach is predicated on the idea that a system of rewards—such as *quid pro quo*—and punishments will inspire subordinates. For instance, if workers do well, they will be rewarded; if workers perform poorly, they will face consequences or face arrest. To keep things as they are, transactional leaders also function inside the organization's current culture. These leaders ensure that staff members complete tasks and abide by company policies. According to a recent Financial Times section, Marchionne was a leader who instilled new blood and set ambitious goals for the old guard, so altering the organisational structure and rewards culture. Simultaneously, he anticipated that Fiat's various branches would collaborate to pay off its debt, which would enable Fiat to achieve the biggest profits during the company's existence. Marchionne exemplifies a transactional leader who has enhanced innovation performance inside his company.

IMPACT OF TRANSFORMATIONAL LEADERSHIP ON CREATIVITY AMONG EMPLOYEES AND ORGANISATION INNOVATION

The literal meaning of creativity is the ability to think of new and useful ideas, whereas innovation is the successful application of creative ideas to produce improved goods, procedures, or methods of operation. While creativity and innovation are seen as essential success factors for business enterprises to establish and preserve their competitive advantage, innovation requires creative ideas in the first place (Chaubey et al., 2019). (Gumusluoglu &

Ilsev, 2009). The ability to use knowledge resources to generate ideas and produce innovation outputs, such as products, processes, or services, technology patents, methods, or procedures, determines an organization's capacity for innovation. Organisational knowledge and employees' creative and intellectual capacities are linked (Subramaniam & Youndt, 2005).

García-Morales (2008) asserts that there is a direct relationship between the critical competencies, abilities, and new and pertinent knowledge needed and the degree of innovation in goods or services. This study also emphasised the importance of innovation and knowledge management in helping organisations create, use, update, and apply information in new ways to build critical competencies for the progress and improvement of goods and services (García-Morales, 2008). Numerous research works examining the connections between worker ingenuity and organisational creativity have additionally connected them to leadership styles. An additional investigation of transformative leadership's impact on organisational innovation and individual creativity for the software development industries in Turkey revealed that it positively correlates with organisational innovation and influences employees' creativity through psychological empowerment (Gumusluoglu & Ilsev, 2009). Furthermore, Chaubey et al. (2019) reported that another research group looked at how TFL affected employees' creativity and organisational technology in the Indian automobile industry and discovered favourable links between those constructs.

IMPACT OF TRANSACTIONAL LEADERSHIP ON CREATIVITY AMONG EMPLOYEES AND ORGANISATION INNOVATION

In order to accomplish the goals and expected performance between leaders and followers, transactional leadership behaviour builds the framework for defining expectations, negotiating contracts, defining roles, and offering rewards and recognition (Bass, Citation 1985). After accomplishing the predetermined task objectives and goals and meeting the leaders' expectations, the transactional leadership style meets the needs of followers by offering rewards or recognition (Bass, Citation 1997; Podsakoff, MacKenzie, Moorman, & Fetter, Citation 1990).

This style of leadership places a strong emphasis on employees and leaders exchanging ideas. By providing tangible recognition or rewards for successful initiatives and the development of new ideas, leaders that exhibit transactional behaviour can encourage employees' dedication to new ideation and immediately convey value to their followers on the involvement of programme leaders in attachment. It may be helpful for the transactional

behaviour leader to clarify the aim to be reached in order for the followers to comprehend the significance of organisation centred ideation. When they succeed, this will help the followers understand how important self-efficacy is. According to Jansen, Vera, and Crossan's study (Citation 2009), followers are more probably motivated to participate in organisational ideation programmes when they are led in a transactional manner.

The goal of transactional leadership is to motivate followers to participate in ideation programmes by rewarding quality and efficiency. These programmes solicit employee proposals for enhancing the company's current offerings in terms of products, services, and procedures. Furthermore, in an institutionalised atmosphere, a leader who exhibits transactional behaviour might be suitable for ideation programmes. Transactional leadership, like transformational behaviour leaders, can influence creativity ideation with the aid of employee ideation programmes. Here, new ideas are managed by focusing on efficiency and standardisation, which is most effective in refining, reinforcing, or getting the benefits of the current routines and memory assets of firms (Vera & Crossan, Citation2004, p. 231). According to a study that deviates from the conventional investigation of creativity, the organisational environment may affect the frequency and intensity of creative behaviours.

As a result, anyone can come up with a creative idea that benefits the organisation (Amabile, Conti, Coon, Lazenby, & Herron, Citation 1996) and start the vision for organisational creativity, which includes encouraging workplace creativity from supervisors in a way that supports staff members and clearly communicates goals and objectives to foster an environment where employees are less afraid of criticism and are free to offer helpful suggestions for how the organisation should run. Numerous empirical investigations have emphasised the importance of leadership style in fostering an environment that encourages employee creativity by providing supportive (recognition and rewards) supervision (Oldham & Cummings, Citation1996) and consistency of managers' supervision with staff members was discovered in several research by Yong (Citation1994), Redmond, Mumford, and Teach (Citation1993), and Amabile, Schatzel, Moneta, and Kramer (Citation 2004).

REVIEW OF LITERATURE

As stated by Slappendel (1996) and Hage (1998) assert that the early literature on innovation was mainly individual-oriented, emphasising how people adopt new ideas and behaviours. There has been an obvious change in emphasis since the 1980s towards comprehending the adoption of innovations by organisations, with a focus on examining the relationship between

particular organisational variables and the organization's total capacity for innovation (Daft, 1978; Damanpour & Evan, 1984; Damanpour, 1996).

The notion of 'organisational innovation' is wide and conceptual, referring to the introduction or adoption of new concepts or methods within an organisation (Woodman, Sawyer, & Gryphon, 1993). This emphasises the importance of innovation in improving an organization's efficacy, capacity for transformation, sustainability, and competitive advantage. As a result, numerous studies have been conducted to determine the elements that both promote and enable organisational innovation.

A thorough analysis of relevant research has repeatedly highlighted how important leadership is in forming and influencing organisational innovation (Jung, Chow, & Wu, 2008). Numerous studies have provided ample evidence of the important influence that leadership traits and behaviours have on organisational innovation (Jung, Chow, & Wu, 2003; Gumusluoglu & Ilsev, 2009a; Makri & Scandura, 2010). After much research on various forms of leadership, transformational leadership has become a focal point and a very promising field of study in the field of leadership and innovation studies (Jung, Chow, & Wu, 2003).

Transformational leadership, as defined by Bass (1985), is an adaptive leadership style that consists of five essential elements: idealised influence, attributed charisma, inspirational motivation, intellectual stimulation, and individualised consideration. Although early studies frequently combined charisma and idealised influence as a single factor, Bass and Riggio (2006) argued for a conceptualization that separates these two elements clearly. Thus, this study adopts a definition of transformational leadership that includes the five essential elements, in accordance with Bass's conceptualization (1985).

Multiple studies have confirmed that in contemporary organisations, leadership is becoming more and more crucial (Avery 2004; Hames 2007). A few of the many theories surrounding the concept of leadership in the field of management sciences include behavioural theories of leadership (Blake and Mouton 1978; Tannenbaum and Schmidt 1973); situational leadership theories (Fiedler 1967); theories of competence, influence, and power (Dulewicz and Higgs 2005; Paliszkievicz 2019; Müller and Turner 2005); and theories of qualities of an effective leader (Kirkpatrick and Locke 1991).

The need for innovation is more evident in an atmosphere characterized by scarcity (CNIS, 2018; Jaskyte, 2015, 2018; Shin & Choi, 2019). Organizational culture can help foster social innovations. Engaging staff at all levels might shape the culture of an organization as receptive to innovative practices. A climate that is supportive of innovation, personal initiative and psychological safety can enhance an organization's innovative capacity (Park et al., 2018; Wit & Mensink, 2019).

Although the impact of leadership on organisational climate have been well-studied for a while, there is still a lot of interest in finding out how leadership affects an innovative climate. There is proof that a leader's actions can affect the environment for innovation. A higher level of leader-member interaction is indicative of a perceived climate for innovation, according to Scott and Bruce's research on LMX's ability to predict an innovative environment. In a study, Kazama and associates verified these findings.

An innovative leader must have a diverse set of values, skills, and talents. Values provide the means, beliefs, and reasons for establishing a company's vision. It also motivates and guides leaders to achieve their visions (O'Neil, 2004). Every leadership action and decision is based on values. Furthermore, values have a significant impact on the leader-member relationship and assist leaders in developing a close relationship and open communication environment (O'Neil, 2004). Successful innovative leaders have values such as courage, trust, honesty, integrity, equality, morality, and human rights.

The risk of doing the same thing multiple times is reduced, as is the time required to complete a given task. As a result, talents are essential for fruitful innovation. Visionary and brilliant abilities enable a leader to achieve and choose appropriate activities. These characteristics enable innovative leaders to stay ahead of the curve and their competitors (Colvin, 2010). Talents also provide various competitive advantages, such as the ability to analyze, think, understand the present, and predict the future. An innovative leader can use this to implement and develop better strategies.

Willpower is required for an innovative leader. According to Ludwig's (Ludwig, 2002) research on political leaders, aspiring leaders seek high office because they are biologically and socially motivated to do so (Ludwig, 2002). These visionary leaders have big dreams. Their desire to realize their vision and reshape their society drives them. They have a strong desire to be a great leader and will go to any length to obtain and maintain it (Ludwig, 2002). In their research, (Hill et al., 2014) discovered that there is a need for leaders who must

abandon traditional leadership styles in order to establish organizations capable of continuing innovation and team building. Values and explicit knowledge are required for successful innovative leaders (Farkas & De Backer, 1996). Knowing social ideas, beliefs, intuitions, values, and imaginations is referred to as values knowledge (Lebow & Simon, 1997). Simultaneously, explicit knowledge refers to technical knowledge.

OBJECTIVES

- Build a culture within the organisation that values and promotes creativity.
- Clearly define an innovation strategy that is in line with the aims and objectives of the company.
- Ascertain that the funds and expertise required for innovation initiatives are available.
- Create metrics and KPIs to monitor and assess innovation activities.
- Make sure that innovations meet market and customer demands.

RESEARCH METHODOLOGY

A questionnaire created by the author was used to achieve the research goal. For this study, primary and secondary data are both used. The questionnaire method has been used to gather primary data. A structured questionnaire has been used to gather data. Out of the 50 surveys that were distributed, 37 were found to be complete, while 13 were found to be incomplete. Secondary data for the study was gathered from reliable sources, including scholarly publications, peer-reviewed journals, and respectable trade magazines. To improve the breadth and depth of the analysis as well as the contextual understanding of the research topic, this varied range of secondary data was integrated.

Furthermore, Eikebrokk and Olsen (2005) provide evidence in favour of the necessity of quantitative research methods for testing hypotheses because the dependent variable is assessed using reflective indicators of the efficiency, novelty, lock-in, and complementarities of each of the four dimensions of success. Since each dimension is built as the average item score, its success is required. Rahman (2016) also affirms that this approach makes use of statistical data analysis, which aids in the comprehension of various concepts and components of the data while employing quantifiable data to generate facts and identify patterns in research.

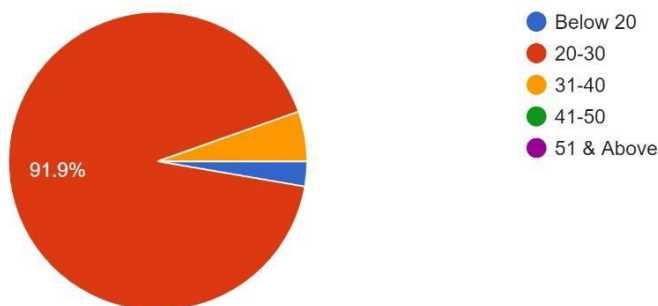
TOOLS OF STUDY

The researchers created a customized questionnaire using Google Forms and shared the form link with the sample group through WhatsApp.

PRIMARY DATA

Age

37 responses



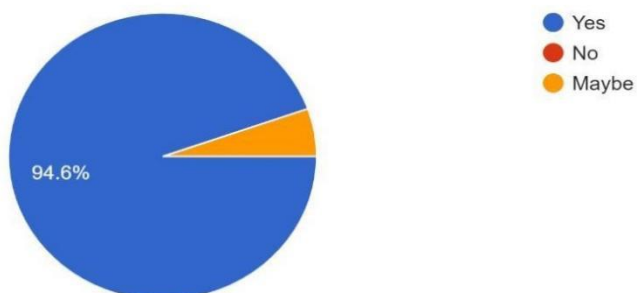
Do you think that a leader can influence the behavior of employee toward innovation in an organization?

37 responses



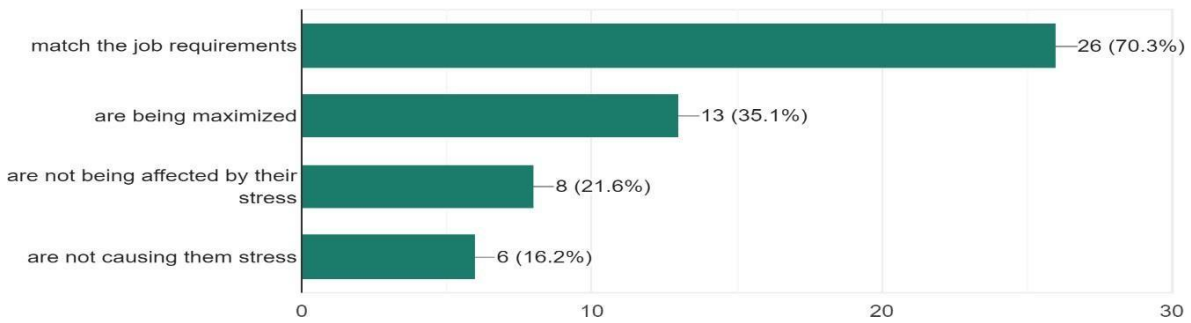
Do you think leadership style of leaders can influence employees behavior related to innovation?

37 responses



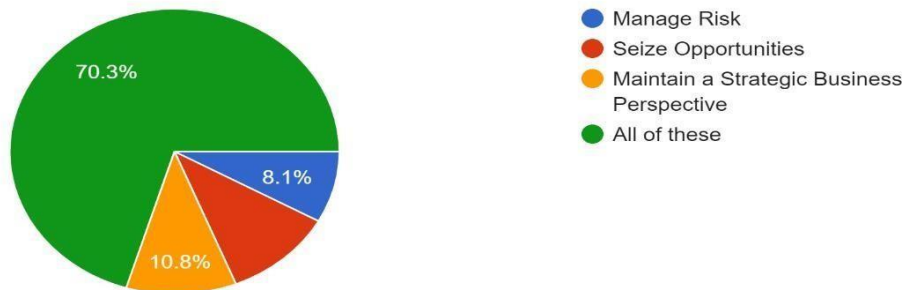
According to you a leaders need to make sure that employees' abilities

37 responses



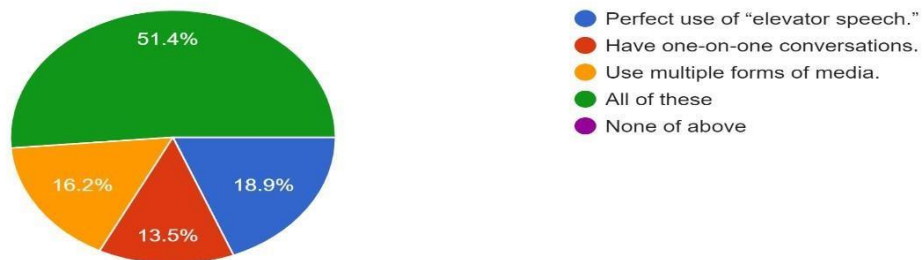
According to you what capabilities do a leaders need in order to be more innovative?

37 responses



How can leaders effectively communicate the vision and importance of innovation to their teams?

37 responses



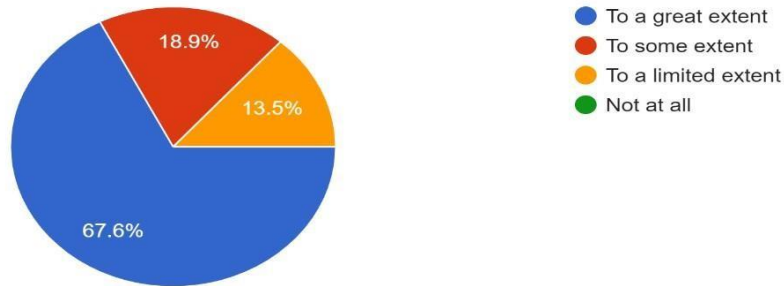
How do leaders ensure that innovative ideas are effectively implemented and integrated into the organization's practices?

37 responses



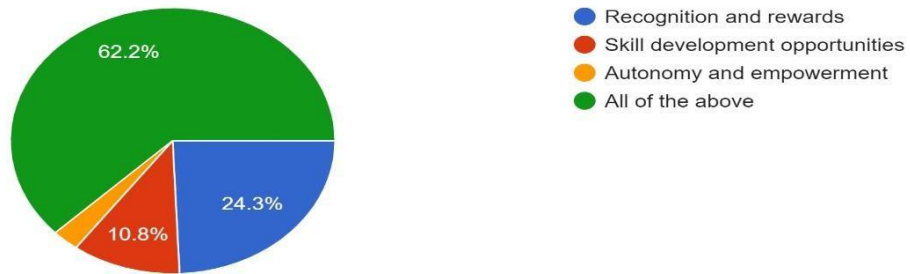
To what extent do leaders provide resources and support for innovation initiatives within the organization?

37 responses



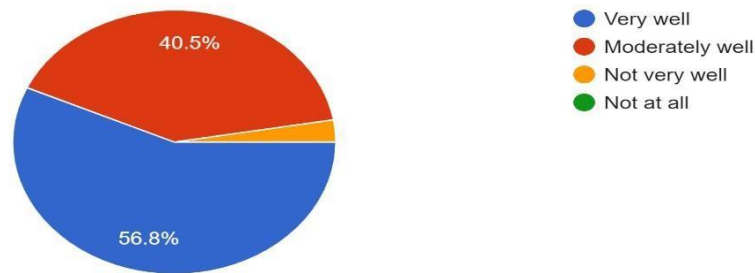
What measures do leaders take to motivate employees to engage in innovative activities?

37 responses



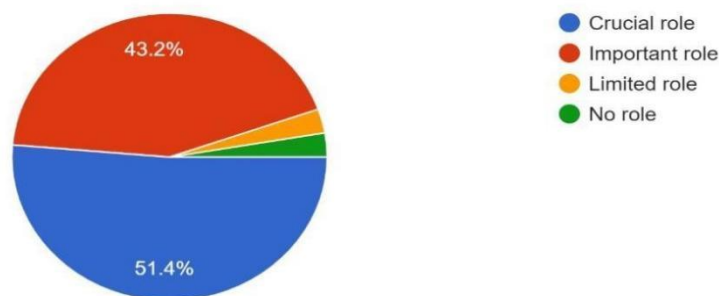
How well do leaders foster a climate of psychological safety that encourages employees to share innovative ideas?

37 responses



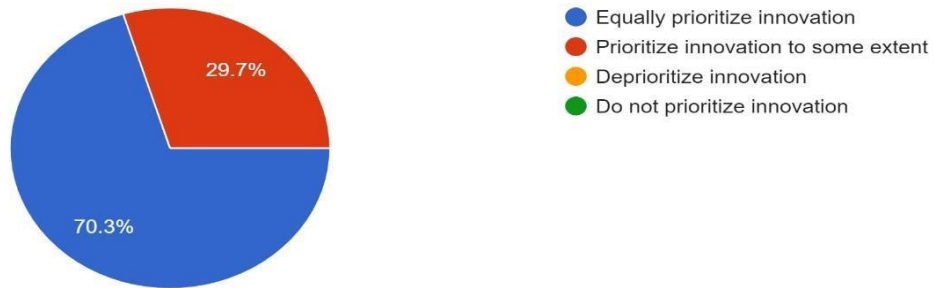
What role does effective decision-making play in the leadership's ability to drive innovation?

37 responses



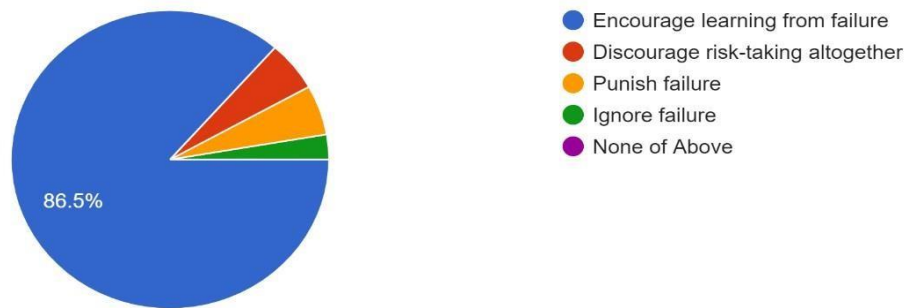
How do leaders prioritize innovation alongside other organizational goals and objectives?

37 responses



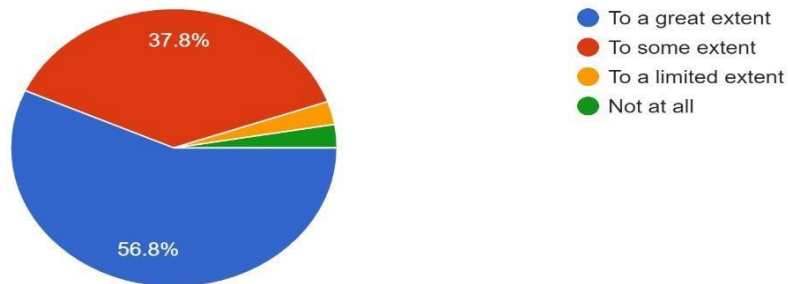
According to you how do leaders handle failure in the context of innovation within the organization?

37 responses



To what extent do leaders provide training and development opportunities to enhance employees' innovative capabilities?

37 responses



To what extent do leaders actively seek out new technologies and methodologies to integrate into the organization's practices and innovation?

37 responses



RESULT OF PRIMARY DATA

The test takes place for people among the ages of 18 and 50, of which 34 fall into the 20–30 age range, 2 fall into the 31–40 age range, and 1 is under the age of 20.

78.4% Strongly agree that a leader can influence the behavior of employee toward innovation in an organization and 18.9% somewhat agree to this question. 70.3% of people think that match the job requirement is needed to make sure that employees' abilities by a leader and 35.1% think that employee's abilities are being maximized by the leader and 21.6% think that employee's abilities are not being affected by their stress. 70.3% of group think that Manage Risk, Seize Opportunities and Continue to Run a Strategic Company all these capabilities a leaders need so as to be more innovative. 51.4% of group think that a leader uses Perfect use of "elevator speech", Have one-on-one conversations and Use multiple forms of media to effectively communicate the vision and innovation's significance to their teams. 62.2% of group think that leaders has to guarantee that novel concepts are efficiently implemented by using measures like Establish clear implementation strategies, Allocate necessary resources, Monitor progress and provide support. 67.6% think that to a great extent a leaders provide resources and support for innovation initiatives within the organization. 62.2% of respondents concur that for a leader to inspire their team members to take on creative tasks, they need to provide opportunities for skill development, autonomy, and empowerment. 56.8% of people think that a leaders very well foster a climate of psychological safety that encourages employees to share innovative ideas. 51.4% of respondents think that important role helps in effective decision-making play in the leadership's ability to drive innovation. 70.3% of respondents think that leaders equally prioritize innovation alongside with other organizational goals and objectives. 86.5% of people think that a leader handle failure by encouraging learning from failure in innovation within the organization. 54.1% of people think that leaders actively look for fresh technologies and methodologies to integrate into the organization's practices and innovation. 56.8% of respondents think that a leaders provide a significant amount of training and development opportunities to enhance employees' innovative capabilities. 94.6% of respondents agree upon that leadership style of leaders can influence employees behavior related to innovation.

LIMITATIONS

There are various limitations that need to be taken into consideration. Our study was carried out in two nations; it ought to be extended to look into more diverse settings. Furthermore, the constructs were examined using subjective self-assessment tools. By combining experimental research to look into creative behaviour and a longitudinal study design to look into causality, these methodological issues could be resolved. Researching the relationships between various leadership philosophies, as well as how they affect creative conduct, is advised. Furthermore, it would be fascinating to see the outcomes for workers in managerial and non-managerial roles. Future research should investigate additional constructs that could directly influence innovative behaviour. The primary study is conducted in only one state i.e. Haryana. The choice of research methods can limit the findings.

CONCLUSION

To sum up, in the current dynamic and competitive business environment, the success and long-term sustainability of organisations are greatly dependent on the role that leadership plays in promoting innovation. Effective leadership not only promotes a culture of creativity and risk-taking, but it also provides a clear vision and direction for the innovation process. Leaders who exhibit an inspiring communication style and a commitment to lifelong learning can empower their teams to explore novel ideas, try out innovative solutions, and adapt to changes. Effective leaders also understand the importance of creating a warm, safe, and accepting atmosphere that views failure as a necessary step on the path to creativity.

It is shown by the data and conclusions that organisational innovation requires strong leadership. The study discovered that employee behaviour related to innovation was significantly impacted by both transformational and transactional leadership styles. The data underscored the significance of resource allocation, clear strategies, and effective communication in fostering innovation within the organisational framework. The results also emphasised how critical it is to establish a positive and encouraging work atmosphere where failure is accepted and the pursuit of innovation is balanced with other organisational objectives. Notwithstanding the study's acknowledged shortcomings, which included the requirement for a more varied sample and the application of subjective self-evaluation instruments, it confirmed the central role that leadership plays in promoting innovation and improving organisational performance.

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