

Exploring Leadership Styles and Their Influence on Employee's Innovation Work Behavior: A Systematic Literature Review

Unang Toto Handiman^{a✉}, Duki Adam^b, Dinda Amalia^c, Daniel Wisuda Purba^d, Sherly Puspita Sari^e, Dede Suhendi^f,

^{a,b,c,d,e,f}Sekolah Tinggi Ilmu Ekonomi Wibawa Karta Raharja.

✉ unang.toto.handiman.se@gmail.com

Received: 7 March 2025 ; Accepted: 10 March 2025 ; Published: 11 March 2025

ABSTRACT. This study aims to give a thorough synthesis of the state of the art in the subject by methodically reviewing the literature to identify important leadership philosophies that impact employee creativity. The PRISMA procedure was adopted to carry out a systematic literature review (SLR). In order to find relevant peer-reviewed papers released between 1995 and 2023, the study performed a systematic search of scholarly databases, including Sciencedirect, Emerald, and MDI. Recognition, screening, qualification assessments, and inclusion phases were all part of the selection process. To find recurrent patterns and connections, the data taken from the chosen studies was subjected to theme synthesis and coding analysis. The findings reveal that transformational and participative leadership styles are the most influential in fostering employee IWB. Key factors contributing to this relationship include leader support, motivation, and an organizational culture that encourages risk-taking and knowledge sharing. Additionally, transactional leadership was found to have a mixed impact depending on organizational context and employee autonomy levels. The study reveals that employee IWB is greatly influenced by leadership styles, with transformational leadership having the most beneficial benefits. By providing perspectives into organizational policies and leadership development initiatives targeted at generating innovation, the research advances both theory and practice. The moderating effect of industry-specific factors and organizational culture should be investigated in future studies. By using a methodical and rigorous approach, this study fills gaps in the literature and lays the groundwork for future empirical research by offering a thorough synthesis of leadership styles in relation to IWB into the relationship between innovation and leadership styles.

Keywords: Leadership style; Employee, Innovative work behavior; Organizational sustainability; Systematic literature review

JEL Classification: M12, O31, D23

INTRODUCTION

Employee creativity, which is needed for organisational growth in a hostile market, is profoundly driven by leadership. A culture that promotes creativity and risk-taking is nurtured by transformational leadership, which is marked by its emphasis on support and motivation. The following inspires employee to work in new ways (Hao et al., 2024; Jyoti & Dev, 2015). According to inquiry, these leadership philosophies foster an innovative culture that is crucial for adjusting to the quick changes in the market, in addition to raising employee enthusiasm (Sari & Soelton, 2024; Sulantara et al., 2020). Furthermore, the significance of leadership in promoting innovation is further reinforced by the mediating function of organisational culture and employee motivation (Soelton, 2024; Hudaya & Sugiharjo, 2024; Holten & Brenner, 2015). Organisations may find it difficult to put into practice tactics that foster a culture of creativity and adaptation if they don't have a clear grasp of how leadership styles affect innovation (Alhashedi et al., 2021; Soelton et al., 2024). Therefore, understanding the relationship between leadership and innovation is essential for increasing productivity and preserving a competitive advantage in the fast-paced business world of today.

Innovative work practices and leadership styles have an intricate connection that is essential to the accomplishment of an organisation. It has been demonstrated that transformational leadership, in specific, greatly improves innovative work behaviour by establishing an atmosphere that stimulates risk-taking and creativity (Afsar & Umrani, 2020; Alwahhabbi, 2023). In addition to inspiring workers, this leadership approach also mitigates the impact of contextual elements like workplace fulfilment and enjoying at work, both of which are critical for fostering innovation (Ramli et al., 2024; Abid et al., 2023). Employees' innovative behaviours are also greatly influenced by the dynamic interaction between organisational culture, leadership styles, and external environmental elements (Abd El Muksoud et al., 2022; Amidi et al., 2021). For businesses looking to foster an innovative culture and strengthen their competitive edge in a market that is changing quickly, an understanding of these relationships offers practical insights (Lumbanraja et al., 2020; Helmy et al., 2023). Consequently, more research into these connections is essential to creating innovative leadership tactics that work.

Because the literature on leadership styles and how they affect employee innovation is so dispersed, a thorough synthesis is required to identify the most successful types. Research has demonstrated that by creating an atmosphere that promotes creativity and risk-taking, transformational leadership dramatically increases innovative work behaviour (Labrague & Toquero, 2023). However, the generalisability of results may be limited due to the fact that the efficacy of leadership styles can change among various industries and organisational situations (Prasad & Junni, 2016). For example, transactional leadership also has an impact, especially in dynamic circumstances, even if transformational leadership is well known for its beneficial effects (Prasad & Junni, 2016). Additionally, innovative behaviours are shaped by the interaction of organisational culture, motivation for employees, and types of leadership (Rashwan & Ghaly, 2022). In order to provide a comprehensive knowledge of how various styles of leadership can effectively stimulate innovation across distinct organisational settings, this study will apply a systematic literature review using the PRISMA approach to aggregate and analyse existing research.

This study is interesting since it takes a methodical approach to investigating how different leadership philosophies interact with creativity among employees. In contrast to earlier research

that frequently separates individual leadership styles, this study incorporates a number of strategies, offering a more thorough understanding of their combined influence. For instance, transformational leadership has been found to generate an environment conducive to innovation by fostering risk-taking and creativity among employees (Tung, 2016). Furthermore, the study's thematic synthesis identifies the fundamental processes by which leadership affects innovation, including the mediating function of organisational culture and motivation among employees (Ahmed, 2018). The incorporation of diverse leadership styles contributes to both academic discourse and real-world applications by improving theoretical understanding and providing organisations seeking to foster an innovative culture with useful insights (Ding et al., 2023; Yating et al., 2024).

This study's main goal is to examine and compile the body of research on leadership philosophies and how they affect creative work practices among employees. This study intends to uncover important leadership philosophies that successfully foster innovation and offer useful suggestions for organisational leaders by methodically examining the body of existing research. For example, transformational leadership's focus on support and motivation has been repeatedly associated with increased innovative behaviour among staff members (Hakimian et al., 2016). Furthermore, it has been demonstrated that inclusive leadership creates a favourable atmosphere that supports innovation and creativity (Wang et al., 2021; Zhang et al., 2023). The study's thematic synthesis will also explore the ways in which various leadership philosophies impact innovation, including the mediating functions of organisational culture and employee motivation (Yang et al., 2024; Al Hawamdeh, 2022).. The ultimate goal of this systematic analysis is to contribute to theoretical progress and real-world implementation in diverse organisational contexts by informing leadership development programs and organisational policies that promote innovation (Yang et al., 2024; Javed et al., 2021).

The research questions guiding this study include:

- RQ1: What leadership styles have the most significant influence on employees' innovative work behavior?
- RQ2: What are the key mechanisms through which leadership styles impact innovation within organizations?
- RQ3: How does organizational behavior interact with leadership styles to influence employee innovation?
- RQ4: What are the practical implications of leadership styles in fostering an innovative workforce?
- RQ5: What is the development of a conceptual framework for the following research agenda?

This study's main goal is to examine and compile the body of research on leadership philosophies and how they affect creative work practices among employees. This study intends to uncover important leadership philosophies that successfully foster innovation and offer useful suggestions for organisational leaders by methodically examining the body of existing research. For instance, it has been demonstrated that transformational leadership greatly increases innovative behaviours among staff members by creating an atmosphere that rewards risk-taking and creativity (Hughes et al., 2016). Furthermore, it has been determined that inclusive leadership is a critical component that favourably influences inventive behaviour and work engagement, underscoring the significance of a supportive leadership style (Wang et al., 2019).

This study aims to inform organisational policies and leadership development programs that promote innovation through a systematic analysis of the body of existing evidence. The results will

be a useful resource for upcoming research in the subject and add to the scholarly conversation on leadership and innovation (Alsolami et al., 2016). By answering these research questions, the study hopes to improve knowledge of the crucial elements that go into creating an innovative culture in businesses, which will eventually assist executives in customising their strategies to better encourage and support creative behaviour in their workforce.

METHODS

The authors of this paper accomplished a systematic literature review to comply with the points of view made by Hallinger & Suriyankietkaew (2018) and Boeske et al., (2022) with the goal to characterise the research structure and identify the direction for future studies pertaining to leadership styles in influencing employees' innovative work behaviour. By using such a approach, we were able to pinpoint important themes and gaps in the body of literature, emphasising the need for more research into the ways that innovative organisational climate is fostered by sustainable leadership. The authors hope to provide a framework that might direct future research endeavours in this crucial field by combining the results of multiple investigations. Because a systematic method uses transparent and easily reproducible procedures to increase the overall quality of the review, it was judged adequate (Iqbal & Ahmad, 2021). By recognising the overarching themes at play, the systematic literature review technique enabled us to critically evaluate, synthesise, and map the body of existing research in this area. In addition to pointing out important gaps in the existing literature, this thorough mapping suggests possible directions for further research. Researchers can better focus their investigations and advance a more thorough comprehension of the topic by developing distinct categories and topics.

Selection of article

The authors commenced their systematic literature review by seeking out papers regarding employee innovative behaviours at work and leadership styles. A summary of the search action is given in Table 1. The terms "leadership style," "transformational leadership," and "innovative work behaviour" were initially used to search electronic information sources for pertinent publications about leadership style and workers' creative work practices. Using the databases "Emerald" (121 hits), "Wiley" (37 hits), "MDPI" (37 hits), "Taylor & Francis" (25 hits), "Elsevier" (24 hits), "Frontier" (20 hits), "Springer" (19 hits), "Web of Science" (11 hits), "Sage" (7 hits), "Inderscience" (5 hits), and "EBSCO" (142 hits), the search produced 448 hits.

Table 1. Source Title

Source Title	Doc	Source Title	Doc
Sustainability Switzerland	23	Journal of Business and Psychology	3
Frontiers in Psychology	20	Journal of Creative Behavior	3
Leadership and Organization Development Journal	16	Journal of Ecohumanism	3
European Journal of Innovation Management	14	Journal of Gerontological Social Work	3
International Journal of Innovation Management	11	Journal of Human Resources in Hospitality and Tourism	3
Current Psychology	8	Journal of Industrial Engineering and Engineering Management	3
Heliyon	8	Journal of Knowledge Management	3
International Journal of Environmental Research and Public Health	8	Journal of Nursing Administration	3

Journal of Nursing Management	8	Journal of Nursing Education	3
Social Behavior and Personality	8	Journal of Nursing Scholarship	3
International Journal of Innovation Science	7	Journal of Occupational and Organizational Psychology	3
International Journal of Organizational Analysis	6	Journal of Psychology in Africa	3
Personnel Review	6	Journal of Public Affairs	3
Creativity and Innovation Management	5	Leadership Quarterly	3
Journal of Management and Organization	5	Management Decision	3
Journal of Management Development	5	Pakistan Journal of Commerce and Social Sciences	3
Journal of Organizational Change Management	5	Plos One	3
Kybernetes	5	Revista De Gestao Social E Ambiental	3
Problems and Perspectives in Management	5	SA Journal of Human Resource Management	3
Quality Access to Success	5	Vine Journal of Information and Knowledge Management Systems	3
Sage Open	5	Academy of Strategic Management Journal	3
Cogent Business and Management	4	Applied Psychology	2
Industrial And Commercial Training	4	Asia Pacific Business Review	2
Journal Of Hospitality and Tourism Insights	4	Australian Journal of Public Administration	2
Journal Of Research in Nursing	4	Baltic Journal of Management	2
Management Research Review	4	Banks And Bank Systems	2
Psychology Research and Behavior Management	4	Business Theory and Practice	2
ASEE Annual Conference and Exposition Conference Proceedings	3	Economic Research Ekonomska Istrazivanja	2
Abac Journal	3	Employee Relations	2
Administrative Sciences	3	Employee Responsibilities and Rights Journal	2
Arab Gulf Journal of Scientific Research	3	Ethnicity and Disease	2
Behavioral Sciences	3	Frontiers Of Business Research in China	2
Cogent Education	3	Global Business and Organizational Excellence	2
Environment and Social Psychology	3	Global Knowledge Memory and Communication	2
Evidence Based HRM	3	Harvard Business Review	2
Human Resource Management International Digest	3	Healthcare	2
International Journal of Advanced and Applied Sciences	3	Human Resource Development Quarterly	2
International Journal of Educational Management	3	International Journal of Business and Society	2
International Journal of Hospitality Management	3	International Journal of Business Science and Applied Management	2
International Journal of Human Resource Management	3	International Journal of Data and Network Science	2
International Journal of Innovation Creativity and Change	3	International Journal of Economics and Business Research	2

International Journal of Manpower	3	International Journal of Evaluation and Research in Education	2
International Journal of Recent Technology and Engineering	3	International Journal of Learning Teaching and Educational Research	2
International Journal of Work Innovation	3	International Journal of Managing Projects in Business	2
Journal Of Advanced Nursing	3	International Journal of Occupational Safety and Ergonomics	2

Source: Authors elaborate (2025)

Second, the documents were sorted by the authors due to study format and language. The author team has developed a series of inclusion criteria: peer-reviewed journals as a research venue, English-language papers, and articles published up to and including 2025. Records authored in languages other than English and with publication types other than journal articles (e.g., conference papers, book chapters, debates, research notes, editorial material) were not included in our exclusion criteria. Duplication, or the presence of the same records in two or more databases, was another reason we had to remove articles. 61 records were produced as a consequence of this process.

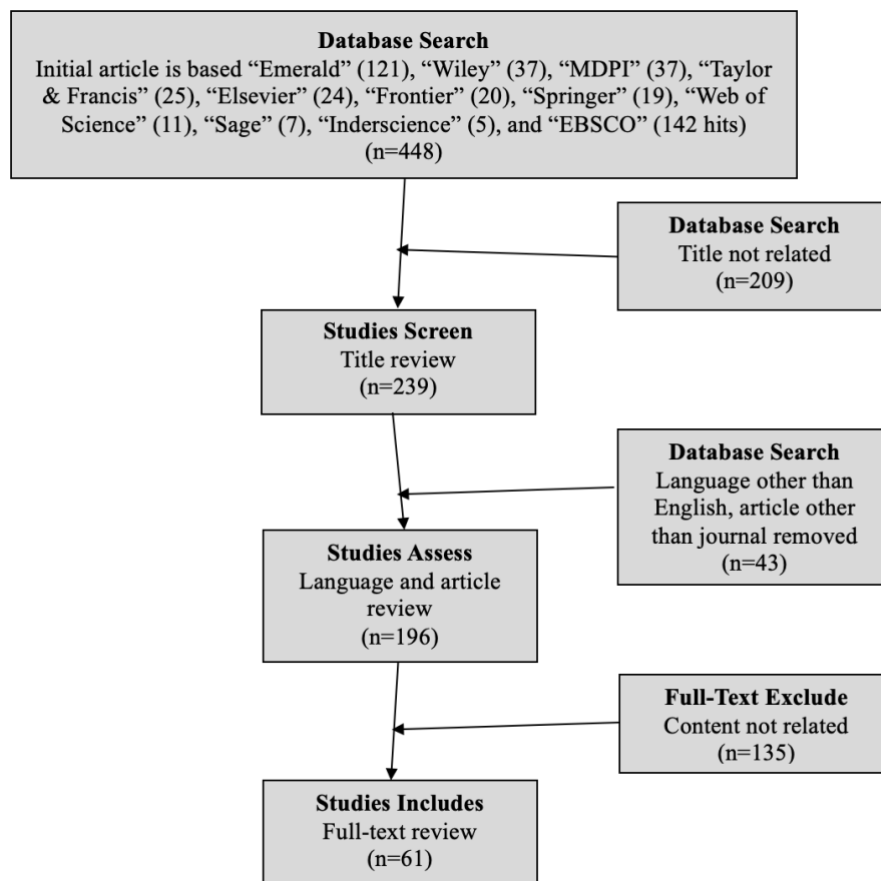


Figure 1. PRISMA Framework
Source: Authors Elaborate (2025)

Third, a qualitative content analysis of the 61 records was carried out by the authors. Each item underwent a human screening process to determine whether its content was relevant to employees' creative work practices and leadership styles. Articles that do not use the terms "leadership style"

and "innovative work behaviour" or that do not explicitly or sufficiently connect the two—that is, in which the research area, question(s), or aim are unrelated to either factor—were excluded from the final sample by the authors. Thus, 61 peer-reviewed, English-language journal articles were eventually included after all 196 papers were screened. The literature analysis makes use of this collection of papers (see Figure 1).

DESCRIPTIVE ANALYSIS

It becomes essential to work with descriptive analysis to map the prior research on leadership styles and innovative job behaviours in order to identify trends, the works' beneficial aspects, and their shortcomings. The writers share their technical factor observations in this section. An essential initial step in comprehending leadership styles and innovative behaviour is to look at the features of the evaluated studies, such as the assortment of journals published annually, publication platforms, and countries.

Articles per year

This systematic review's research addresses the years 1995 to 2025; naturally, there aren't many records from 2025 just five articles. Study findings on how leadership styles affect workers' innovative work practices advanced at a startlingly sluggish rate between 1995 and 2016.

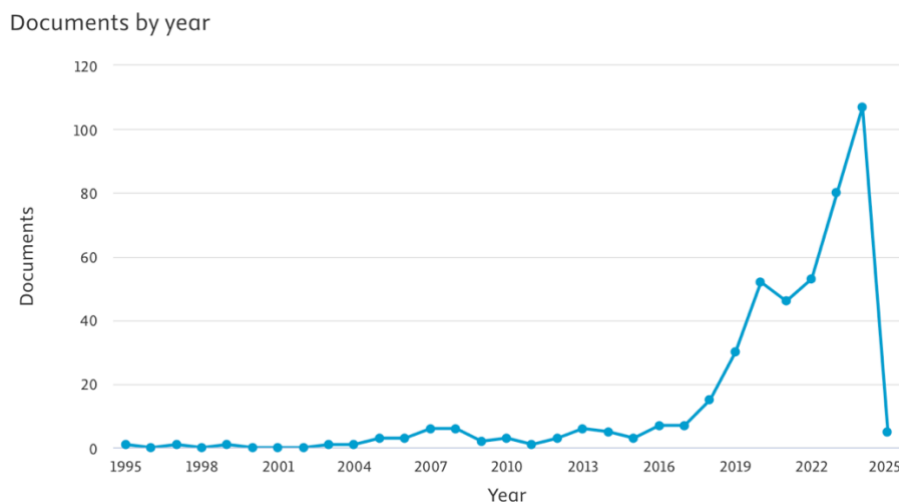


Figure 2. Number Article Per Year

Source: Authors elaborate (2025)

Figure 2 illustrates the remarkable increase in the quantity of papers on leadership that can impact creative work practices between 2017 and 2024. In particular, there were seven papers published in 2017—15 in 2018, 30 in 2019, 52 in 2020, 46 in 2021, 53 in 2022, 80 in 2023, and 107 in 2024 which was a fifteen-fold increase over the total number of journals published in 2017. The widespread adoption of leadership styles to encourage creative work behaviour among employees and the increasing attention of academicians to this issue are the causes of the spike in scholarly interest. Notably, even though the creation of academic knowledge peaked in 2024, the data for this year, 2025, is lacking because the survey only took place in the initial month of 2025.

Articles per countries

From a geographic perspective, China is the nation that poses towards an extensive study ($n = 78$) on leadership styles that can enhance workers' creative job behaviours. Pakistan ($n = 64$), Indonesia ($n = 51$), the United States ($n = 40$), Malaysia ($n = 36$), India ($n = 32$), the United

Kingdom ($n = 25$), the Netherlands ($n = 22$), the United Arab Emirates ($n = 21$), and Australia ($n = 20$) are the remaining countries that have carried out research on the subject (refer to Figure 3).
Figure 3. Number article per countries

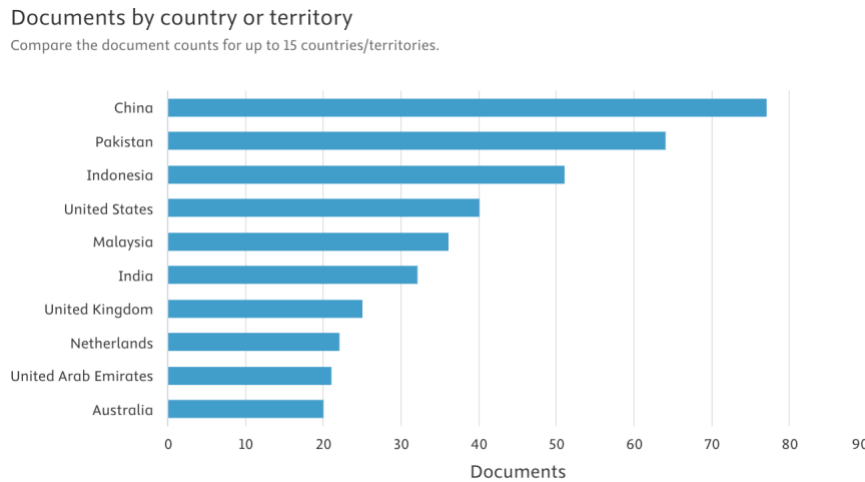


Figure 3. Number article per countries

Source: Authors elaborate (2025)

Furthermore, four unaccounted-for nations—Pakistan, Indonesia, Malaysia, and the United Arab Emirates—exhibited strong scholarly interest. However, Pakistan and Indonesia are ahead of the nations that have been taken into consideration thus far, including the United States and the United Kingdom. Therefore, to provide more accurate information and in-depth analysis, future researchers should broaden their focus to new geographic locations and conduct cross-cultural studies. They should also record cross-cultural variations in the ways that leadership styles affect workers' innovative behaviour.

Articles per subject areas

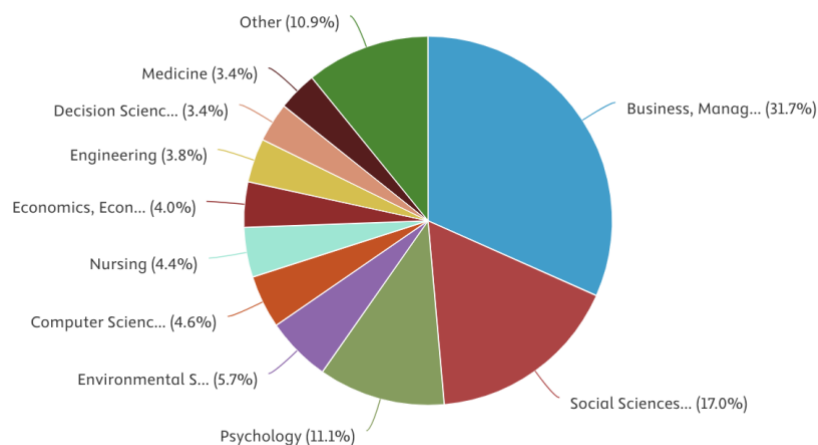


Figure 4. Number article per subject areas

Source: Authors elaborate (2025)

The major number of publications became into the categories of Business, Management, and Accounting ($n=142$; 31,7%) and Social Science ($n=76$; 17,1%), according to subject area classifications established by the Scopus criteria. The rest of the papers were published in journals related to the following disciplines: Nursing ($n=20$; 4,2%), Economics, Econometrics, and Finance

(n=18; 4%), Environmental Science (n=26; 5,7%), Computer Science (n=21; 4,6%), Psychology (n=50; 11,1%), Engineering (n=17; 3,8%), Decision Science and Medicine (n=15; 3,4%), and Others (n=49; 10,9%). Consequently, it is evident that this field of study is multidisciplinary. A closer look shows that the research is published in a number of journals related to the topic of study. The journals with the greatest number of papers pertinent to this subject are Business, Management, and Accounting (n=142; 3,7%) and Social Science (n=76; 17,1%), as seen in Figure 4.

Authors, leadership style, variables, key findings and implication

Appendix 1 explains how various leadership styles influence employees' innovative work behavior. Various articles from the search results can systematically explain how leadership styles can improve innovative employee work behaviors by being mediated and moderated by organizational behavior variables.

THEMATIC ANALYSIS

Leadership Styles Have Significant Influence on Employees' Innovative Work Behavior

Based on Table 2, we can explain that leadership plays a crucial role in influencing innovative work behavior (IWB) across various organizational contexts. Different leadership styles, such as shared, digital, empowering, visionary, transformational, and ethical, have been shown to impact employees' innovative behaviors through various mediating and moderating mechanisms. These leadership styles foster environments that encourage creativity, knowledge sharing, and engagement, which are essential for innovation. The following sections explore how different leadership styles influence IWB, supported by empirical findings from the provided research papers.

Shared leadership

Shared leadership positively affects knowledge sharing and employee innovation. It creates an environment where employees feel empowered to share ideas and collaborate, which enhances innovative behaviors. Additionally, knowledge sharing helps the connection between shared leadership and employee innovation, and an interactive work culture strengthens this connection, leading to even more innovation (Sofiyanti et al., 2024).

Digital leadership

Digital leadership, characterized by the use of digital resources and communications, significantly influences innovative work behavior. Digital engagement and leadership mediate the relationship between digital job resources and IWB, highlighting the importance of digital communication in fostering innovation (Zia et al., 2024). According to Ahmed et al. (2024), the perception of digital leadership also improves IWB. Leader-member exchange and learning orientation play moderating and mediating roles, respectively.

Empowering and Ethical Leadership

Empowering leadership promotes job crafting, which in turn enhances IWB. Creative self-efficacy acts as a moderator, strengthening the impact of empowering leadership on innovation (Mehboob & Haque, 2024). Furthermore, job crafting links ethical leadership to IWB, and self-leadership further enhances this relationship. This suggests that ethical leaders who encourage job crafting can significantly boost innovative behavior (Asif et al., 2023).

Visionary and transformational leadership

Visionary leadership influences IWB through knowledge sharing and employee creativity. These elements mediate the relationship, emphasizing the role of visionary leaders in fostering an innovative culture (Alobeidli et al., 2024). In addition, transformational leadership impacts innovative team behavior and green product development, with creativity serving as a mediator. This leadership style is particularly effective in promoting green innovation (Li et al., 2022).

Leadership in specific contexts

In public libraries, transformational leadership enhances the innovation climate and librarian innovative behavior, demonstrating the adaptability of leadership styles to different organizational settings (Srirahayu et al., 2023). Moreover, leadership styles significantly affect organizational culture and innovation, with industry-specific factors influencing the effectiveness of different styles (Wadhwa et al., 2024).

While leadership is a significant enabler of innovative work behavior, it is essential to consider the organizational context and the specific needs of employees. Different leadership styles may be more effective in certain environments, and the interplay between leadership, organizational culture, and employee characteristics can vary. Additionally, the role of digital resources and technology in leadership is becoming increasingly important, suggesting a shift towards more tech-savvy leadership approaches in fostering innovation.

Key Mechanisms Through Which Leadership Styles Impact Innovation Within Organizations.

Leadership styles play a crucial role in shaping an organization's innovation capabilities. Different leadership approaches influence innovation through various mechanisms, such as fostering creativity, encouraging risk-taking, and shaping organizational culture. According to several previous authors, digital engagement and digital leadership play crucial roles in mediating the relationship between digital communication and the innovative work behaviors of technological professionals (Zia et al., 2024). Alobeidli et al. (2024) also say that visionary leadership is strongly linked to both knowledge sharing and employee creativity and can help create an environment where employees are more likely to share knowledge and be creative. Additionally, digital leadership positively influences innovative work behaviors among employees. Leader-member exchange (LMX) plays a moderating role between the perception of digital leadership and learning orientation (Elshaer et al., 2024).

Furthermore, shared leadership has a positive effect on both knowledge sharing and employee innovation. Knowledge sharing was found to partially mediate the relationship between shared leadership and innovative employee behavior, while an interactive work culture was identified as a moderator that influenced the strength of this relationship (Sofiyanti et al., 2024). Moreover, paradoxical leadership (PL) impacts employees' proactive work behavior (EPWB). As a part of the relationship between PL and EPWB, perceived psychological contract fulfilment (PPCF) was found by researchers (Elshaer et al., 2024). Finally, e-leadership positively influences the development and implementation of innovative strategies in organizations. Elshaer et al. (2024) say, the link between e-leadership and strategic innovation is mediated by inter-team coordination and moderated by the ability to integrate knowledge.

Organizational Behavior Interact with Leadership Styles to Influence Employee Innovation

Organizational behaviors and leadership styles interact in complex ways to shape employee innovation. Leadership sets the tone for how employees engage with their work, while organizational behavior determines how individuals and groups respond to leadership initiatives. Several previous authors indicate that organizational culture mediates the relationship between authentic leadership and innovative work behaviors. Improved implementation of organizational culture can lead to an increase in innovative work behavior at the group level (Indrayanti & Ulfia, 2022). In addition, ethical leadership was found to have a positive relationship with employees' innovative work behavior, with this effect mediated by psychological safety and work engagement (Liu et al., 2023). Additionally, Priyankara et al. (2018) highlighted that organizational reputation plays a significant role in strengthening the connection between employee engagement and innovative work behavior.

Furthermore, Ye et al. (2021) found that knowledge sharing was identified as a key factor that regulates the relationship between innovation climate and innovation behavior, highlighting its moderating role in fostering innovative behavior within organizations. In addition, Afsar & Umrani (2020) found that transformational leadership was found to have a positive impact on employees' innovative work behavior, with motivation to learn mediating the relationship between the two. Additionally, Jung et al., (2021) revealed that leader-member exchange mediated the relationship between authentic leadership and employees' innovative behaviors, while organizational learning culture moderated this relationship.

Practical Implications of Leadership Styles in Fostering an Innovative Workforce

Different leadership styles directly impact how innovation develops within organizations. Leaders influence creativity, risk-taking, collaboration, and motivation—key components of an innovative workforce. Several previous authors indicate that shared leadership is identified as a crucial driver for innovation development, encouraging managers to adopt a collaborative bottom-up approach rather than traditional top-down management. This shift can inspire creativity among employees, and organizations are advised to implement training and mentorship initiatives to foster shared leadership, enabling employees to work together effectively towards common goals (Sofiyanti et al., 2024). Alobeidli et al. (2024) also talk about how important visionary leadership is for creating an environment where employees can share knowledge and be creative. They suggest that companies should put a high priority on developing visionary leaders to encourage employees to be more creative at work.

Furthermore, Ahmed et al. (2024) suggest that organizations should focus on enhancing digital leadership qualities among their leaders, as this perception is linked to fostering innovative work behaviors among employees. By investing in leadership development programs that emphasize digital competencies, organizations can create an atmosphere conducive to innovation. Asif et al. (2023) emphasize the importance of ethical leaders communicating a clear moral perspective to their teams, which can inspire followers to act morally and ethically. This insight can guide organizations in developing strategies, seminars, and programs aimed at cultivating ethical leadership within the workplace.

Development of a conceptual framework for the following research agenda

A conceptual framework provides a structured way to understand how leadership styles interact with organizational behavior to foster employee innovation. Previous authors indicate for future research could explore the impact of ethical leadership on employee innovative behavior in

industries beyond the service sector, such as information and communication, retail, and fashion, to understand the varying nature of workplace practices and standards (Asif et al., 2023). Additionally, future studies may consider implementing a dual-stage moderated mediation approach by incorporating dual moderators at different stages to further enhance the understanding of how ethical leadership influences job crafting and innovative work behavior (Asif et al., 2023).

Furthermore, Jawad et al. (2023) suggested for future research could explore the specific aspects of leadership support that most significantly influence innovative work behavior among female employees in NGOs, potentially identifying key leadership practices that foster creativity and engagement. Moreover, another area for future investigation could involve examining the long-term effects of employee engagement on innovative work behavior and organizational reputation, particularly in different cultural contexts within both developed and developing countries.

CONCLUSION

The study provides several important conclusions regarding the relationship between leadership styles and employees' innovative work behavior (IWB). The study highlights that transformational leadership is the most effective style in fostering employee IWB. This style encourages creativity and innovation by inspiring and motivating employees to exceed their own expectations. Alongside transformational leadership, participative leadership also plays a significant role in enhancing IWB. This style involves employees in decision-making processes, which can lead to increased engagement and innovative contributions.

The study found that transactional leadership has a mixed impact on IWB. Its effectiveness can vary depending on the organizational context and the level of autonomy granted to employees. In some cases, it may support innovation, while in others, it may hinder it. The findings suggest that organizational culture is a critical factor that influences the relationship between leadership styles and IWB. A culture that promotes risk-taking and knowledge sharing is essential for maximizing the positive effects of leadership on innovation.

The authors emphasize the necessity for further research to explore the moderating role of organizational culture and industry-specific variables. This could provide deeper insights into how different contexts affect the relationship between leadership styles and IWB. In addition, the study contributes to both theoretical frameworks and practical applications by offering insights that can inform leadership development programs and organizational policies aimed at fostering innovation.

References

- Abid, K. S., Rafique, N., & Raza, M. (2023). Leadership Styles Impacting Innovative Work Behavior with Moderating Role of Job Satisfaction. *Journal of Management Sciences*, 10(1), 41-56. <https://doi.org/10.20547/jms.2014.2310103>
- Afsar, B., & Umrani, W. A. (2020). Transformational leadership and innovative work behavior: The role of motivation to learn, task complexity and innovation climate. *European Journal of Innovation Management*, 23(3), 402-428. <https://doi.org/10.1108/EJIM-12-2018-0257>
- Ahmed, F., Naqshbandi, M. M., Waheed, M., & Ain, N. ul. (2024). Digital leadership and innovative work behavior: impact of LMX, learning orientation and innovation capabilities. *Management Decision*. <https://doi.org/10.1108/MD-04-2023-0654>

- Ahmed, F., Naqshbandi, M. M., Kaur, S., & Ng, B. (2018). Roles of leadership styles and relationship-based employee governance in open service innovation. *Leadership & Organization Development Journal*, 39(3), 353-374. <https://doi.org/10.4236/ojl.2016.52004>
- Akbari, M., Bagheri, A., Imani, S., & Asadnezhad, M. (2021). Does entrepreneurial leadership encourage innovation work behavior? The mediating role of creative self-efficacy and support for innovation. *European Journal of Innovation Management*, 24(1), 1-22. <https://doi.org/10.1108/EJIM-10-2019-0283>
- Al Hawamdeh, N. A. (2022). Exploring the Nexus Between Knowledge-Oriented Leadership and Employees' Innovative Behaviour in SMEs: The Moderating Role of Organisational Learning Culture. *International Journal of Academic Research in Business and Social Sciences*, 12(7). <http://dx.doi.org/10.6007/IJARBS/v12-i7/14275>
- Alghamdi, F. (2018). Ambidextrous leadership, ambidextrous employee, and the interaction between ambidextrous leadership and employee innovative performance. *Journal of Innovation and Entrepreneurship*, 7(1), 1-14. <https://doi.org/10.1186/s13731-018-0081-8>
- Alhashedi, A. A. A., Bardai, B., Al-Dubai, M. M. M., & Alaghbari, M. A. (2021). Organizational Citizenship Behavior Role in Mediating the Effect of Transformational Leadership on Organizational Performance in Gold Industry of Saudi Arabia. *Business: Theory and Practice*, 22(1), 39-54.
- Almazrouei, S., Bani-Melhem, S., & Mohd Shamsudin, F. (2023). How having job impact leads to employee innovative behavior: A moderated mediation model of servant leadership and work meaningfulness. *International Journal of Public Sector Management*, 36(4/5), 382-403. <https://doi.org/10.1108/IJPSM-11-2022-0254>
- Alobeidli, S. Y., Ahmad, S. Z., & Jabeen, F. (2024). Mediating effects of knowledge sharing and employee creativity on the relationship between visionary leadership and innovative work behavior. *Management Research Review*. <https://doi.org/10.1108/MRR-02-2023-0144>
- Alsolami, H. A., Cheng, K. T. G., & Twalh, A. A. M. I. (2016). Revisiting Innovation Leadership. *Open Journal of Leadership*, 05(02), 31-38. <https://doi.org/10.4236/ojl.2016.52004>
- Alwahhabi, N., Dukhaykh, S., & Alonazi, W. B. (2023). Thriving at Work as A Mediator of the Relationship Between Transformational Leadership and Innovative Work Behavior. *Sustainability*, 15(15), 11540. <https://doi.org/10.3390/su151511540>
- Amidi, H., Samadi, M., Honarvar, H., & Soleymani, N. (2021). Studying the impact of Leadership Style on Organizational Culture in New Agencies Under the Ministry of Culture and Islamic Guidance. *International Journal of Economics and Business Administration*, IX (Issue 3), 64-78.
- Asif, M., Hussain, M. A., Humayun, S., Awais, M., & Li, M. (2023). Investigating the Role of Ethical Leadership on Employee Innovativeness through Bottom-Up Job Redesigning: Self-Leadership as a Catalyst. *Sustainability*, 15(9), 7190. <https://doi.org/10.3390/su15097190>
- Boeske, J., & Murray, P. A. (2022). The intellectual domains of sustainability leadership in SMEs. *Sustainability*, 14(4), 1978. <https://doi.org/10.3390/su14041978>
- Ding, T., Qi, Z., & Yang, J. (2023). For the Organization is for Oneself: Impact of Platform Leadership on Harmonious Innovation Passion of New-Generation Employees. *Journal of Organizational Change Management*, 36(6), 985-1009. <https://doi.org/10.1108/JOCM-04-2023-0116>
- Elsetouhi, A., Elbaz, A. M., & Soliman, M. (2022). Participative leadership and its impact on employee innovative behavior through employee voice in tourism SMEs: The moderating role of job autonomy. *Tourism and Hospitality Research*, 23(3), 406-419.

<https://doi.org/10.1177/14673584221119371>

- Elshaer, I., Azazz, A. M., Abdulaziz, T. A., & Fayyad, S. (2024). Paradoxical Leadership and Employee Proactive Work Behavior: Exploring the Mediating Role of Perceived Psychological Contract Fulfillment. *F1000Research*, 13, 622. DOI: [10.12688/f1000research.144963.2](https://doi.org/10.12688/f1000research.144963.2)
- Hakimian, F., Farid, H., Ismail, M. N., & Nair, P. (2016). Importance of Commitment in Encouraging Employees' Innovative Behaviour. *Asia-Pacific Journal of Business Administration*, 8(1), 70-83. <https://doi.org/10.1108/APJBA-06-2015-0054>
- Hallinger, P., & Suriyankietkaew, S. (2018). Science mapping of the knowledge base on sustainable leadership, 1990–2018. *Sustainability*, 10(12), 4846. <https://doi.org/10.3390/su10124846>
- Hao, S. (2024). Leadership Style Employee Job Satisfaction and Organizational Culture: Basis for Employee Innovation Behavior Framework. *International Journal of Research Studies in Management*, 12(2). <https://doi.org/10.5861/ijrsm.2024.1025>
- Hassan, Y., Pandey, J., Majumdarr, S., Pereira, V., Behl, A., & Bazal-Shoham, O. (2024). Examining the impact of e-leadership on strategic innovation at work: a moderated-mediation model. *The Journal of Technology Transfer*, 1-19. <https://doi.org/10.1007/s10961-024-10108-3>
- Helmy, I., Azizah, S. N., Purnomo, J., & Fitriani, N. (2023). The Effect of Ttransformational Leadership on Innovative Work Behavior in SMEs: Test of A Mediating Model. *Journal of International Conference Proceedings*, 6(1), 153-164.
- Holten, A. and Brenner, S. O. (2015). Leadership Style and The Process of Organizational Change. *Leadership & Organization Development Journal*, 36(1), 2-16. <http://dx.doi.org/10.1108/LODJ-11-2012-0155>
- Hudaya, A., & Sugiharjo, R. J. (2024). Building Performance Through Work Discipline Influenced by Work Environment and Compensation. *Journal of Sustainable Economic and Business*, 1(3), 125-135. <https://doi.org/10.70550/joseb.v1i3.15>
- Hughes, D. J., Lee, A., Tian, A. W., Newman, A., & Legood, A. (2018). Leadership, Creativity, and Innovation: A Critical Review and Practical Recommendations. *The Leadership Quarterly*, 29(5), 549-569. <https://doi.org/10.1016/j.leaqua.2018.03.001>
- Indrayanti, N. U. (2022). Authentic leadership and innovative work behavior through organizational culture: A study in Indonesian state-owned enterprises. *F1000Research*, 11, 1243. <https://doi.org/10.12688/f1000research.126559.1>
- Iqbal, Q., & Ahmad, N. H. (2021). Sustainable development: The colors of sustainable leadership in learning organization. *Sustainable Development*, 29(1), 108–119. <https://doi.org/10.1002/sd.2135>
- Javed, B., Fatima, T., Khan, A. K., & Bashir, S. (2020). Impact of Inclusive Leadership on Innovative Work Behavior: The Role of Creative Self-Efficacy. *The Journal of Creative Behavior*, 55(3), 769-782. <https://doi.org/10.1002/jocb.487>
- Jawad, M., Naz, M., & Rizwan, S. (2023). Leadership support, innovative work behavior, employee work engagement, and corporate reputation: Examining the effect of female in not government organizations. *Corporate Social Responsibility and Environmental Management*, 30(2), 708–719. <https://doi.org/10.1002/csr.2383>
- Jung, H. S., Song, M. K., & Yoon, H. H. (2021). The effects of workplace loneliness on work engagement and organizational commitment: moderating roles of leader-member exchange and coworker exchange. *Sustainability*, 13(2), 948. <https://doi.org/10.3390/su13020948>

- Jyoti, J. and Dev, M. (2015). The Impact of Transformational Leadership on Employee Creativity: The Role of Learning Orientation. *Journal of Asia Business Studies*, 9(1), 78-98. <https://doi.org/10.1108/JABS-03-2014-0022>
- Labrague, L. J. and Toquero, L. M. (2023). Leadership Styles and Nurses' Innovative Behaviors. *JONA: The Journal of Nursing Administration*, 53(10), 547-553. <https://doi.org/10.1097/NNA.0000000000001332>
- Li, L., Huang, G., & Yan, Y. (2022). Coaching leadership and employees' deviant innovation behavior: Mediation and chain mediation of interactional justice and organizational identification. *Psychology Research and Behavior Management*, 3861-3874. <https://doi.org/10.2147/PRBM.S381968>
- Liu, X., Huang, Y.-R., Kim, J., & Na, S. (2023). How Ethical Leadership Cultivates Innovative Work Behaviors in Employees? Psychological Safety, Work Engagement and Openness to Experience. *Sustainability*, 15(4), 3452. 452; <https://doi.org/10.3390/su15043452>
- Lumbanraja, P., Sadalia, I., & Silalahi, A. S. (2020). Transformational Leadership, Psychological Empowerment, and Innovative Work Behavior of Frontline Employees in the Public Sectors: Empirical Evidence from North Sumatera, Indonesia. *Journal of International Conference Proceedings*, 3(4), 1-9. <https://doi.org/10.32535/jicp.v3i4.1004>
- Mehboob, F., & Haque, R. (2024). Empowering innovative work behaviors: unfolding the contextual, personal and behavioral spectrum. *Journal of Asia Business Studies*, 18(4), 1114-1132. <https://doi.org/10.1108/JABS-09-2023-0380>
- Muksoud, N. A. E., Metwally, F. G., & Ata, A. (2022). Leadership behaviors and innovative work behaviors among nurses. *Zagazig Nursing Journal*, 18(2), 1-14..
- Prasad, B. and Junni, P. (2016). CEO Transformational and Transactional Leadership and Organizational Innovation. *Management Decision*, 54(7), 1542-1568. <https://doi.org/10.1108/MD-11-2014-0651>
- Priyankara, H. P. R., Luo, F., Saeed, A., Nubuor, S. A., & Jayasuriya, M. P. F. (2018). How does leader's support for environment promote organizational citizenship behaviour for environment? A multi-theory perspective. *Sustainability*, 10(1), 271. <https://doi.org/10.3390/su10010271>
- Qi, L., Liu, B., Wei, X., & Hu, Y. (2019). Impact of inclusive leadership on employee innovative behavior: Perceived organizational support as a mediator. *PloS one*, 14(2), e0212091. <https://doi.org/10.1371/journal.pone.0212091>
- Ramli, M., Sentot, B. J., Yuliantini, T., & Hasyim. (2024). Acceptability of Medical Device Maintenance Management in Hospital Service Industry Based on the Diffusion of Innovation Theory. *Journal of Sustainable Economic and Business*, 1(2), 66-83. <https://doi.org/10.70550/joseb.v1i2.7>
- Rao Jada, U., Mukhopadhyay, S., & Titiyal, R. (2019). Empowering leadership and innovative work behavior: a moderated mediation examination. *Journal of Knowledge Management*, 23(5), 915-930. <https://doi.org/10.1108/JKM-08-2018-0533>
- Rashwan, K. A. and Ghaly, M. (2022). The Effect of Transformational, Transactional and Authentic Leadership on Innovation: The Mediating Role of organizational culture. *Consumer Behavior in Tourism and Hospitality*, 17(4), 561-575. <https://doi.org/10.1108/CBTH-09-2021-0216>
- Sari, L. W., & Soelton, M. (2024). Implementing Green Transformational Leadership to improve the Green HR Practices and Green Employee Behavior to provide Sustainable

- Organizational Performance. *Journal of Sustainable Economic and Business*, 1(3), 153-166. <https://doi.org/10.70550/joseb.v1i3.13>
- Supriyadi, & Soelton, M. (2024). Implementing of Religiosity and Emotional Intelligence Towards Educational Sustainability on Teacher Performance. *Journal of Sustainable Economic and Business*, 1(3), 136-152. <https://doi.org/10.70550/joseb.v1i3.8>
- Soelton, M., Nurullah, T. M. F., Yuliantini, T., Anah, S., Paijan, & Kuswibowo, C. (2024). Conceptualizing Organizational Commitment and Knowledge Sharing on Organizational Citizenship Behavior: Property Industries Case. *Journal of Sustainable Economic and Business*, 1(1), 23-36. <https://doi.org/10.70550/joseb.v1i1.2>
- Sofiyanti, N., Rabiatul Adawiyah, W., & Darmawati, D. (2024). Local Ventures' Shared Leadership Persuasion: How Knowledge Sharing and Interactive Work Culture Influence Employees' Innovation. *ABAC Journal*, 44(4). <https://doi.org/10.59865/abacj.2024.48>
- Srirahayu, D. P., Sridadi, A. R., & Ekowati, D. (2024). Leadership as an Enabler of Innovation Climate and Innovative Work Behavior in Indonesia's Public Libraries. *Public Library Quarterly*, 43(2), 260-282. <https://doi.org/10.1080/01616846.2023.226286>
- Sulantara, I. M., Mareni, P. K., Sapta, I. K. S., & Suryani, N. K. (2020). The Effect of Leadership Style and Competence on Employee Performance. *European Journal of Business and Management Research*, 5(5). <https://doi.org/10.24018/ejbmr.2020.5.5.494>
- Tung, F. (2016). Does Transformational, Ambidextrous, Transactional Leadership Promote Employee Creativity? mediating effects of empowerment and promotion focus. *International Journal of Manpower*, 37(8), 1250-1263. <https://doi.org/10.1108/IJM-09-2014-0177>
- Vermeulen, M., Kreijns, K., & Evers, A. T. (2022). Transformational leadership, leader–member exchange and school learning climate: Impact on teachers' innovative behaviour in the Netherlands. *Educational Management Administration & Leadership*, 50(3), 491-510. <https://doi.org/10.1177/1741143220932582>
- Wadhwa, S., Wadhwa, P., & Khalique, F. (2024). Explorative Study on Understanding the Human-Centred Design to Nurture the Employee Experience. In *Humanizing Businesses for a Better World of Work* (pp. 109-126). Emerald Publishing Limited. <https://doi.org/10.1108/978-1-83797-332-320241008>
- Wang, G., Saher, L., Tang, H., Ali, A., & Amin, M. W. (2024). Unlocking employee innovative behavior: the role of humble leadership, core self-evaluation, and leader-member exchange. *BMC Psychology*, 12(1). <https://doi.org/10.1186/s40359-024-01668-y>
- Wang, H., Chen, M., & Li, X. (2021). Moderating multiple mediation model of the impact of inclusive leadership on employee innovative behavior. *Frontiers in Psychology*, 12, 666477. <https://doi.org/10.3389/fpsyg.2021.666477>
- Wang, Y., Chin, T., Caputo, F., & Liu, H. (2022). How Supportive Leadership Promotes Employee Innovation under Uncertainty: Evidence from Chinese E-Commerce Industry. *Sustainability*, 14(12), 7491. 91; <https://doi.org/10.3390/su14127491>
- Wang, Y., Yang, Y., Wang, Y., Su, D., Li, S., Zhang, T., ... & Li, H. (2019). The Mediating Role of Inclusive Leadership: Work Engagement and Innovative Behaviour Among Chinese Head Nurses. *Journal of Nursing Management*, 27(4), 688-696. <https://doi.org/10.1111/jonm.12754>
- Wang, Z., Sun, C., & Cai, S. (2020). How exploitative leadership influences employee innovative behavior: the mediating role of relational attachment and moderating role of high-performance work systems. *Leadership & Organization Development Journal*, 42(2), 233–248. <https://doi.org/10.1108/LODJ-05->

- Yang, J., Chang, M., Chen, Z., Zhou, L., & Zhang, J. (2020). The Chain Mediation Effect of Spiritual leadership on Employees' Innovative Behavior. *Leadership & Organization Development Journal*, 42(1), 114-129. <https://doi.org/10.1108/LODJ-10-2019-0442>
- Yating, L., Anuar bin Arshad, M., & Mengjiao, Z. (2024). A Review of the Impact of Leadership Styles on Employee Innovation Performance. *International Journal of Academic Research in Business and Social Sciences*, 14(1). <http://dx.doi.org/10.6007/IJARBSS/v14-i1/20050>
- Ye, P., Liu, L., & Tan, J. (2021). Influence of knowledge sharing, innovation passion and absorptive capacity on innovation behaviour in China. *Journal of Organizational Change Management*, 34(5), 894-916. <https://doi.org/10.1108/JOCM-08-2020-0237>
- Zhang, G. and Zhao, W. (2023). The Impact of Inclusive Leadership on Employees' Innovative Behavior – An Intermediary Model with Moderation. *Leadership & Organization Development Journal*, 45(1), 64-81. <https://doi.org/10.1108/LODJ-06-2023-0287>
- Zia, A., Memon, M. A., Mirza, M. Z., Iqbal, Y. M. J., & Tariq, A. (2024). Digital job resources, digital engagement, digital leadership, and innovative work behaviour: a serial mediation model. *European Journal of Innovation Management*. <https://doi.org/10.1108/EJIM-04-2023-0311>

Appendix 1

Table 2. Authors, Leadership Style, Variables, Key Findings and Implication

Author (years)	Title	Variables	Key Findings	Implication
Zia et al. (2024)	Digital job resources, digital engagement, digital leadership , and innovative work behavior: a serial mediation model	Digital job resources, Digital engagement, Digital leadership, and Innovative work behavior	The interaction between innovative work behavior of technological professionals and digital communication is mediated by digital engagement and leadership.	Organizations should focus on enhancing digital communication strategies to foster higher levels of employee engagement, which in turn can lead to improved innovative work behavior.
Alobeidli et al. (2024).	Mediating effects of knowledge sharing and employee creativity on the relationship between visionary leadership and innovative work behavior.	Knowledge sharing, Employee creativity, Visionary leadership, Innovative work behavior.	Both information sharing and employee creativity are significantly positively correlated with visionary leadership, which can successfully cultivate an atmosphere that encourages knowledge sharing and boosts employee creativity.	Organizations should prioritize the development of visionary leaders to enhance innovative work behavior among employees.
Ahmed et al. (2018)	Digital leadership and innovative work behavior: impact of LMX, learning orientation and innovation capabilities.	Digital leadership, Innovative work behavior, LMX, Learning orientation, Innovation capabilities.	Employees' innovative work behavior are positively impacted by their view of digital leadership. Learning orientation and the perception of digital leadership are moderated by leader-member exchange (LMX).	Organizations should prioritize building trust and communication between leaders and team members to enhance learning opportunities and innovation capabilities within the workforce.
Sofiyanti et al. (2024).	Local Ventures' Shared Leadership Persuasion: How Knowledge Sharing and Interactive Work Culture Influence Employees' Innovation.	Shared Leadership, Knowledge Sharing, Interactive Work Culture, Employees' Innovation.	Employee innovation and knowledge sharing are both positively impacted by shared leadership. An interactive work culture was found to be a moderator that affects the strength of the association between shared leadership and employee innovative behaviour, while knowledge sharing was found to partially moderate this relationship.	By cultivating a culture of shared leadership, organizations can enhance knowledge sharing among team members, which in turn boosts employee creativity and performance. Managers are encouraged to focus on hiring individuals with high knowledge levels and a willingness to share,

Author (years)	Title	Variables	Key Findings	Implication
Elshaer et al. (2024).	Paradoxical Leadership and Employee Proactive Work Behavior: Exploring the Mediating Role of Perceived Psychological Contract Fulfillment.	Paradoxical Leadership, Employee Proactive, Work Behavior, Perceived psychological contract fulfillment.	Employees' proactive work behaviour (EPWB) is impacted by paradoxical leadership (PL). The association between PL and EPWB was found to be somewhat mediated by perceived psychological contract fulfilment (PPCF).	The study suggests that leaders within the hotel and tourism sector should prioritize enhancing perceived psycho-logical contract fulfillment (PPCF) among employees. By employing paradoxical leadership practices, organizations can cultivate proactive work behavior among their workforce.
G. Wang et al. (2024).	Unlocking employee innovative behavior: the role of humble leadership , core self-evaluation, and leader-member exchange.	Innovative behavior, Humble leadership, Core self-evaluation, Leader-member exchange.	According to the research, LMX mediates the association between followers' inventive behaviour and modest leadership, and this mediation is enhanced when followers' CSE levels are lower.	Organizations are encouraged to implement strategies aimed at increasing followers' CSE, as higher CSE is associated with greater receptiveness to humble leadership and enhanced innovative behavior.
Hassan et al. (2024).	Examining the impact of e-leadership on strategic innovation at work: a moderated-mediation model.	E-leadership, Innovative strategies, Inter-team coordination, Knowledge integration capability	Innovative strategy formulation and implementation within organisations are positively impacted by e-leadership. The relationship between e-leadership and strategic innovation is mediated by inter-team collaboration and moderated by knowledge integration competence.	Firms should invest in inter-team coordination through regular meetings and team-building activities to address dependency issues and improve collaboration. Organizations should transition their managers to e-leadership roles by equipping them with essential skill sets and training.
Y. Wang et al. (2022).	How Supportive Leadership Promotes Employee Innovation under Uncertainty: Evidence from Chinese E-Commerce Industry.	Supportive Leadership, Employee Innovation, Career sustainability	Employee innovative behaviour (IB) and supportive leadership (SL) are positively correlated, and this link is entirely mediated by employees' perceptions of career sustainability (CS).	Organizations should focus on fostering a positive leadership style that can help employees feel secure in their careers, which in turn promotes their innovative behavior
Li et al. (2022).	Coaching Leadership and Employees' Deviant Innovation Behavior: Mediation and Chain Mediation of Interactional Justice and Organizational Identification.	Coaching Leadership, Employees' Deviant Innovation Behavior, Interactional Justice,	Through the mediation of interactional justice and organisational identification, coaching leadership can either directly or indirectly increase employees' deviant innovation behaviour. This suggests that a supportive leadership style creates an environment that	Organizations should consider implementing coaching leadership styles to enhance employee interaction and communication, ultimately transforming

Author (years)	Title	Variables	Key Findings	Implication
		Organizational Identification.	is favourable for innovative behaviours that may deviate from the norm.	individual employee perspectives to align with organizational goals.
Qi et al. (2019).	Impact of inclusive leadership on employee innovative behavior: Perceived organizational support as a mediator	Inclusive leadership, Employee innovative behavior, Perceived organizational support	Inclusive leadership has a significantly positive impact on perceived organizational support (POS) and employee innovative behavior. Perceived organizational support (POS) is positively related to employee innovative behavior and partially mediates the relationship between inclusive leadership and employee innovative behavior.	Managers should develop skills of inclusive leadership to encourage employee innovative behavior, as inclusive leadership has been shown to promote creativity and innovation by tolerating deviations from conventional practices.
Vermeulen et al. (2022)	Transformational leadership , leader-member exchange and school learning climate: Impact on teachers' innovative behavior in the Netherlands.	Transformational leadership, Leader-member exchange, School learning climate, Teachers' innovative behavior.	Transformational leadership and leader-member exchange have a positive impact on teachers' innovative behavior. The school learning climate also plays a significant role in influencing teachers' innovative behavior.	The paper highlights the significance of transformational leadership in fostering a positive school learning climate, which can enhance teachers' innovative behavior, ultimately improving the quality of teaching in the knowledge society.
Alghamdi (2018).	Ambidextrous leadership , ambidextrous employee, and the interaction between ambidextrous leadership and employee innovative performance.	Ambidextrous leadership, Ambidextrous employee, Employee innovative performance.	Leader opening behavior positively predicted employee exploration behavior, while leader closing behavior positively predicted employee exploitation behavior. Both relationships supporting the ambidexterity theory of leadership for innovation.	Organizations should cultivate a culture of innovation where leadership encourages both exploration and exploitation behaviors among employees to enhance innovative performance.
Almazrouei et al. (2023)	How having job impact leads to employee innovative behavior: a moderated mediation model of servant leadership and work meaningfulness.	Job impact, Employee innovative behavior, Servant leadership, Work meaningfulness.	Job impact (JI) significantly enhances employee innovative work behavior (IWB), with work meaningfulness (WM) serving as a mediator in this relationship. Servant leadership (SL) strengthens the relationship between JI and IWB via WM.	Organizations, particularly in the public sector, can benefit from fostering SL practices among supervisors to create an environment that encourages employees to engage in innovative behaviors.
Liu et al. (2023).	How Ethical Leadership Cultivates Innovative Work Behaviors in Employees? Psychological Safety, Work	Ethical Leadership, Innovative Work Behaviors, Psychological Safety, Work	Ethical leadership have a positive relationship with employees' innovative work behavior, with being mediated by psychological safety and work engagement. Openness to	Organizations should focus on cultivating ethical leadership practices, as these behaviors can enhance psychological safety and work

Author (years)	Title	Variables	Key Findings	Implication
	Engagement and Openness to Experience.	Engagement, Openness to Experience.	experience plays a moderating role in the relationship between work engagement and employees' innovative work behavior.	engagement, ultimately leading to increased innovation within the workforce.
Wang et al. (2021).	How exploitative leadership influences employee innovative behavior: the mediating role of relational attachment and moderating role of high-performance work systems.	Exploitative leadership, Employee innovative behavior, Relational attachment, High-performance work systems.	Exploitative leadership have a negative impact on employee innovative behavior. High-performance work systems (HPWS) positively moderate the relationship between exploitative leadership and relational attachment, as well as moderates the mediating mechanism from exploitative leadership to employee innovative behavior.	Organizations should take proactive measures to prevent exploitative leadership, as it has been shown to negatively impact employee innovative behavior. This suggests that fostering a supportive leadership style is crucial for enhancing creativity and innovation within teams.
Akbari et al. (2021).	Does entrepreneurial leadership encourage innovation work behavior? The mediating role of creative self-efficacy and support for innovation.	Entrepreneurial leadership, Innovation work behavior, Creative self-efficacy, Support for innovation.	Entrepreneurial leadership has a significant and positive impact on the innovation work behavior (IWB). Employees' creative self-efficacy and leaders' support for innovation play a mediating role in the relationship between entrepreneurial leadership and IWB.	Entrepreneurial leadership can foster innovation work behavior (IWB) among employees in high technology SMEs, suggesting that leaders should adopt entrepreneurial leadership styles to enhance their employees' innovative.
Rao Jada et al. (2019).	Empowering leadership and innovative work behavior: a moderated mediation examination.	Empowering leadership, Innovative work behavior, Knowledge sharing, Clarity	Empowering leadership positively impacts employees' innovative work behavior by encouraging knowledge sharing among the members. Role clarity moderates the relationship between empowering leadership and knowledge sharing.	Findings of the study can be utilized by leaders for promoting innovative work behavior in the organization, which has been identified as a key to organizational growth and development.
Indrayanti & Ulfia, (2022)	Authentic leadership and innovative work behavior through organizational culture: A study in Indonesian state-owned enterprises.	Authentic leadership, Innovative work behavior, Organizational culture.	Organizational culture mediated the relationship between authentic leadership and innovative work behavior. To improve the implementation of organizational culture, leading to an increase in innovative work behavior at the group level.	Authentic leadership can enhance employees' innovative work behavior. When leaders demonstrate authenticity, sincerity, and transparency in their interactions, it fosters a positive work environment that encourages employees to engage in innovative behaviors.

Author (years)	Title	Variables	Key Findings	Implication
Elsetouhi et al. (2023).	Participative leadership and its impact on employee innovative behavior through employee voice in tourism SMEs: The moderating role of job autonomy.	Participative leadership, Employee innovative behavior, Employee voice, Job autonomy.	Participative leadership significantly influences both employee voice behavior and innovative behavior among frontline employees in tourism SMEs. When leaders involve employees in decision-making, it enhances their willingness to express ideas and contribute to innovation.	Tourism SMEs managers should adopt participative leadership styles to enhance both employee voice behavior and innovative behavior, as this leadership approach significantly influences these outcomes among frontline employees.