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How Leadership styles facilitate Innovative Behavior and Firm Performance: Examining the Role of Change Management & Trust

Abstract

Leadership can boost organizational innovation by stimulating personnel and crafting an atmosphere promising to the development of their ingenious and inventive talents, resulting in improved innovation competencies and better economical advantages for the company. The study's objective is to see if transformational leadership (TL) affects Organizational innovation (Org. Inn). Workers in the telecom sector are the focus of the study. The effect of transformational leadership on organizational innovation through the moderating impact of trust is being checked in one study. This comprehensive attempt hasn't been discussed in the previous studies. The hole was found since the studies just took a gander at two administration styles out of plenty of others available in the writing; along these lines, future exploration should check out the connection between other initiative styles, speculations, and advancement. The discoveries of this review on trust in the pioneer-supporter relationship may have suggestions for future administration research, prompting a superior comprehension of subordinate assumptions overall.

Introduction

One of the key angles that affect a company's usefulness like worker inclusion, high inspiration, and inventive capacities is administration. It is resulting from the word *Lead* that implies a way, venture or to lead. The subject of initiative can be depicted as some who shows others the way (Durmusoglu et al., 2018; Schultz et al., 2017) One such initiative style is the groundbreaking administration, it is appropriate for associations because such pioneers are intense, lively, able, and yield situated, and they escort devotees towards a new pool of practices. They will help foundations advance change, possibility, responsibility, and innovativeness (Ruiz-Palomino et al., 2019).

Organizational Innovation can be characterized as the organization's capacity to create better than ever merchandise and send it off them into the market productively (Gumusluoglu and Ilsev, 2009). Inspired behavior is portrayed as an action that creates or delivers thoughts to further develop results (Prasad and Junni, 2016; Ruiz-Palomino et al., 2019). In science, IB applies to the strategy for proposing new ideas just as bringing specific thoughts into impact (Sattayaraksa and Boon-itt, 2016; Suliman et al., 2019). The two leaders should have the option to address the current and expected requests of the present inventive associations.

Firm administration should join both scholarly practices, innovative information, administrative abilities, and advance different exercises to prevail in the present climate and guarantee their future (Li et al., 2015). What makes a difference more than inventiveness, however, is the way the imaginative ideas are made (Kodama, 2017). A four-part model of innovation has been portrayed in many investigations as a way for individuals to be creative and present groundbreaking thoughts. Opportunity revelation, idea creation, thought help, and execution is

instances of such components (Spanò et al., 2017). As per studies, cooperation, and collaboration help imagination. Individual advancement is difficult to do all alone (Chutivongse and Gerd Sri, 2020).

An assortment of known factors that impact people's creative attitudes has been recognized in the writing, including hierarchical climate, emotional commitment, laborer fulfillment, and administration style (Chutivongse and Gerd Sri, 2020). In any case, the greater part of the concentrates on Innovation is done in first-world nations and depends on the service, modern, and assembling areas (Eva et al., 2018).

I. Problem Statement:

Since administration firms, as different organizations, go through quick development and change, old initiative strategies should be reevaluated and supplanted with modern-day leadership tactics. Despite the meaning of the subject of contemporary initiative styles, concentrate in this space is as yet limited; besides, the scientist found that the reception of current administration designs in telecom organizations is as yet inadequate. Thus, convincing telecom organizations in emerging countries to take on these leading styles might be cultivated by examining their association with fruitful strategies that well affect these associations (Farook, 2021; Gürlek and Çemberci, 2020).

Para-González et al. (2018) took a gander at the potential interceding processes in the association among administration and firm execution (HRM, knowledge, and new development). A couple of gatherings of scholastics have investigated this subject, and these analysts haven't investigated these thoughts together, especially in the Asian setting, where organizations are battling inferable from frail initiative capacities.

The current worldwide emergency has made ripe ground for innovativeness, and potential outcomes have never been more prominent (Anderheim et al., 2005). Accordingly, a developing group of examination has perceived advancement as one of the main drivers of business achievement and long haul upper hand (Huang et al., 2016; Moore et al., 2020). Also, a developing assortment of observational proof proposes that pioneers assume a basic part in encouraging authoritative advancement (Johannessen et al., 2018).

Appropriate leadership can support authoritative development by moving specialists and establishing a climate that cultivates the development of their inventive and imaginative abilities, bringing about expanded advancement capacities and predominant upper hands for the organization (Otero-Neira et al., 2016; Winston and Fields, 2015). Despite the numerous thoughts examining the suitable initiative style for important developments in an organization, a past examination has featured the meaning of TL in doing as such (Ahmed et al., 2018). Data and information about a specific area of accentuation are the aftereffects of innovation and innovativeness (Duignan, 2014). Therefore, sharing and trading information among laborers would support an association's advancement and imagination. As an outcome, seeing whether it fluctuates in the Asian sense as a go-between would be a helpful expansion to the flow research. In one exploration, the consolidated effect of TL on Innovative conduct and organization performance is examined involving Trust as an arbitrator. This wide exertion hasn't been tended to in past examinations. Specialists observed a hole since their review zeroed in on only two authority styles among plenty of others open in the writing (Khalili, 2017; Scheepers and Storm, 2019); accordingly, exploration should check out the association between other administration

styles and speculations and development. Future exploration should likewise copy a similar report model in different ventures to decide whether tantamount outcomes can be accomplished. Besides, future investigations might involve learning association as a go-between or mediator by including extra interceding and directing elements like preparation and trust.

II. Objective (s) of the Study

1. To investigate the impact of transformational leadership on organizational innovation
2. To investigate if trust acts as a moderator between TL and Org. Innovation.

III. Research Questions

- i. How does Transformational leadership (TL) affect Organizational Innovation?
- ii. Does Trust moderate the relationship between TL and Organizational Innovation?

IV. Significance of the Study:

Administrative initiative styles in the telecom business might help an assortment of partners. Administrators who act morally, mindfully, and can change representative conduct might construct a more dependable association with business leaders and financial backers. Open lines of correspondence diminished feelings of anxiety and the production of a work environment great for upgrading key execution issues are for the most part instances of this helpful impact. There are additional ramifications for the elements of an administration's supervisory group; that is, functional execution might be improved by lessening turnover, expanding work fulfillment, and exhibiting a promise to the organization. Organizations with moral chiefs might profit from an assortment of advantages that add to the activity's drawn-out progress. Leadership is a fundamental part of the successful working of the telecom business, and it is something beyond appropriate conduct.

Theoretical Background

From a hypothetical perspective, inventiveness can be portrayed as the age, advancement, and acknowledgment of thoughts for techniques or products that are new, important, versatile, and valuable for tackling issues or improving the norm of a specific work foundation of residents (Birasnav, 2014; Huang et al., 2016). Numerous hypothetical standards of the analyst's obligation to take on and changing techniques in hierarchical brain research that are steady with a miniature demeanor toward development have been set up. Out of these methodologies and cycles, the conceptualization of the review's structure is connected to the possibility of inventiveness, which tries to improve and emerge an idea to turn things in a receptive manner (Prasad and Junni, 2016; Zhu and Bao, 2017). The Innovation factor fuses the transformative phases and execution of the above models to reformulate or transform the jobs and appointed undertakings into significantly more sensible and versatile structures (Dwivedi et al., 2020; Hsu and Chang, 2021).

Transformational Leadership

TL is "a type of leadership that promotes the common interest of employees while assisting them in achieving communal goals." TL is charismatic, gives intellectual stimulation, and motivates their workers while also improving communication, trust, and information sharing (Huang et al., 2016). These individuals are critical in creating an environment that promotes organizational learning (Aboramadan et al., 2021). As a result, this leadership style is anticipated to provide better results than others, such as transactional or laissez-faire techniques

(Johannessen et al., 2018). Furthermore, TL propels their supporters through further developing workers' information and learning to urge them to be inventive while utilizing critical thinking devices (Moore et al., 2020; Van Dierendonck and Sousa, 2016). TL is appealing, gives a scholarly feeling, and inspires their laborers while likewise further developing correspondence, trust, and data sharing (Huang et al., 2016). These people are basically establishing a climate that advances hierarchical learning (Aboramadan et al., 2021). Subsequently, this authority style is expected to give preferable outcomes over others, for example, conditional or free enterprise procedures (Johannessen et al., 2018). Although research suggests that transformative managers have an impact on performance, the mechanisms through which this happens are of particular interest. In this regard, while numerous research has looked at the impact of TL on performance through other factors like culture or competitive tactics (Otero-Neira et al., 2016), the number of such studies is still limited.

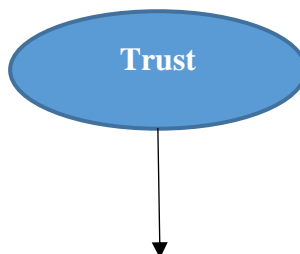
Transformational Leadership and Organizational Innovation

Managers must have specific abilities to motivate employees to think innovatively (Ahmed et al., 2018; Winston & Fields, 2015). Employees' innovative conduct has recently been linked to the TL style, according to a new study (Singh et al., 2020). The four components of TL have been recommended as a way for such leaders to directly encourage their followers' innovative activity. First, TL encourages workers to go above and beyond the job description to accomplish targeted results by giving them particular attention (Steele & Murray, 2004). To do so, they engage with the individual's value system, offering explanations that are useful to the employee and connecting them with the group identity (Joo et al., 2016). Furthermore, they emphasize the unique characteristics of followers, stressing the diversity of potential and encouraging inventive conduct (Alblooshi & Shamsuzzaman, 2020). Furthermore, TL is concerned with their subordinates' accomplishment and growth, such as through mentorship programs (Khattak & O'Connor, 2020). Individuals get new learning possibilities as a result of this application, which leads to fresh information for idea development (Crawford & Knox, 2020). These methods increase employees' intrinsic drive, encouraging them to seek out new ways to solve problems (Duignan, 2014).

Trust as a Moderator

Despite the way that trust is a significant part of positive coaching associations (Trabucchi et al., 2020), barely any logical investigations have investigated it (Riquelme et al., 2019). The possibility that the dependable party is powerless to and dependent on another party is integral to the idea of trust; in this way, trust is deciphered as the capacity to take a risk, and its outcome is hazard taking in the organization (Farrukh et al., 2019). Since trust implies the presence of a hazard, trust is a necessary part of tutoring connections. In coaching associations, there is "a basic trust that permits the followers to take risks. This essential trust makes hazard taking less marvelous" (Tripathi et al., 2020).

Theoretical Model



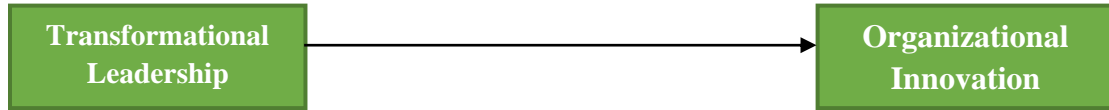


Figure 1: Conceptual Framework

V. METHODOLOGY

Research Design

This research aimed to look at how leadership styles affect IB and FP through the prism of trust. This analysis aimed to serve as an example. A clear analysis is notable because reviews provide a significant amount of instructive data and are utilized by many analysts as an analytical tool to collect knowledge to answer instructive questions (Malik, 2018). This research aimed to look at the effect of transformational leadership style on organizational innovation through trust as a moderator. This was a descriptive research project. Descriptive analysis is important since surveys are common in organizational research and are used by many researchers as a data collection method to answer organizational questions. This study uses a Positivistic Approach and is causal and cross-sectional.

Population and Sampling

Sample of the Study:

This research depended on the blended strategy for research worldview because the issue is identified with the ebb and flow circumstances of the Grade-17 and above officials of different departments. Quantitative research techniques were adopted and consolidated to achieve objectives. The population of the study consists of the employees of the Telecom Service Sector in Pakistan. The unit of analysis for this study was individual regular employees of telecom service of Pakistan. . Questionnaires were distributed among the respondents to conduct survey research.

Sample Size & Area

The sample size of the study is 300 respondents from the telecommunication sector of Pakistan as both the firm performance and innovative behavior are two integral and emerging concepts in this technological field and the area of study was the telecommunication sector namely, Ufone, Telenor, PTCL, and Mobilink operating in Pakistan.

Sampling Procedure:

The sample was collected from the senior employees (BPS-17 and above) working in the major telecom companies in Pakistan mainly Ufone, Telenor, Mobilink, and PTCL. Simple Random and Stratified Sampling technique was utilized for sample selection and later data collection from respondents.

VI. RESULTS & ANALYSIS

Measurement Model

This paper used PLS structural equation modeling (PLS-SEM) with the Smart PLS 3.0 software framework to test the theoretical model (Aboramadan, 2020). The calculation model, also known as the outer model, was accessed in the first phase. The goodness of fit of the overall models is determined by measuring the efficiency and validity of the measurements (Sheikh et al., 2014).

The consistency with which a measuring instrument calculates the definition it is supposed to calculate is determined by the reliability test. As indicated by the authors, the current study met the appropriate standards for composite durability, Cronbach alpha, and AVE values for all variables. Cronbach alpha, composite stability, and AVE findings are satisfactory for further analysis, as seen in Table 2.

Table 4.1 Demographic profile of the respondents

		Frequency	Percent
Gender	Female	20	8.0
	Male	280	92.0
	Total	300	100.0
Age	21-30	30	10.0
	31-40	225	75.0
	40 & Above	45	15.0
	Total	300	100.0
Income	Below 50000	30	10.0
	50000 to 75000	75	25.0
	76000 to 100000	135	45.0
	100000 to 125000	45	15.0
	Above 125000	15	5.0
	Total	300	100.0

The table states the demographic information of the respondents contacted for the data collection. There were 300 respondents contacted for the data collection among those 20 were females and 280 were male. As far as the age of the respondents is concerned then in the age group 21 to 30 years there were 30 respondents, in the age bracket of 31 to 40 years there were 225 respondents and 45 respondents belong age group 41 to 50- years. When they were asked to provide the information regarding their monthly income then below Rs 50000/- there were 30 respondents, in the income range of Rs 50000 to 75000 there were 75 respondents, and only 15 respondents were more than Rs 125000/-.

Table No 4.2 Construct Reliability and Validity

Variables	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Org Inn	0.935	0.946	0.659
TL	0.931	0.942	0.644
TR	0.883	0.907	0.524

The Cronbach alpha ranges from is .883 to.935 and also the CR (Composite reliability) is above the minimum threshold of 0.70 ensuring internal reliability of the constructs and AVE ranges

from .524 to .659, greater than 0.5 which shows that the results are reliable and have great convergence validity.

Table 4.3 Discriminant validity (Fornell and Larcker Criterion)

Constructs	Org. INN	TL	TR
Org. INN	0.812		
TL	0.677	0.802	
TR	0.651	0.572	0.724

Furthermore, to check the discriminant validity, the Fornell-Larcker criterion was used as shown in table (4.3). It can be seen that the square root of AVE is higher than the correlation values which demonstrates that the discriminant validity of this proposed measurement model is achieved (Preston, 2016). Therefore, these results achieve all requirements to establish the validity of all latent constructs of the measurement model.

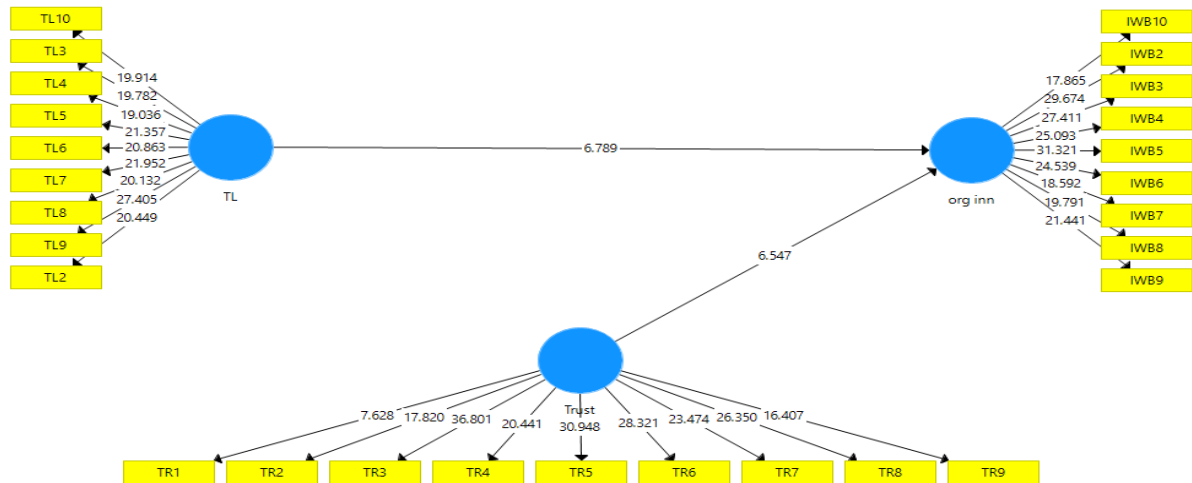


Figure 2: Measurement Model

Structural Model

The following tables depict direct and indirect effects between the study variables.

1. Direct effects with Organizational Innovation

Table 4.4 Total Effects Mean, STDEV, T-Values, P-Values

Hypothesis	β	T Statistics	P-Values	Decision
H1: TL -> org inn	0.424	6.789	0	Significant
H2: Trust -> org inn	0.384	6.547	0	Significant

The direct total effects of the variables in the model were checked and analyzed in Smart PLS and the results have found out that the variables are positively correlated and the sample mean and standard deviation are also shown in the table. Transformation leadership and organizational

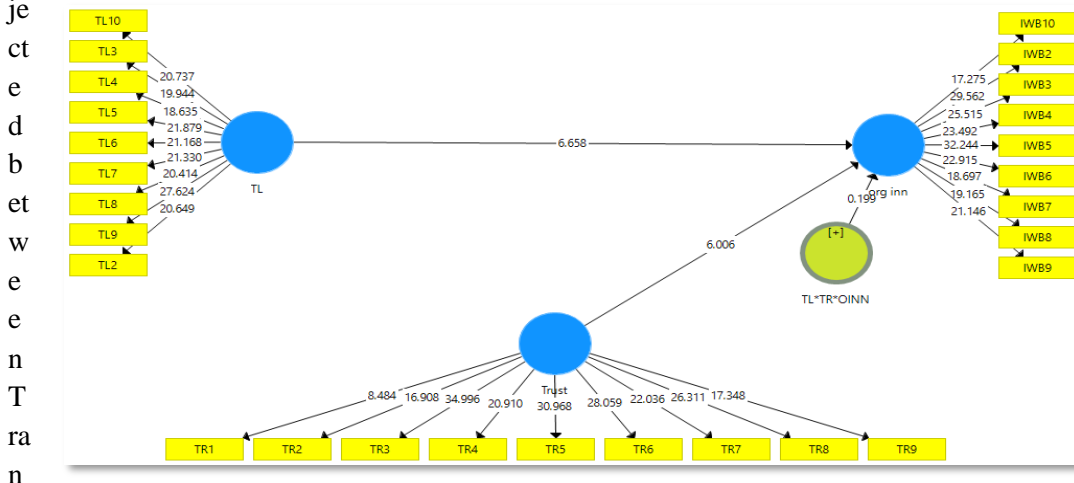
innovation are significantly associated. Previous studies also confirmed this link (Jung et al., 2003). Trust is also positively and significantly impacted organizational innovation. All the direct links were accepted at p-value < .05.

1. Indirect effects with Organizational Innovation

Table 4.5 Indirect Paths (Moderator)

	Beta	T Statistics	P Values	Decision
TL -> org inn	0.429	6.658	0.000	Significant
Trust -> org inn	0.386	6.006	0.000	Significant
H3: TL*TR*OINN -> org inn	0.01	0.199	0.842	Insignificant

Another objective of this research was to examine the role of Trust as a moderator between the leadership styles, and organizational innovation. The results showed that Trust did not moderate the link between Transformative leadership and Org. innovation ($p > 0.05$). However, the link was re



formational leadership, FP, and IWB.

Figure 3: Structural Model

VII. DISCUSSION

Past examinations have shown that pioneers should show others how it's done and be a fundamental component in exhibiting energy, trust, and a methodology for directing the people in the gatherings or associations they administer (Kanji and Moura, 2001). Since the presentation of authority required the advancement of more incorporated originations of initiative, it was ethically connected to associations with supporters (Avolio, 2007). Bunch trust was impacted by authority viability and the inclination to trust pioneers, and gathering trust, thusly, affected gathering adequacy, hierarchical and individual achievement (Chen et al., 2008). Trust seems to mitigate the connection between leadership styles and business success, according to the results. In the instance of Org. innovation, many participants mentioned how powerful the management was and how trust was not an essential element in their leader-

follower relationship. The majority of participants said they had good interactions with their leaders and that they were encouraged to share their thoughts and views, which gave them a feeling of recognition, self-motivation, and self-improvement. Regardless, the results revealed several potential scenarios. For example, how followers reacted to leader instructions in stressful situations or dissatisfied leader-follower relationships, how followers viewed organizational responsibilities despite leadership differences, and how followers with compliant behaviors reacted to followers with active behaviors when working in teams to achieve goals. These circumstances led the company to face unpleasant attitudes from followers, necessitating the development and implementation of training programs to enhance the feeling of duty, respect, and understanding that subordinates and leaders have for one another. TL, according to Wand et al. (2005), communicated corporate visions and fostered followers to accomplish objectives. TL, according to Daft (2005), also fosters the competence and character needed to achieve change, good organizational results, and subordinates' emotional commitment. By pushing subordinates toward new objectives and increasing their self-interest, the leadership's purpose influenced their commitment and performance (Uddin, 2013).

Recommendations

According to the findings of this study, organizations should begin defining their mission by examining the needs of subordinates and use such criteria for implementing systems and policies for leaders, as this may change leaders' mindsets by instilling knowledge or understanding that subordinates are important factors in organizational success. As a result, the study suggests that this approach be applied to other industries as well. The study also suggests that while adopting organization innovation one can effectively use the TL style.

VIII. CONCLUSION

The discoveries of this review on trust in the pioneer adherent relationship may have suggestions for future administration research, prompting a superior comprehension of subordinate assumptions overall. The impact of culture, character, and climate in characterizing the benefit of confiding seeing someone specifically. It will be interesting to notice assuming that presenting initiative preparation for the two chiefs and subordinates in all associations will change the degree of responsibility. Employees who take part in administration projects might be quick to drive local area-wide drives. Through magnificent difficulties, regard, and viable correspondence, dynamic supporters impacted their chiefs somewhat. They imagine that these are the exercises that form dependable pioneer supporter associations, and they are an undertaking to carry positive change to their association. The most dynamic devotees impact others, are moderate, enhance their group, rouse others to follow, and impact independent direction. The more compliant adherents, then again, perhaps portrayed as excellent devotees since they gave off an impression of being following all the more freely. Adjust, comply, emulate, and follow orders without being imaginative are instances of such people. Therefore, these discoveries have repercussions for a more extensive point of view of initiative that is more centered around adherents' encounters. A dream that creates some distance from the current reasoning that administration is just with regards to descending impact and on second thought underlines the significance of impact at a few levels (senior pioneers, junior pioneers, devotees). This idea can change the demeanor of

devotees and give a superior comprehension of incessant initiative and authoritative changes by encouraging the conviction that everybody can lead.

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