

## Effect of Transformational Leadership Style on Innovative Work Behaviour of Employees

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### Abstract

The importance of innovation within organizations has subsequently led to the identification of effective leadership as a significant factor. Empirical findings over the years have revealed that there is a positive relationship between transformational leadership and innovation. This study focuses on the effect of transformational leadership on innovative behavior of employees. The quantitative approach was used and questionnaires were issued to employees of TV3 Network Limited, generating a dataset of 70 respondents. The findings unearthed that there is a positive effect of transformational leadership on innovative work behavior of employees. The researchers recommended that the superiors of the organization should give ample attention to the four components (idealize influences, intellectual stimulation, individualized consideration, inspirational motivation) of transformational leadership style.

**Keywords:** Transformational Leadership, Employees, Innovation and work behaviour.

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### I. Introduction

The constantly evolving competitive global market place has resulted in many businesses seeking a plethora of solutions to obtain a competitive edge over their competitors. Actualities in the market such as rapid technological advancement, changing organizational models, customers' easy access to information, suppliers placing a premium on time-to-market, product diversity and cost/quality ratios, have compelled many businesses to intensify the quality dimension of their products thereby amounting to the necessity for continuous innovation of products and internal processes (Yukl, 2002).

Studies undertaken have shown that some of the core factors underpinning organizational survival and competitive advantage are the creativity and innovative work behavior of employees (Drazin & Schoonhoven, 1996). Organizations such as TV3 Network Limited, the focal point of this study, stand to gain immensely from the creativity and innovative work behavior of their employees; consequential impacts of such gains may be increased viewership, higher advertising revenues and improved overall performance. Creativity is the generation of novel ideas that might meet the perceived needs of an organization (Daft & Marcic, 2011). Recent research on creativity suggests that the generation of creative ideas by employees depends on individual characteristics as well as their perceptions of the work environment (Amabile et al, 1996); the application of these creative ideas result in innovative work behaviour. According to West and Farr (1990), innovative work behaviour is the deliberate introduction and application of ideas, processes, products or procedures within an organization. Innovative work behaviour is a multi-stage process which involves problem recognition, creative thinking, advocacy and screening, experimentation, commercialization, and diffusion and implementation (Neese, 2015). The notion of innovation is entrenched in the contributions of flexible and open-minded individuals (Woodman, Sawyer & Griffin, 1993). Creativity is thus seen as the formation of ideas, and innovation, as the implementation of ideas (Mumford & Gustafson, 1988).

Innovative work behavior is key in every organization that seeks to outperform its competitors. However, how leadership impacts and moulds the innovative work behavior of employees holds the promise of gaining a competitive edge. An important question for leadership research and practice is how leadership may stimulate employees' innovative work behavior (Pieterse, Knippenberg, Schippers & Stam, 2008). For the purpose of this research, the concept of leadership will be construed as transformational leadership since it is the type of leadership mostly associated with stimulating creative thinking in followers or employees (Gumusluoglu & Ilsev, 2009). Transformational leadership is defined as a style of leadership that causes followers to rise above their self-interest by altering their morale, ideals, interests, and values, motivating them to perform better than initially expected (Yukl, 1999). Bass (1985) defined a transformational leader as one who motivates followers to do more than they are originally expected to do. Transformational leadership consists of several components such as the leader serving as a role model and sacrificing self-gain for collective gain, thereby stimulating

followers to do the same (Pieterse, Knippenberg, Schippers&Stam, 2008). Transformational leadership brings about intellectual stimulation by encouraging employees to question the status quo and also provides support for the individual development needs of employees. However, recent studies show inconsistency in the findings on the effect of transformational leadership on employees' innovative work behavior; whereas some findings show positive relationships, others point to negative relationships (Coelho, Augusto & Lages, 2011).

## **II. Literature Review**

### **2.1 Conceptual Clarification**

#### **2.1.1 Concept of Leadership**

To Barnard (1938), leadership can be defined in various ways; however its basic concept consists of the ability to influence people, to motivate them to serve a common purpose and fulfill the functions necessary for successful group actions. Myles Monroe (2007) defined leadership as the capacity to influence others through inspiration motivated by passion, generated by vision, produced by a conviction, ignited by a purpose. According to Yukl and Van Fleets (1992), leadership is the ability to guide a group towards the achievement of goals. Leadership has been studied in various ways, depending on the researcher's methodological preferences and definition of leadership (Chen, 2002).

#### **2.1.2 History of Leadership**

Since the dawn of man, leadership has been a topic of interest. However, leadership management studies began in the early twentieth century. The publications, *Leadership: Theory & Practice* by Peter Northouse PhD and *Leadership in Organizations* by Dr. Gary Yukl contributed greatly to understanding of leadership behaviors within organizations. The Great man and Trait theories were the focus of leadership studies in the early part of the twentieth century. The Great man theory proposes that some men are born leaders and these men take up those positions when crises arise (Neese, 2015). Trait theory also proposes that only those with inborn characteristics for leadership will be successful leaders. The search at that time was to obtain the right combination of characteristics which would have led to effective leadership in organizations.

#### **a. Theoretical Foundation**

Over the years, a number of leadership theories have been propounded; foremost amongst these are Trait Theory, Behavioral Theory, Contingency Theory, Transactional Theory and Transformational Theory.

#### **2.2.1 Trait Theory**

The trait theory of leadership attempts to answer why some people are good leaders and others are not. The trait theory can be traced back to the nineteenth century, when a man called Thomas Carlyle used such understanding to identify the talents, skills and characteristics of men who raised to power (Avery, Zhang, Avolio&Kruegar, 2007). The trait leadership theory holds that people are born with certain qualities that make them excel in various leadership roles. From studies, certain characteristics such as creativity, tenacity, confidence, honesty, integrity, sense of responsibility, intelligence, and other values can place anyone in the position of a good leader (Judge and Bono, 2004). The trait theory sees these characteristics as innate, that is to say people with these qualities are born with it. The trait theory mainly deals with analyzing physical, mental and social characteristics in order to acquire more understanding of characteristics that are common among leaders (Hogan and Hogan, 2001).

#### **2.2.2 Behavioral Theory**

Converse to the trait theorists, the behavioral theorist brought forth a new perspective, focusing on the behaviors of the leaders as opposed to their mental, physical or social characteristics. Behavioral theories of leadership are classified as such because they focus on the study of specific behaviors of a leader. For behavioral theorists, a leader's behavior is the best predictor of his/her leadership influence and leadership success. From research made by a group of students from Ohio State University (1940s), they identified two types of behavioral leaders. These are task oriented leaders and people oriented behavioral leaders. Task oriented leaders focus their behavior on organizational structure, operating procedures and usually like to keep control, while people oriented behavioral leaders focus their behavior on ensuring that the inner needs of the people are satisfied. Thus they seek to motivate their staff through emphasizing human relations. Leaders' different patterns of behaviour are observed and classified as 'styles of leadership' objectives (Reuver, Van Engen, Vinkenbug& Wilson 2008). With the emergence of psychometrics, notably the factor analysis, researchers were able to measure the cause and effect relationship of certain human behaviors from leaders.

#### **2.2.3 Transactional Theory**

Transactional leadership theory was first described by Max Weber in 1947 and then by Bass in 1981. The style is most often used by managers as it focuses on the management process of controlling, organizing

and short term planning. The famous examples of leaders who have used transactional techniques include McCarthy and Charles de Gaulle. Transactional theories or exchange theories are characterized by a transaction between leaders and their followers. The theory values a mutually beneficial relationship. For the transactional leadership theories to be effective, the leader must figure out a means to adequately reward or punish his follower based on tasks performed.

#### **2.2.4 Transformational Theory**

The Transformational theory of leadership describes processes by which a person interacts with others and is able to create a solid relationship that results in a high percentage of trust, that will later result in an increase of motivation, both intrinsic and extrinsic, in both leaders and followers. The importance of transformational theories is that leaders transform their followers through their inspirational nature and charismatic personalities. Rules and regulations are flexible and guided by group norms. These attributes provide a sense of belonging for the followers as they can easily identify with the leader and his or her purpose. Per the study to be undertaken, the most appropriate theory to be used for the study is that of transformational leadership theory.

In the current competitive global market, innovative behavior of employees is key to the survival of organizations. However, employee innovative behavior is highly affected by the leadership style that the leaders in an organization have adopted. According to Jung, Chow and Wu (2003), there is a direct positive relationship that exists between transformational leadership style and organizational innovation. A transformational leader has the ability to influence followers by linking their self – concept to the objectives of the organization. This will lead to followers becoming self – expressive which will translate into the expression of greater willingness to contribute to overall group objectives (Reuver, Van Engen, Vinkenbug & Wilson 2008). According to Bass (1985), transformational leaders articulate and present a clear vision, demonstrating enthusiasm and passion for the vision and inspire and motivate employees to work hard to obtain that vision. Transformational leadership requires a leader to inspire others and create a collective vision (Burns, 1978). Transformational leadership is therefore a leadership style that generally enables employees to feel important and give out their best. Oldham and Cummings (1996) also found that employees produced more creative work when they were supervised in a supportive, non-controlling manner.

#### **b. Empirical Review**

Kroes (2015) conducted a research on “the relationship between transformational leadership style and innovative work behaviour: the role of self-efficacy and the effect of perceived organizational support on innovative Work behavior.” The study employed quantitative research design. Digital questionnaires were distributed among different Dutch organizations, which resulted in 267 participants. The study revealed that there is a direct relationship between transformational leadership style and innovative work behavior.

Matzler et al (2012) also conducted a research on the topic: “The Relationship between Transformational Leadership, Product Innovation and Performance in SMEs.” The purpose of this study was to analyze the impact of a particular leadership style i.e. transformational leadership, on innovation, growth, and profitability. A sample of 300 innovative SMEs from Carinthia (Australia), was used for the study. The results indicated that transformational leadership had a positive impact on innovation, growth and profitability.

Joung-Gun Kim & Su-Yol Lee (2011) researched on the topic: “Effects of transformational and transactional leadership on employees' creative behaviour: mediating effects of work motivation and job satisfaction.” The study was conducted in a semiconductor company with its headquarters in South Korea. A combined total of 610 employees took part in this study. The results from the study indicated that transformational and transactional leadership styles had no direct effect on employees' creative behavior.

Pieterse, Knippenberg, Schippers & Stam (2009) conducted their study on: “transformational and transactional leadership and innovative behaviour: the moderating role of psychological empowerment.” They employed quantitative approach with a sample size of 425; the instrument used for the collection was questionnaires. Their study revealed that transformational leadership was positively related to innovative behavior only when psychological empowerment is high, whereas transactional leadership has a negative relationship with innovative behavior only when psychological empowerment is high.

Poppendick (2009) also researched on direct and indirect effects of transformational leadership on innovative behavior. The study was quantitative in nature and he used questionnaires to collect data from 71 respondents. The results of the analysis did not support the direct link between transformational leadership and innovative employee behavior but supported the moderator effect of affective commitment to the organization and the moderator effect of innovative climate between transformational leadership and innovative employee behavior.

Mark, Marloes, Claartje & Elisabeth (2008) carried out a study on transformational leadership and innovative work behavior: exploring the relevance of gender differences. The study was a descriptive survey research and a five point likert scale questionnaire was used to collect data for the study. The result of the

analysis revealed a positive and significant relationship between transformational leadership and innovative work behaviour. Furthermore, gender of the manager moderated the latter relationship, indicating that employees report more innovative behaviour when the transformational leadership is displayed by male in comparison with female managers, confirming our gender bias hypothesis. No significant effect was found for the three way interaction of transformational leadership, gender of the manager, and gender of the employee.

Sajeet&Lalatendu (2019) researched on does meaningful work explains the relationship between transformational leadership and innovative work behavior? The study was conducted using two samples, executives of aero manufacturing plant and the steel manufacturing plant. The result from the analysis revealed that both samples confirm that transformational leadership significantly influences employee's innovative work behavior. Also, the study (both Samples I and II) finds meaningful work to partially mediate the relationship between transformational leadership and employees' innovation.

Kwasi& Emmanuel (2015) carried out a study to examine the influence of transformational and transactional leadership style on perceived job stress among Ghanaian banking employees. The study made use of structured questionnaires to collect quantitative data. 196 questionnaires were returned by respondents out of 250 administered. The findings revealed a significant negative relationship between transformational leadership and job stress and a significant positive relationship between transactional leadership and job stress

Sherine, Nasser &Nehale (2019) also researched on the effect of transformational leadership on innovation: evidence from Lebanese Banks. The study employed the quantitative and explanatory analysis using the Structural equations modeling (SEM) with AMOS 20 to examine the relationship between Transformational and innovation. Research data were collected through a survey method. The sample result was determined by the probability stratified sampling technique of about 310 employees at 27 banks in Lebanon. The study finds that there is positive significant relationship between transformational leadership and innovation in the banking sector.

Rabia, Abaid, &Afsheen (2009) carried out a research study on transformational leadership and organizational innovation: moderated by organizational size. A purposive sample of 296 managers from the telecommunication sector of Pakistan participated in the study. The age range of managers was from 25 to 60 years with mean age of 42.5, (SD = 11.27) years. A hierarchical regression models demonstrated organizational size significantly moderating the relationship between transformational leadership was used. The result from the findings revealed that organizational size significantly moderated the relationship between all facets of transformational leadership

Sherine, Nasser &Nehale (2019) also researched from Lebanese Banks, In Ghana, Kwasi& Emmanuel (2015) carried out a study in the banking sector, Joung-Gun Kim & Su-Yol Lee (2011) explored their study in South. In light of the above, the research on the transformational leadership and organizational innovation in Ghana is not left out, to the best of our knowledge from the empirical literature reviewed thus far, the transformational leadership and organizational innovation has not been applied to the servicing sector.

### **III. Methodology**

Primary data was collected through the use of questionnaires for this study as earlier done in the works of Kroes (2015). The approach used for the study was quantitative approach and this was because it is a means for testing theories by examining the relationship between variables (Maldia, 2013) and since the study was to examine the effect and relationship between transformational leadership and innovative work behavior the researchers deemed it appropriate to use this approach. The target population for the study was the 100employees of TV3 Network Limited. Out of the entire 100 employees in the organization, seventy (70) employees were used for the study based on their availability. In order to get the respondents for the study, convenience sampling was employed by the researchers. Convenience sampling is a method of drawing representative data by selecting people because of the ease of their volunteering or because of their availability or easy access (Saunder et al, 2012).

#### **3.1 Model Specification and Statistical Analysis**

The research instrument that was used for the study was questionnaires and they were self-administered using the delivery and collection method. To measure transformational leadership, the Multifactor Leadership Questionnaire 5X was adopted from Bass and Avolio(1995). Statistical Package for the Social Sciences (SPSS) was the software used to run every analysis concerning this research. In establishing the effect and relationships between the variables regression analysis were used. With respect to the regression, a linear equation model was used which was;

$$Y = C + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + E$$

as previously used by Kroes (2015) in his study on the effect of transformational leadership style on innovative work behavior .

Where *Y* was the dependent variable (innovative work behavior),

*C* the constant,

$B_1$  the coefficient of idealized influence,  
 $B_2$  the coefficient of inspirational motivation,  
 $B_3$  the coefficient of intellectual stimulation,  
 $B_4$  the coefficient of individual consideration;  
 $X_1$  was idealized influence,  
 $X_2$  inspirational motivation,  
 $X_3$  the intellectual stimulation,  
 $X_4$  individual consideration;  
 $E$  was the error term.

#### IV. Interpretation of Findings

The research was aimed at analyzing the effect of transformational leadership style on innovative work behavior of employees. Basically, it would test the below hypothesis.

**H<sub>01</sub>:** Transformational leadership style does not have significant effect on innovative work behaviour of employees.

#### 4.1 Transformational Leadership

**Table 4.1.1 Descriptive Statistics on Transformational Leadership**

	N	Mean	Std. Deviation
my supervisor makes others feel good to be around him/her	70	2.86	1.026
my supervisor expresses with a few simple words what we could and should do	70	2.59	.955
my supervisor enables others to think about old problems in new ways	70	2.83	1.035
my supervisor helps others develop themselves	70	3.13	.947
others have complete faith in my supervisor	70	3.09	.717
my supervisor provides appealing images about what we can do	70	2.70	1.040
my supervisor provides others with new ways of looking at puzzling things	70	2.83	.900
my supervisor lets others know how i think they are doing	70	2.01	1.148
others are proud to be associated with my supervisor	70	2.97	.834
my supervisor helps others find meaning in their work	70	3.20	.791
my supervisor gets others to rethink ideas that they had never questioned before	70	3.00	.834
my supervisor gives personal attention to others who seem rejected	70	3.27	.779
Valid N	70		

Source; Field Survey, March 2020

*0 = Not at all 1 = Once in a while 2 = Sometimes 3 = fairly often 4 = frequently, if not always*

The descriptive statistics above shows that question 4, 5 11, 12 and 13 has a higher and standard deviation. But other questions have lower means and standard deviation. The result shows that transformational leadership style has effect on innovative work behavior. This finding is in line with previous studies that found a direct positive link between transformational leadership and innovative work behaviors by Afsar and Masood, (2018); Wang et al., (2015).

**Table 4.1.2 Reliability Statistics**

Cronbach's Alpha	N of Items
.788	12

$r > 0.70$  = very strong reliability;  $0.50 \leq r < 0.70$  = strong reliability;  $0.20 \leq r \leq 0.50$  = moderate reliability;  $0.10 \leq r < 0.20$  = weak reliability;  $r < 0.10$  = none/ negative reliability.

The Cronach's alpha value 0.788 indicates that the 12 items in the questionnaires which required the respondents' opinion on transformational leadership style by supervisors at TV3 Network Ltd shows a very strong reliability because the alpha value exceeds 0.70. This result reinforces the notion that transformational leadership has a stronger influence on innovative work behavior when the mediator of motivation to learn is used alone to predict the latter as found in the study of Masood and Afsar, (2017).

## 4.2 Innovative Work Behavior

**Table 4.2.1 Descriptive Statistics on Innovative Work Behavior**

	N	Mean	Std. Deviation
I often pay attention to issues that are not part of my daily work	70	2.97	.742
I often wonder how things can be improved	70	2.83	1.076
I often search out new working methods, techniques and instruments	70	2.96	.770
I often generate original solutions for products	70	2.99	1.000
I often find new approaches to execute tasks	70	2.87	.833
I make important organizational members enthusiastic for innovative ideas	70	2.81	.728
I often attempt to convince people to support an innovative idea	70	3.04	.955
I often systematically introduce innovative ideas into work practices	70	2.94	.915
I often contribute to the implementation of new ideas	70	3.04	.751
I often put effort in the development of new things	70	3.07	.804
Valid N	70		

Source; Field Survey, March 2020

The descriptive statistics above shows the mean value and average value that was chosen by the respondents and standard deviation shows how spread the values chosen by the respondents are from the mean value with respect to each item in the questionnaires.

For the first item in the questionnaire, "I often pay attention to issues that are not part of my daily work, mean value is 2.96 and a standard deviation is 0.770. This implies that on the average most of the subordinates often pay attention to issues that are not part of their daily work. This clearly shows that the employees are much concerned of organizational activities as well as their tasks assigned to them. They care about the success of the organization and would raise issues of concern to yield results.

With respect to the next item, "I often wonder how things can be improved," mean value is 2.83, and a standard deviation is 1.076. This implies that on the average most of the subordinates often wonders how things can be improved. This insinuates that the employees are concerned about the flaws in the organization's systems and have been wondering how best they can get things improve in the organization. With respect to the next item, "I often search out new working methods, techniques and instruments," mean value is 2.96 and a standard deviation is 0.770. Finding original solutions to a myriad of problems in the organization makes employees innovative in the sense that the employees of TV3 Network Ltd often employ critical thinking to avert problems in the organization. It can be stated unequivocally that they have been exhibiting great innovative behavior.

With respect to the next item, "I often generate original solutions for products" mean value is 2.99, and a standard deviation is 1.000. This implies that on the average most of the subordinates often generate original solutions for products. With respect to the next item, "I often find new approaches to execute tasks" mean value is 2.87, and a standard deviation is 0.833. This implies that on the average most of the subordinates often find new approaches to execute tasks.

With respect to the next item, "I make important organizational members enthusiastic for innovative ideas" mean value is 2.81, and a standard deviation is 0.728. This implies that on the average most of the subordinates often convince others to embrace innovative ideas so that the organization will merit from these innovative ideas. With respect to the next item, "I often attempt to convince people to support an innovative idea" mean value is 3.04, and a standard deviation is 0.955. This implies that on the average most of the subordinates often attempt to convince people to support an innovative idea.

With respect to the next item, "I often systematically introduce innovative ideas into work practices", mean value is 2.94, and a standard deviation is 0.915. Putting up new ideas without implementing them is a waste of resource therefore the employees make conscious effort to implement them to yield positive results. Sticking to the same ideas perennially dwarfs the creativity of the employees therefore unearthing those ideas and complementing those ideas with implementation is a good trait exhibited by the employees. This shows that they do not connote laissez faire attitude towards work.

With respect to the next item, "I often contribute to the implementation of new ideas," the mean value is 3.04, and a standard deviation is 0.751. This implies that on the average most of the subordinates often contribute to the implementation of new ideas.

With respect to the next item, “I often put effort in the development of new things,” the mean value is 3.07, and a standard deviation is 0.804. It can be stated emphatically that the employees put in effort to develop new things for the betterment of the organization as well as themselves. Putting in much work leads to promotion in the organization and most of the employees are doing that. This clearly shows there is competition in the organization which allows employees to work hard and to be more innovative. From the tenets of transformational leadership, it seems that leaders boost followers’ motivation to learn to enjoy and engage in organizational creative efforts (Ma and Jiang, 2018). The results of this study are in line with the results of research by Jyoti and Dev (2015) stating that transformational leadership has a positive effect on motivation to learn.

**Table 4.2.2 Reliability Statistics**

Cronbach's Alpha	N of Items
.865	10

$r > 0.70$  = very strong reliability;  $0.50 \leq r < 0.70$  = strong reliability;  $0.20 \leq r \leq 0.50$  = moderate reliability;  $0.10 \leq r < 0.20$  = weak reliability;  $r < 0.10$  = none/negative reliability.

The Cronbach’s alpha value 0.865 indicates that the 10 items in the questionnaires which required the respondents’ opinion on innovative work behavior at TV3 Network Ltd shows a very strong reliability because the alpha value exceeds 0.70. Ayob and Zainal (2011) also found that transformational leadership has a positive influence on employee creativity. This finding further revealed the moderating effect of task complexity and innovation climate in transformational leadership and innovative work behavior. Following the rationale of the task characteristics model, employees feel a stronger identity with the work when task seems complex and challenging.

**Table 4.2.3 Reliability Statistics**

	Cronbach's Alpha if Item Deleted
I pay attention to issues that are not part of my daily work	.849
I wonder how things can be improved	.835
I search out new working methods, techniques or instruments	.837
I generate original solutions for products	.823
I find new approaches to execute tasks	.833
I make important organizational members enthusiastic ideas	.820
I attempt to convince people to support an innovative idea	.815
I systematically introduce innovative ideas into work practices	.812
I contribute to the implementation of new ideas	.821
I put effort in the development of new things	.818

The table above shows the reliability of the innovative work behavior questionnaires if an item in the questionnaire is deleted holding the other items constant. For example, if an item such as “I pay attention to issues that are not part of my daily work” is removed from the questionnaire the cronbach’s alpha will be 0.849. However the researchers maintained all the items without deleting any item because the cronbach’s alpha gave an alpha level of 0.865 which shows a very strong internal consistency. This result is similar to the findings of Jaiswal and Dhar (2015), Si and Wei (2012) and Peng and Rode (2010), in which support for innovation further strengthened positive relationships between transformational leadership and innovative work behavior

### **4.3 Regression Analysis Results**

In order to achieve the objective of identifying the relationships and effects of individual consideration, idealized influence, intellectual stimulation and inspirational motivation (transformational leadership) on innovative work behavior, regression analysis was conducted.

**Table 4.3.1 Model Summary**

Correlation coefficient (r)	R Square	Adjusted R Square	Std. Error of the Estimate
.791 <sup>a</sup>	.626	.603	2.00400

a. Predictors: (Constant), Individualized consideration, Inspirational motivation, Intellectual stimulation, Idealized influence

**Tables 4.3.1, 4.3.2 and 4.3.3** above summarize the regression results. As indicated in Table 4.3.1 the regression statistics R-squared was 0.626. This means that 62.6% of the variations in the dependent variable are explained by the variations in the independent variables. This indicates a good fit of the regression equation ( $Y = 5.49 + 0.87X_1 + 0.7X_3 + 0.83X_4 + 2.00$ ). Thus, this is a good reflection of the true position that innovative work behavior is determined by the components of transformational leadership, which are individual consideration, idealized influence, intellectual stimulation and inspirational motivation. The finding is consistent with the findings of Jung, Chow, and Wu (2003) when they find out a positive relationship between transformational leadership and innovative endeavor.

**Table 4.3.1** depicts the relationships between transformational leadership style and innovative work behavior. Correlation coefficient value (r) shows the strength and direction between transformational leadership and innovative work behavior. Therefore the value 0.791 in table 4.5.1 indicates that there is a strong positive relationship between transformational leadership style and innovative work behaviour. In a more comprehensive term, this means that an increase in the components of transformational leadership will lead to an increase in innovative work behavior. This result relates to the works of Kroes (2015) and Reuvers, Marloes, & Wilson-Evered (2008), whose study revealed that there is a strong positive correlation between transformational leadership and innovative work behavior. However the result of study was in contrast to the findings of Poppendick (2009). According to Poppendick (2009), the analysis did not support the direct link between transformational leadership and innovative employee behavior. Therefore based on the finding of this study, the researchers rejected the null hypothesis and accepted the alternative hypothesis that states that there is a relationship between transformational leadership and innovative work behavior.

**Table 4.3.2 ANOVA<sup>a</sup> (Analysis of Variance)**

	Df	F	P-value.
Regression	4	27.222	.000 <sup>b</sup>
Residual	65		
Total	69		

a. Dependent Variable: Innovative work behavior

b. Predictors: (Constant), Individualized consideration, Inspirational motivation, Intellectual stimulation, Idealized influence

**Table 4.3.2** shows the Analysis of Variance (ANOVA) was used to determine whether the regression model was a statistically significant model. That is whether all the independent variables together can predict the dependent variable. From the ANOVA table, it can be seen that the regression model is a statistically significant model ( $F(4,65) = 27.22, p\text{-value} < 0.05$ ) since the significant value ( $p\text{-value} = 0.000$ ) is less than the level of significance ( $0.05$ ). This shows that all the independent variables together can statistically predict the dependent variable. The combination of all the independent variables forms transformational leadership. Therefore it can be concluded that transformational leadership can statistically predict innovation work behavior. From this analysis, the researchers rejected the null hypothesis and accepted the alternate hypothesis which states that there is an effect of transformational leadership style on innovative work behavior. This result is consistent with the findings of Matzler et al (2012), who indicated that transformational leadership has a positive direct effect on innovativeness.



Table 4.3.3 Coefficients<sup>a</sup>

	Coefficients $\beta$	Std Error.	t	P-value
(Constant)	5.489	2.611	2.102	.039
Idealized Influence	.871	.260	3.351	.001
Inspirational Motivation	.181	.153	1.183	.241
Intellectual Stimulation	.700	.266	2.632	.011
Individualized Consideration	.832	.237	3.514	.001

a. Dependent Variable: Innovative work behavior

Source: Field Survey, March 2017

**Table 4.3.3** is a summary of the statistical significant effect of the components of transformational leadership style on innovative work behavior. Therefore from the table 4.5.3 the linear equation can be deduced as  $Y = 5.49 + 0.87X_1 + 0.18X_2 + 0.7X_3 + 0.83X_4 + 2.00$

From the linear equation it can be identified that 1% increase in idealized influence will lead to 0.87% increase in innovative work behavior in the organization holding the other variables constant. Also 1% increase in inspirational motivation will lead to 0.18% increase in innovative work behavior in the organization holding the other variables constant. Furthermore 1% increase in intellectual stimulation will lead to 0.7% increase in innovative work behavior in the organization holding the other variables constant. Finally 1% increase in individual consideration will lead to 0.83% increase in innovative work behavior in the organization holding the other variables constant. Therefore based on the positive effect of the determinants of transformational leadership on innovative work behavior, it can be deduced that there is a positive effect of transformational leadership on innovative work behavior in the organization. Also from the table 4.3.3 the statistical significance of the determinants of transformational leadership style on innovative work behavior can also be identified. From the table it can be identified that there is a statistical significant relationship between all the determinants of transformational leadership style and innovative work behavior except inspirational motivation. From the table the significant values of the determinants, idealized influence ( $p$ -value= 0.001), intellectual stimulation ( $p$ -value= 0.011) and individual consideration ( $p$ -value= 0.001) are below the level of significance (0.05) while the significant value of inspirational motivation ( $p$ -value= 0.241) is above the level of significant (0.05) showing that there is no significant relationship between inspirational motivation and innovative work behavior in the organization. This finding is in line with the finding of Afsar and Masood, (2018a) when they found a direct positive link between transformational leadership and innovative work behaviors

## V. Conclusion and Recommendation

The study sought to investigate the effect of transformational leadership style on innovative work behaviour. The specific objectives of the study were to ascertain the relationship between transformational leadership style and innovative work behavior and to determine the effects of the components of transformational leadership on innovative work behaviour. The research design was solely quantitative and the instrument used in the collection of data was an adopted questionnaire which was self-administered to the employees of TV3 Ghana Ltd.

The study revealed some transformational leadership activities performed by the supervisors in the organization. The activities of the supervisors cut across the four components of transformational leadership style. The supervisors make others feel good to be around them, they express themselves in few simple words what subordinates should do, enable others to think about old problems in new ways, helps others develop themselves, provide others with new ways of looking at puzzling things, help others find meaning in their work and give personal attention to subordinates who feel rejected.

The study brought to the fore some innovative work behaviors exhibited by the employees and they include paying attention to issues that are not part of their daily work, wondering how things can be improved, searching out new working methods, techniques or instruments. Furthermore the employees find new approaches to execute tasks, attempt to convince people to support an innovative idea and they put effort in the development of new things.

The findings of the study indicated that there is a relationship between transformational leadership style and innovative work behaviour. The study also unearthed that there is a significant relationship between innovative work behaviour, individual consideration, idealized influence and intellectual stimulation but no significant relationship between inspirational motivation and innovative work behaviour.

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