INTERNATIONAL JOURNAL OF ENTREPRENEURSHIP AND MANAGEMENT PRACTICES (IJEMP)

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THE INFLUENCE OF LEADERSHIP BEHAVIOUR AND SKILLS IN STIMULATING INNOVATION IN ORGANIZATIONS

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Article Info:

Abstract:

Many firms are looking for strategies to inspire and support employee creativity. One strategy is management/leadership, which may encourage employees to be more innovative. The purpose of this paper to study the leadership skills that promote innovation and explore leadership behaviour/skills that can encourage employees to be more innovative in the organization. The research methodology adopts the quantitative method and a survey is distributed to a sample of employees in one organization. Leaders' behaviours and skills usually promote innovation and initiatives among employees. The results reveal that the provision of a positive working environment is the most important variable which had a GWA of 4.33, followed by the adoption of new and innovative strategies. The results also show that the third ranked variable is motivation and inspiration of employees, followed by innovative and appropriate commination strategies. Finally, rewards and recognition, employee support and the least ranked variable is mentoring, which had a GWA of 4.012. The research suggested that organizations should have specific criteria that can support them in selecting a leader who has innovative skills and management should consider adopting rewarding structures based on performance and creativity, as this would encourage and motivate the creative and innovative employees to be more productive.

Keywords:

Innovation, Leadership Behaviour And Skills

Introduction

Contemporary research indicates how competitive business environments force organizations to find different techniques of sustaining or achieving their competitive edge. among numerous approaches, introducing the concept of innovativeness in the company is quite successful. Technological advancement, changes in customer behaviour, increased competitiveness, restricted funds, shorter development lifespans, and dynamic businesses are just a few of the elements that drive the need for organizational innovation (Kozioł-Nadolna, 2020).

However, there are different types of implemented innovations that also undergo various types of changes as companies venture into different business environment. Regardless, innovation is still a major source of competitive advantage for companies. This competitive advantage defines dealing with regular challenges using high-end innovative solutions. Although some firms choose to innovate in order to differentiate themselves, others are obliged to develop in order to survive. In principle, innovation in many aspects of a company's business promotes productivity, effectiveness, and work effectiveness, consequently raising customer satisfaction and profitability and enhancing the firm's effectiveness and performance (Kozioł-Nadolna, 2020).

Choi and Chang (2009) perceived innovation as a central factor in the performance of an organization. It is defined as a practice or idea that is seen as new by other individuals in a working environment or by a department that is concerned with the matters of adoption.

Similarly, Robbins et al. (2013) stated that innovation is about any new and advanced process, device and idea through finding the optimized solution for existing challenges or problems, gaps and requirements. They indicate that innovation, therefore, has a large impact on organization and individual performance. It is a skill that can be gained and developed by individuals, and their ability to innovate is a starting point to establishing an innovative organization.

Employees are among the most significant resources in any organization—people generate and modernize conceptions, and their mind-set toward advancements is the most crucial element in this process. The leader is essential in influencing the company's creative views. Leaders ought to be receptive to new ideas and efforts from their staff, and thus should promote them rather than undermine them. Many firms are looking for strategies to promote and support employee innovation, one being leadership that may increase employee innovation behaviour. The reasons described above highlight the necessity to investigate the function of leadership in promoting creative activity.

Gilley, Gilley and McMillan (2009) argue that leadership is a primary factor that influences the level of innovation in organizations. Leadership can be termed as a process of social influence that is aimed at optimizing the output of a group of people, who are followers, to achieving the set objective or goal, whereby one of these goals might be innovation.

The leaders have always been seen as the main pillars of innovation adoption due to the fact that they oversee the day-to-day running of the organization. Therefore, the primary purpose of this study is to investigate ways in which the innovation within the organizations can be boosted, with a major focus being the role of leadership. The leaders are selected due to the fact that they are tasked with the sole responsibility of running the day-to-day activities of an organization. The main purpose of this study is to investigate and study the leadership skills that promote innovation and study the leader's behaviour/skills that can encourage employees to be more innovative in the organization. In addition, the study investigates the contribution of the leaders in promoting the adoption of innovativeness culture.

Literature Review
Jong and Hartog (2007) investigate the impact that leaders have on influencing the level of innovation of their employees. Their study is qualitative in nature whereby the data is obtained through a combination of in-depth interviews from both leaders and followers and the

information obtained from existing literature. They describe the leadership qualities that a leader should have in order for the followers to develop positive innovative behaviours, such as their level of idea generation. The results reveal that the most significant leadership behaviour is the creation of a safe and positive working environment for the employees that enables them to think independently and creatively. It also shows that consulting the employees on a regular basis on the ways in which problems can be solved as well as supporting the initiatives and solutions suggested by the employees is part of leadership merits. Furthermore, leadership behaviours can act as triggers to the employees that influence them to be more innovative, such as being innovative role models, providing vision, delegating, monitoring and supporting innovation.

Similarly, Yasini (2016) discusses the main characteristics that an efficient innovation management process should possess. The results indicate that one way of enhancing creativity and the generation of new ideas is to pay special attention to employees who are creative. Another employee-related feature to promote innovation includes facilitating their training, mentoring and awarding them for the creative ideas they generate. Therefore, the innovative culture is found to be promoted by the leaders recognizing the individuals with innovative ideas. The environmental factors that promote innovation are found to be making a creative space, facilitating the development of a peaceful working environment and preparing employees for change. In addition, the results reveal that extensive communication, the creation of a common vision between the management and employees, personal development, teamwork and focusing on customer needs and preferences are essential components for a successful innovation process. Yasini (2016) argues that the innovation process must be divided into four major parts to be effective. These parts include the entrepreneurial manager, individual level, project level, and product efficacy.

On the other hand, Nödl (2017) considers that the leadership behaviour has an impact on the innovative behaviour of the employees. The study finds ways in which leadership can be used in promoting innovation among employees with an aim of improving the level of business competitiveness. The results show that the leadership behaviours that promote the innovative behaviours of the employees include encouraging a culture of information sharing between the management and employees, undertaking the policies that encourage innovation and continuously motivating employees. Leaders who develop a feedback culture, whereby the employees are able to provide helpful feedback on a certain product or innovation, improve the innovativeness of the organization in general.

Likewise, Gilley et al. (2008) study the ways in which the innovation within an organization can be improved and the impact that leadership effectiveness has on promoting innovation culture and thus driving change within the organization. The study illustrates that a leader's level of effectiveness, which affects their ability to drive change in an innovative manner, their communication skills, and their ability to motivate, are the most significant leadership factors. These results reveal that leaders, who are able to coach and motivate their followers on how to be innovative, are better placed in promoting innovation within the organization.

Mansoor, Wahab and Jahan (2021) studied how innovation is stimulated in the presence of inclusive leaders and engaged workers. In today's business marketplace, it is critical for businesses to remain competitive and inventive in comparison to their competitors. This may be accomplished by having a motivated and creative team. According to the researchers, few

research studies have been carried to evaluate the potential mediation effect of employee engagement, notably in the IT industry. As a result, this study adds to our understanding of how leadership inspires innovation by reflecting on their influence over people. Structured equation modelling was used to examine the data received by the questionnaire. The study's data was collected from 116 individuals. The research results suggest a positive correlation between inclusive leaders on innovative behaviour in the workplace. The findings also suggest how these behaviours ultimately impact employee engagement levels within the company as well. The study and its findings are termed as "novel" because they dive deep into the roles and impacts of inclusive leaders and how they impact positive behavioural outcomes.

Detouillon and Thiollière (2011) highlight the leadership behaviours that a leader should have when managing innovation and identify the leadership characteristics, including the skills and the personal traits, that promotes innovativeness amongst employees. The data is obtained from a sample of five leaders, whereby the necessary information is obtained by using semi-structured interviews. The results shows that educational background is very relevant in promoting innovation. The results also reveal that there is a significant relationship between leaders' managerial, communication skills and the innovation levels of their employees; whereby leaders who have adopted a culture that promotes free communication between the leader and followers are found to be better placed in promoting innovation. Moreover, the study finds that the satisfaction level of leaders has a positive association with innovation, whereby leaders who are more satisfied were found to promote innovation than less satisfied leaders.

Hrnjic et al. (2018) investigated the impact that the job satisfaction of employees has on their innovative capability. The objective of this study is to determine ways in which the innovative culture within an organization can be promoted, whereby the primary intervention is job satisfaction. The results show that there is a positive relationship between job satisfaction and the innovative behaviour of employees. The organizations that have appropriate measures that promote job satisfaction, such as stress management, are found to be more innovative. These findings imply that employees who are more satisfied with what they do are more innovative and creative. Furthermore, employees are found to be more comfortable working with the leaders who have solid leadership skills and motivate them on a regular basis.

Batey et al. (2018) investigate the individual, team and organizational factors that promote innovation within organizations. Their objective is to assess ways in which innovation and creativity can be improved. The personal traits variables under investigation include the openness to experience, conscientiousness, extraversion and agreeableness. The findings highlight the traits that an employee should possess in order to develop their artistic, scientific and everyday creativity. They also find that the leaders' skills play a role in promoting their innovativeness, whereby it is recommended that the organizations should adopt the necessary strategies that ensure the creativity and innovativeness skills are nurtured and improved. The last finding is that the innovative and creativeness culture within an organization is largely determined by the creativity within the individual and team levels.

Riaz et al. (2018) also investigate the innovative behaviour of employees, with the main objective being assessing the impact that thriving at work has on the innovative capabilities of the employees. The data was obtained from a total of 402 participants who are employees of an organization in China. The data are collected at 3-time points and are analysed by the use of regression analysis. They identify many variables that influence thriving at work, including the innovative behaviour which includes the generation, promotion, or implementation of new

products. The other variables that are researched include organizational support for education and external work contacts. The results of the regression analysis indicate that the level of thriving at work has a positive relationship with the extent of innovativeness, whereby the employees who are found to thrive more have more positive innovative behaviours. The results also show that there is a positive correlation between the innovative behaviour of employees and the organizational support for culture and external work contacts. This leads to the conclusion that thriving at work promotes innovative behaviours at work.

Ma Prieto and Pilar Pérez-Santana (2014) investigate the role that human resource (HR) practices play in facilitating a positive innovative culture. The objective is to improve the innovative behaviour among the employees by implementing a high involvement in human resource management practices. The results find that the positive innovative work behaviours among the employees are boosted by the opportunity-enhancing and ability-enhancing HR practices. Additionally, the study finds that motivating and positive working environment have an impact on improving employee innovative behaviours. Furthermore, the employees who receive training on various aspects of innovation, as well as those who receive regular rewards based on their performance, are found to be more innovative and creative. Lastly, the adoption of the performance appraisal by the organization encourages the employees to be more innovative and maintain long-term positive results.

Unlike the above studies, the research of Ricard, Klijn et al. (2017) highlights the leadership styles and characteristics. It investigates the impact this style has on innovation within the organizations. The data are obtained from a sample of 365 senior managers by the use of a survey instrument. The purpose of this study is to explore the leadership characteristics that are important in promoting innovation. The findings reveal that employees who practice a transformational leadership style are more motivational and encourage employees to be risk-takers, thus promoting the level of innovation of these employees. The communication skills of the leader are also found to be paramount in improving employee innovation. The findings show that leaders that stimulate free communication at all levels of management encourage employees to be innovative. This also promotes the relationship between the leader and the followers where the impact is the improvement of the innovation.

Lykke and Lewis (2014) investigate the association between innovation and leadership. The results demonstrate that the leader's characteristics have a significant association with the extent of innovation experienced by the organization. The leader who is inspirational and has good communication skills is found to boost innovation among employees. Moreover, the innovation is higher among the leaders who have a higher educational background and who are committed to their work. Specifically, it is found that there is a high positive and significant association between the level of leaders' commitment, inspiration and experience.

Choi and Chang (2009) investigate how the implementation of innovation can be effectively implemented within different organizations. They investigate the role that the employee and institutional factors play in determining the implementation and innovation effectiveness within an organization. The results indicate that the factors that promote the positive attitude of employees towards adopting and implementing innovation are the collective implementation efficacy and the support by the management. In addition, the results indicate that the adoption of the strategies, that promote the acceptance of employees to adopting innovation, facilitates the implementation of innovation within an organization.

Methodology and Data Collection

Research Method
The primary purpose of this research is to investigate the leadership behaviours and skills that have an impact on improving the innovativeness of the employees in a specific organization. The target population is the employees, whereby a sample is obtained, and the data is collected from the individuals included in the sample.

Research Instrument
This research targets one specific population, which is the employees. The survey instrument targeting the employees begins with a brief introduction that informs the target employees of the purpose of the study. This is followed by a demographic section which contains questions regarding the gender, age, level of education and the number of years of service in the organization. These questions are closed-ended, whereby the respondent is expected to select one of the given response categories. The survey questions are grouped into different dimensions related to leadership skills and behaviours.

These variables include communication, support for innovation, rewards, and recognition, motivating and inspiring, strategy development, mentoring and providing a positive working environment. Each of the variables has five questions which are closed-ended with Likert type response categories. The 5-Likert scale was utilized including: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral (neither agree nor disagree), 4 = Agree and 5 = Strongly Agree. The respondents were expected to select one of these numerical codes to each of the survey questions.

Sample and Data Collection
The employees are also selected from various departments. The inclusion criteria for employees are that the person should have been an employee (for employee sampling) for at least one year, and the employee should be willing to participate in the study. The survey instrument is administrated using Survey Monkey and the web link is sent to the sample participants via email. The researcher received 70 completed surveys. The survey and questionnaire instruments were pre-tested on a pilot of five individuals in order to ensure they are clear, and the language used is understandable.

Data Presentation, Findings and Discussion
The first step of data analysis is recoding the responses obtained so as to ensure that all the responses were uniform. The quantitative data collected is analysed by using the content analysis technique, whereby the responses obtained are put into relevant themes and subthemes. The demographic data is analysed by the use of graphs, including bar graphs. The Likert type data is analysed by using frequency distribution tables and bar graphs. The results will also be linked with the findings obtained in the literature. The data addresses the research problem and answers the research questions.

This research has two main objectives. The first objective is to investigate and study leadership skills that promote innovation in the public sector. Secondly, to determine the leader's behaviour that can encourage employees to be more innovative. Therefore, the primary research question is concerned with investigating how leadership behaviour and skills influence innovation in one specific organization case study. This section covers the data

analysis and discussion of findings. The analysis is conducted in one stage, which is the analysis of the employee survey responses.

The employee survey is completed by a total of 62 participants, whereby 32 of them are female (51.61%) while 30 are male (48.39%) (Table1, Appendix). The years of service at the organization is one of the demographic variables, and it is found that the largest proportion of the participants had served between two and five years (30.65%), followed by those who had served between 10 and 15 years (25.81%) and third in position was those who served between five and 10 years (22.58%) (Figure 1, Appendix). Most of the participants who are surveyed have a bachelor's degree (56.45%), followed by those who have a master's degree (32.26%), then those with a higher diploma and diploma were 4.48% each (Table 2, Appendix). Figure 2 (Appendix) shows that most of the participants are aged between 25 and 34 years (50%), followed by those who are aged between 35 and 44 years (32.26%), then those aged between 45 and 54 years (9.68%).

Table 3 gives a summary of the findings of each of the seven variables under investigation. The responses of the questions under each variable are averaged to give the grand weighted average (GWA), whereby the minimum possible score is 1 and the maximum possible score is 5. This summary table reveals that the variable with the highest GWA is providing a positive working environment (4.33). Figure 3 (Appendix) shows the distribution of each of the questions in this variable. This finding shows that the aspect of the leaders encouraging teamwork culture and encouraging the culture of knowledge sharing were the highest ranked (4.39 each), with provision of a safe, convenient and positive working environment being the lowest ranked (4.26). The variable which has the second highest GWA was adoption of strategies (4.268) as shown in the above table, whereby the variable's aspect which has the highest average score is the organization's strategy and vision being clear (4.5), while the use of goal setting to enhance creative efforts or the team members during idea creation is the least ranked (4.1) (Figure 4, Appendix).

Table 1: Main Determinants (Variables) of the Study

NO.	Main Determinants/ (Variables)	Average Responses / Grand weighted average (GWA)
1	Providing Positive Working Environment	4.330
2	Adoption of the strategies	4.268
3	Motivation and Inspiring	4.104
4	Communication	4.078
5	Rewards and Recognition	4.058
6	Supportive	4.056
7	Mentoring	4.012

Table 1 gives a summary of the findings of each of the seven variables under investigation. The responses of the questions under each variable are averaged to give the GWA, whereby the minimum possible score is 1 and the maximum possible score is 5. As overall all the results are positive. This summary table reveals that the variable with the highest GWA is providing

a positive working environment (4.33). Figure 3 (Appendix) shows the distribution of each of the questions in this variable. This finding shows that the aspect of the leaders encouraging teamwork culture and encouraging the culture of knowledge sharing was the highest ranked (4.39 each), with provision of a safe, convenient and positive working environment being the lowest ranked (4.26). The variable which has the second highest GWA was adoption of strategies (4.268) as shown in the above table, whereby the variable's aspect which has the highest average score is the organization's strategy and vision being clear (4.5), while the use of goal setting to enhance creative efforts or the team members during idea creation is the least ranked (4.1). (Figure 4, Appendix).

The variable with the third largest GWA is found to be motivation and inspiring (4.104), whereby the aspect of the leaders welcoming and encouraging the employees to think outside the box received the largest average score (4.29) and the aspect of the leaders encouraging the employees to involve themselves with customer needs and interest has the lowest average score (4.03) (Figure 5, Appendix). The fourth variable in position was communication (GWA=4.078), whereby the free flow of information between the employees and the leader is found to have the highest average score (4.21), while the aspect of the leaders encouraging employees to speak up has the lowest score (3.29) (Figure 6, Appendix).

The GWA for rewards and recognition is found to be 4.058 (as in the above table), whereby the aspect that has the highest weighted average was recognizing employees who are innovative (4.13), while the least ranked was the leaders using the performance and creativity of employees in rewarding employees (3.79) (Figure 7, Appendix). The supportive variable is found to have a GWA of 4.056, whereby the highest ranked question was concerned with engaging the employees in seminars and workshops targeting innovative skill improvement (4.18) and the least ranked is the leaders providing the employees with sufficient resources to try new ideas (3.94) (Figure 8, Appendix).

The least ranked variable is mentoring, which had a GWA of 4.012 (Table 1). The mentoring variable that has the largest weighted average is coaching the employees on idea generation process (4.08), while the questions with the least score were leaders undertaking necessary mentoring and coaching activities before and during idea implementation processes, as well as training the team members the methods of self-solving problems, whereby each variable has a weighted average of 3.97. (Figure 9, Appendix).

These findings indicate that the employees agree that innovation can be improved by the adoption of various leadership skills and behaviours. These findings are consistent with the findings obtained in the literature. One of the leadership skills that promote innovation is found to be provision of a positive working environment. This finding is similar to the results obtained in research conducted by Jong and Hartog (2007) that shows that the presence of a safe and positive working environment for the employees that enables them to think independently and creatively promotes their level of innovativeness.

The above result confirms that the ability of leaders to provide a positive and right working environment can support employees to feel secure, which will lead to enhancing their satisfaction level and continued support to provide a happy workplace and thus can reflect positively on employee innovation initiatives and performance.

In addition, other skills that are found to encourage employee innovation are the leaders' facilitation in adoption of the organization's strategies and clear communication of the organization's vision and strategies. These are major skills that a leader is recommended to have in order to encourage employee innovation. Communication and creation of a common vision are cited several times in the literature as facilitators of innovation. For instance, Yasini (2016) shows that the presence of extensive communication and the creation of a common vision between the management and employees are the main components of a successful innovation process.

In addition, Gilley et al. (2008) cite effective communication skills as the most important leadership trait that an innovative leader is recommended to have. One area that needs to be improved in this variable is that the leaders should make effective use of goal setting to enhance creative efforts of their team members during the idea generation phases. Support of employees in enhancing innovation is also found to be a critical skill that employees should have, although it is found that some leaders in the selected organization do not sufficiently fully support employees to engage experts inside and outside the organization.

From the above, it can be recommended that leaders should enhance the use of goal setting to support the creative efforts of the team during idea generation and keep staff updated during the implementation of the organization's strategy. This can expand the perceptions of employees by opening doors through training and organizing business trips to meet other successful persons and organizations in order learn and observe best practices.

On the other hand, it is found that there are several leader's behaviours that have a positive impact on promoting innovation among employees. One of these behaviours includes motivating and inspiring employees. Employee motivation is also adversely mentioned in the literature as a factor that encourages employees to be more innovative. For instance, Nödl (2017) and Gilley, Dixon Gilley (2008), Mansoor, Wahab, & Jahan (2021) find that the ability to motivate employees is a critical leadership factor that improves the leader's ability to drive change in an innovative manner as well as to encourage the employees to be more innovative. Although the results show that the leaders encourage employees to think outside the box, they are recommended to challenge them more to strongly involve themselves with customer needs and interests and this affects employee capability in developing customer-centred decisions.

From the above, the results show that a leader has the ability to inspire and motivate their employees to be creative; this behaviour needs to be improved as inspiring curiosity through encourage them to understand and involve themselves with customer wants and needs. Motivating employees when facing challenges is also key, as is urging employees to continually be up-to-date about the new developments in the business. In addition, leaders should develop a platform that encourages transparency and conversations when employees are faced with challenges, as well as providing clear vision that will reflect on employee innovative performance and will let employees to think outside the box.

The other behaviour is communication, whereby the leaders are found to encourage the free flow of communication with the employees. Despite this, the employees do not feel fully provided with platforms that encourage transparency conversations when faced with challenges.

Rewards and recognition, as well as mentoring, are also critical leadership behaviours that influence the level of innovativeness of employees. It is found that most employees feel that the leaders undertake necessary programs that recognize employees that develop innovative solutions to company problems. However, a number of employees feel that reward structures are not based on performance and creativity. This finding is consistent with the finding by Ma Prieto and Pilar Pérez-Santana (2014), which shows that the employees who receive regular rewards based on their performance, are found to be more innovative and creative. Furthermore, a significant number of employees feel that the leaders do not undertake the necessary mentoring before and during idea implementation processes.

Hence, the leaders and management should consider adopting rewarding structures that are based on performance and creativity as this would encourage and motivate the creative and innovative employees to be more productive. Leaders should undertake the necessary mentoring before and during idea implementation processes as this has a positive impact on the success of the process.

It is evident that this research generates new knowledge on the topic of leadership skills and behaviours that promote the level of employee innovation. The first new aspect that is identified is the ranking of various skills and behaviours according to their importance as perceived by employees. The variable that is seen to be most important is provision of a positive working environment, then followed by the adoption of new and innovative strategies.

Furthermore, the results show that the third-ranked variable is motivation and inspiration of employees, which is followed by innovative and appropriate commination strategies. Rewards and recognition, employee support and mentoring were found to be the least ranked variables, although the employees stated that all these factors are important in fuelling innovativeness culture within the organization. This research also brings out the aspects that the employees feel that the organization does not fully address and if implemented, their innovativeness can be promoted. These aspects include challenges related to goal setting strategies, structures that encourage networking and provide a platform that encourages transparent conversation between employees and management.

Lastly, the impact of adoption of new and innovative strategies by the management on employee innovativeness was highlighted in this study, and it was not mentioned in the literature. Therefore, these findings add value to existing literature because there is new evidence on how the levels of innovativeness in an organization can be promoted.

Conclusions

The findings of this research reveal that employees have the view that leadership skills and behaviours have a role to play in promoting the innovativeness of the organization. The factors that are found to be most significant for employees in promoting innovativeness include providing a positive working environment, facilitation of the organization in adopting innovative strategies as well as motivating and inspiring employees. Furthermore, the areas that need to be improved, according to employees, include mentoring, support of employees, rewards and recognition as well as communication. A sample of the employees indicates that they are not sufficiently encouraged by their leader for transparent conversations when they are comforted with failures, and this affects their idea generation capabilities. Moreover, a number of employees state that they are not mentored beneficially by their leaders before and during idea implementation processes and their leaders do not provide the necessary training to team

members on problem-solving methods. The resources available to employees that enable them to try new ideas are also found to be insufficient and this hinders some employees in developing new solutions to existing problems. The below points reflect the areas that need to be improved or focused on more according to the employees' feedback:

- The organization is recommended to have specific criteria that can support them to select a good leader who has innovative behaviour to make effective use of goal setting to enhance creative efforts of employees.
- The organization can expand the perceptions of employees by opening doors through training and organizing business trips to meet other successful persons and organization in order learn and observe best practices.
- The management is encouraged to develop a platform that encourages transparency in conversations when faced with challenges.
- The leaders and management should consider adopting rewarding structures that are based on performance and creativity, as this would encourage and motivate the creative and innovative employees to be more productive.
- Leaders are recommended to undertake the necessary mentoring before and during idea implementation processes, as this has a positive impact on the success of the process.

This research has a significant inference in practical and theoretical implications. First, the findings of this research can be utilized by organizations when making policies on how they can promote their level of innovativeness, which in return would improve their performance. In addition, this research lays down the necessary theoretical background that can be utilized by other researchers when conducting similar research. It can be recommended that future researchers on this topic should consider conducting an investigation on employees and leaders in a variety of public and private organizations.

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Appendix
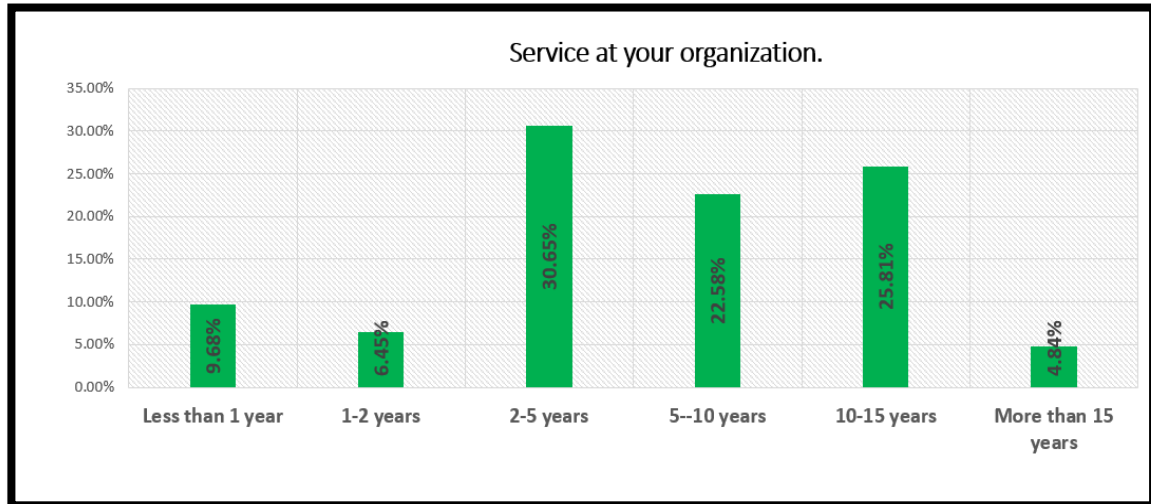
Figure 1: Service At The Organization Bar Graph

Service at your organization.

Less than 1 year	1-2 years	2-5 years	5--10 years	10-15 years	More than 15 years
9.68%	6.45%	30.65%	22.58%	25.81%	4.84%

Table 1: Gender Frequency Distribution

What is your gender?

Answer Choices	Responses	
Female	51.61%	32
Male	48.39%	30
	Answered	**62**
	Skipped	**0**

Table 2: Level Of Education Frequency Distribution

What is your level of education?

Answer Choices	Responses	
Less than high school	0.00%	0
High school	0.00%	0
Diploma	4.84%	3
Higher Diploma	4.84%	3
Bachelor's degree	56.45%	35
Master's degree	32.26%	20
Doctoral degree	1.61%	1
Other (please specify)	0.00%	0
	Answered	**62**

Figure 2: Age Bar Graph
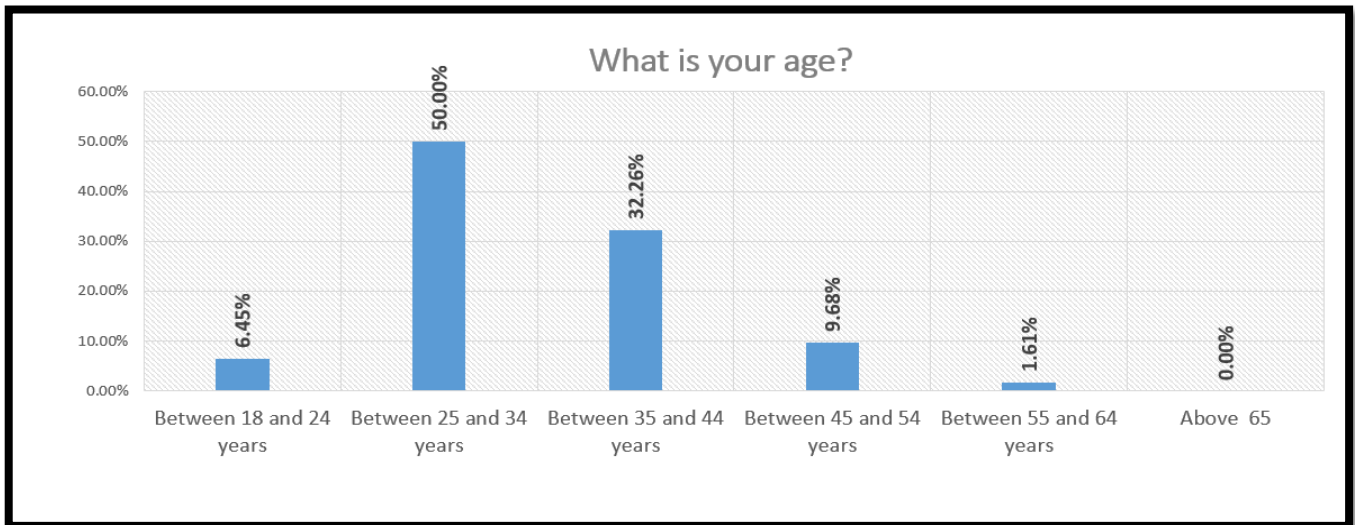
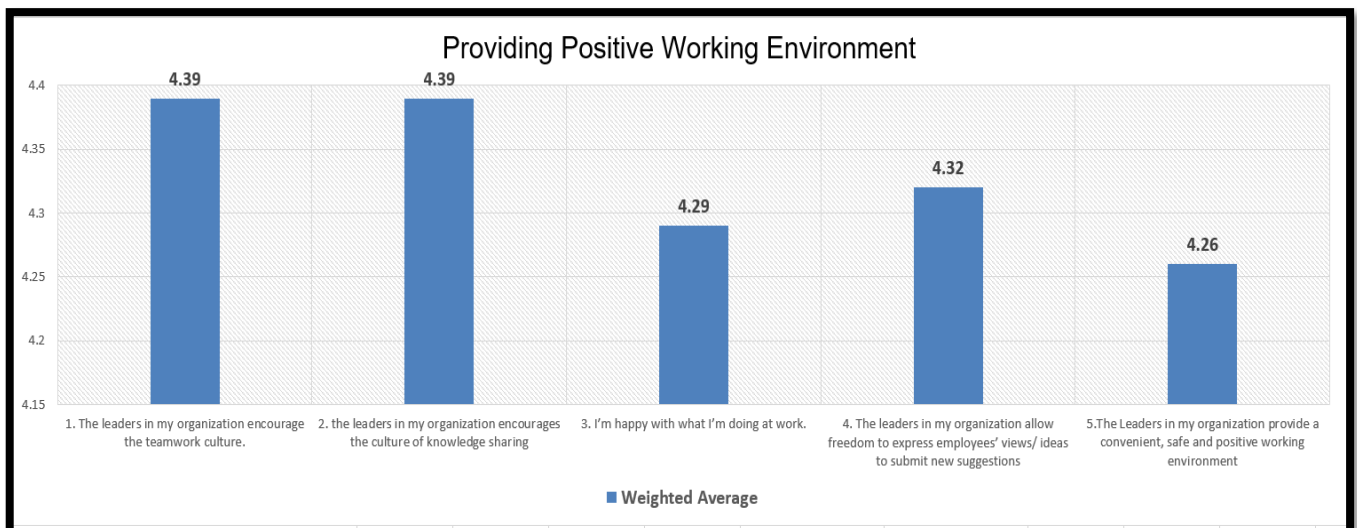**Figure 3: Providing Positive Working Environment**

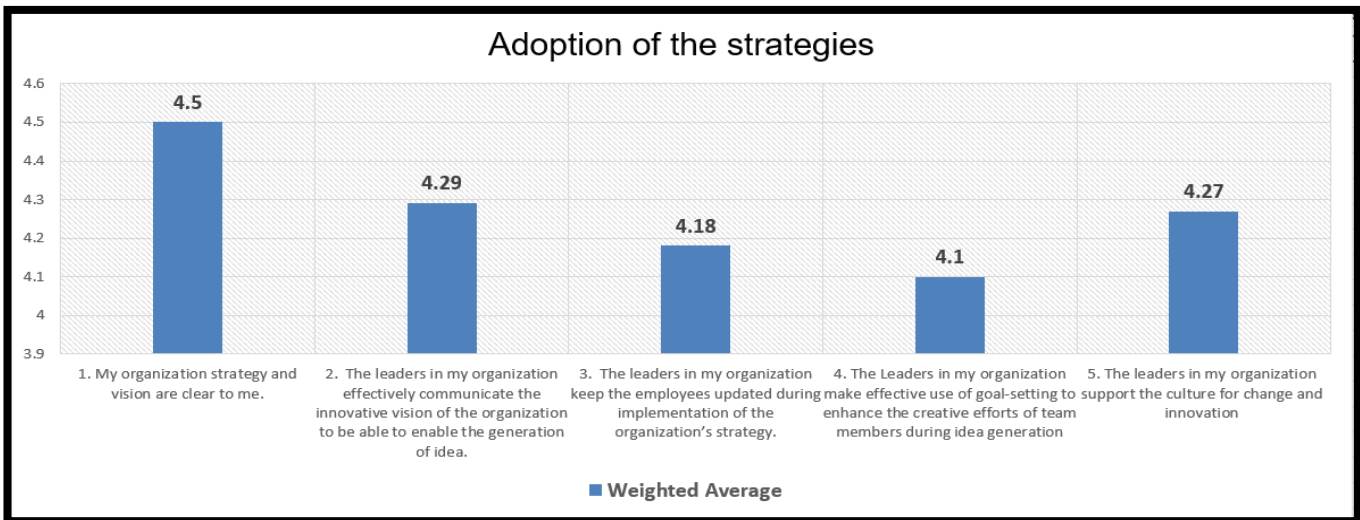**Figure 4: Adoption Of Strategies**

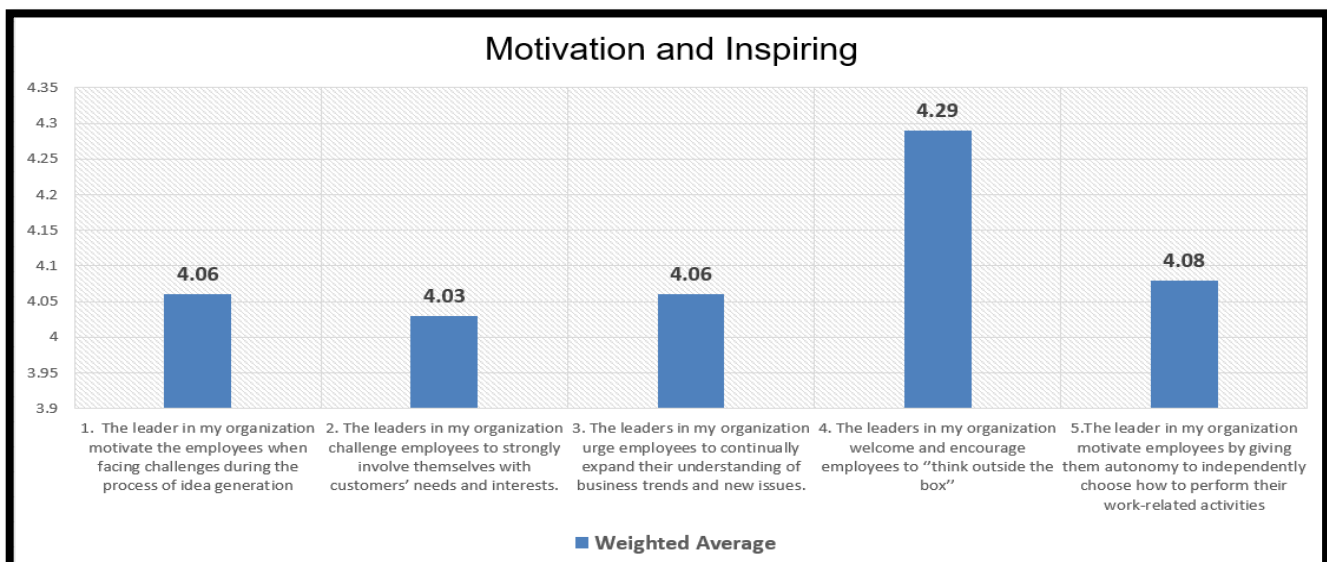**Figure 5: Motivation And Inspiring**
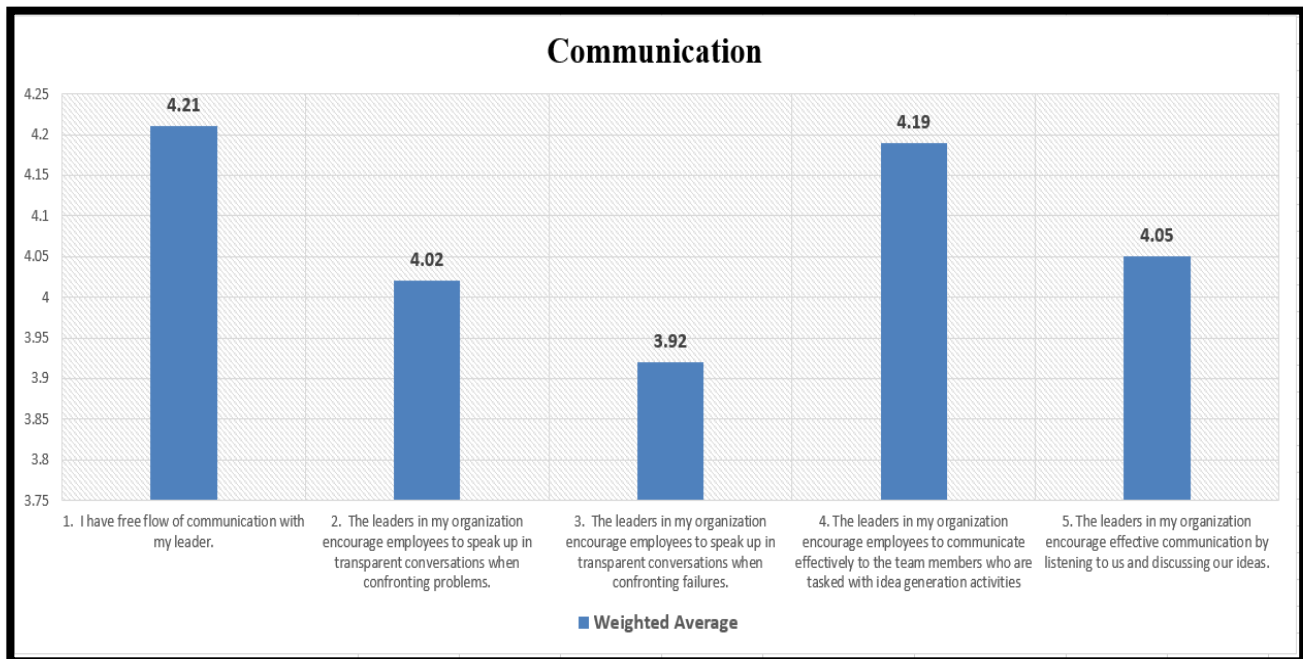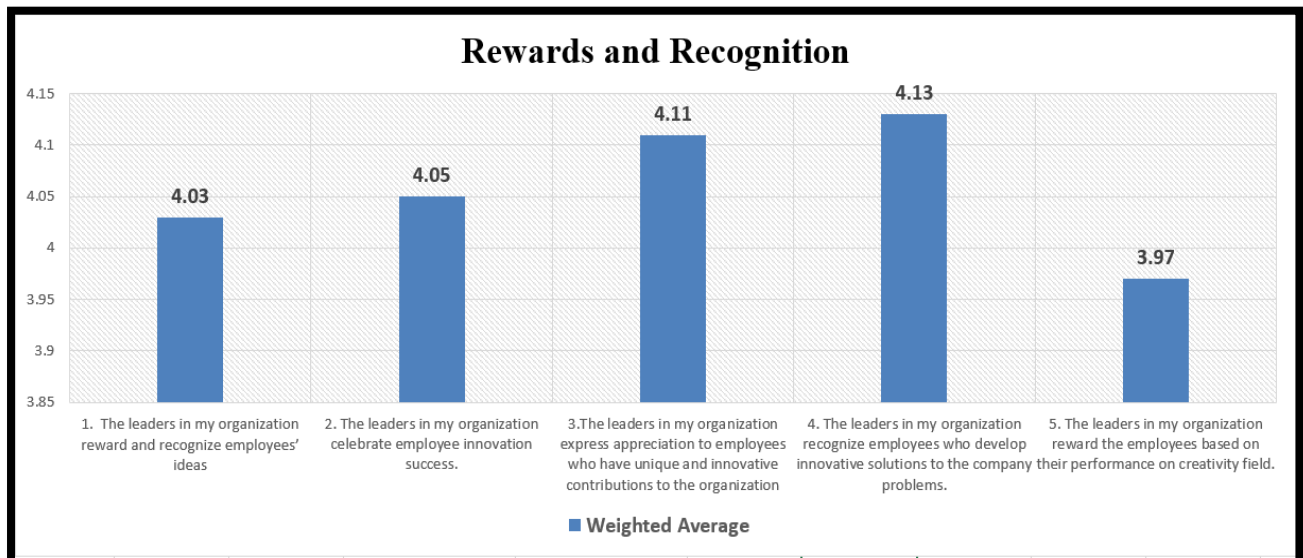
Figure 6: Communication

Figure 7: Rewards And Recognition

Figure 8: Supportive

Figure 9: Monitoring