LEADERSHIP PERFORMANCE AND INNOVATIVE WORK BEHAVIOR: A DATA-DRIVEN REVIEW FROM SCOPUS AI

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Abstract:

Leadership plays a crucial role in fostering innovation and enhancing employee performance, yet the specific leadership styles that drive innovative work behavior remain underexplored. This study aims to examine the impact of transformational, empowering, and inclusive leadership on employee creativity and innovation. Using a thematic analysis approach, emerging themes were identified from existing literature, highlighting consistent and rising trends in leadership effectiveness. The findings reveal that transformational leadership consistently enhances employee engagement and psychological empowerment; while empowering and inclusive leadership are gaining recognition for fostering autonomy and psychological safety. Additionally, high-performance work practices (HPWPs) were found to significantly contribute to innovation. These insights have both theoretical and practical implications, reinforcing leadership theories and guiding organizations in developing leadership strategies that cultivate a culture of innovation. Future research should explore the influence of digital transformation and cultural factors on leadership effectiveness.

Introduction

In today's fast-changing business world, companies need to constantly be competitive by delivering new ideas. That is where leadership really makes a difference. A good leader can shape how employees think, feel, and perform at work, which directly affects how innovative they are. More and more researchers are paying attention to how leadership and innovative work behavior (IWB) are connected, especially since innovation is now a key ingredient for success. When leaders create a supportive, open environment, they encourage people to be creative, solve problems, and take initiative—things that are essential for driving innovation

While a lot has been mentioned and discussed about leadership and its impact on organizations, how exactly it influences IWB is still being explored. Moreover, Leadership styles like inclusive and ambidextrous leadership, active involvement from employees also leads to fresh, innovative ideas (Wahab et al. 2024). Even servant and ethical leadership have been found to positively influence IWB by improving performance and building employees' confidence and self-leadership skills (Vuong, 2022). On top of that, the leader-member exchange (LMX) theory also emphasizes on the importance of strong relationships and support from leaders are needed to ensure that employees feel enough to be innovative (Modliba et al., 2024). Still, there's room for a more complete, data-based understanding of how these different leadership styles tie into innovation at work.

Many past research has uncovered important factors that explain or influence the link between leadership and IWB. Things like how engaged employees feel, their sense of purpose in public service, and whether they feel encouraged to speak up all play a big role (Ajmal at el. 2024). But what's still unclear is how these leadership styles are evolving in today's workplace, especially with all the changes brought on by digital technology and shifting employee expectations. Many previous studies have looked at just one type of leadership in a specific setting, without really exploring how different styles might work together. That's where this study comes in—it aims to dig deeper by using Scopus AI to analyse leadership and IWB trends, looking at the bigger picture through data.

Using this data-driven approach, the study takes a deep dive into what's already out there in terms of research on leadership and innovative behavior. It creates a concept map to show how everything connects—from key ideas and theories to major themes. Expert opinions and topic modelling tools are also used to identify fresh trends and possible research gaps. The goal is to bring all this information together in a way that makes sense and is useful, not just for researchers, but also for organizations looking to improve how they lead and innovate. The paper is laid out as follows: Section 2 explains how the data was analysed, Section 3 presents the main findings—including leadership styles and important mediators—Section 4 looks at practical takeaways, and Section 5 wraps up with suggestions for future research and real-world applications.

Methodology

This study employs a data-driven approach using Scopus AI Analytics to analyse patterns, key themes, and emerging trends related to leadership performance and innovative work behavior (IWB). The Scopus Trial (3rd – 18th March 2025) was utilized to extract relevant literature, offering insights through key features such as Summary, Expanded Summary, Concept Map, Topic Experts, and Emerging Themes. The primary aim is to bridge existing gaps in the literature by conducting a systematic review of leadership performance and IWB, leveraging AI-driven analytics to explore the conceptual framework of green innovation, identify influential topic experts, and highlight emerging research themes within the field.

The study began with the formulation of a comprehensive search string to retrieve relevant studies from Scopus, ensuring a broad yet precise scope. The keywords used include ("leadership" OR "lead" OR "manager" OR "supervisor") AND ("performance" OR "effectiveness" OR "outcome*" OR "achievement") AND ("innovation" OR "innovative" OR "creativity" OR "novelty") AND ("work behavior" OR "employee behavior" OR "workplace behavior" OR "job behavior") AND ("motivation" OR "engagement" OR "incentive*" OR "commitment")**. Boolean operators and wildcard symbols (*) were applied to enhance search efficiency, ensuring the inclusion of diverse terminologies related to leadership, innovation, and workplace behavior. The Scopus AI analytics tool was then utilized to refine and categorize the retrieved articles, systematically mapping the research landscape through concept mapping and thematic analysis.

The Summary and Expanded Summary features provided an overview of core findings, helping to identify recurring research patterns. The Concept Map visually illustrated the interconnections between leadership performance, IWB, and green innovation, shedding light on key research clusters. Additionally, the Topic Experts tool was employed to identify influential scholars and leading contributors within this domain, ensuring that the review captured the most authoritative perspectives. The Emerging Themes function further facilitated the identification of novel research directions, allowing this study to highlight underexplored areas and future research opportunities.

By synthesizing the results generated from Scopus AI, this study presents a structured and evidence-based review of leadership performance and IWB, offering valuable insights into how leadership influences workplace innovation and motivation. The integration of AI-driven analytics enhances the methodological rigor of the study, ensuring that the analysis is both comprehensive and objective. The findings contribute to the understanding of leadership effectiveness, workplace behavior, and green innovation, aligning with broader discussions on organizational performance and employee engagement. The application of Scopus AI Analytics significantly strengthens this research by providing a robust framework for identifying critical themes, conceptual trends, and emerging thought leaders in the field. This is illustrated in Figure 1.
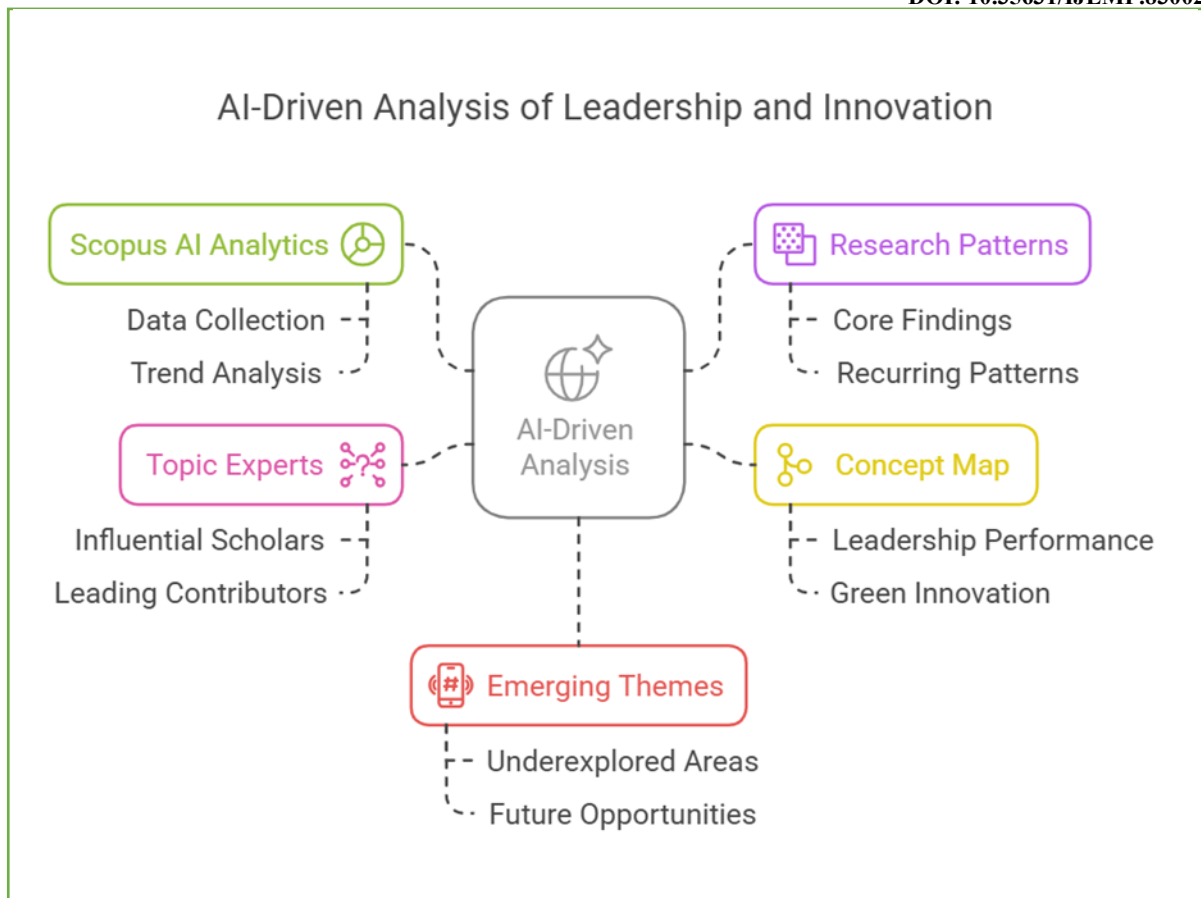
Figure 1: AI Driven Analysis of Leadership and Innovation

Figure 1 illustrates the AI-driven analytical framework employed in this study to examine leadership and innovation. Utilizing Scopus AI Analytics, the framework encompasses data collection and trend analysis, which form the foundation for identifying influential topic experts, research patterns, and key conceptual themes. These components collectively contribute to the mapping of leadership performance and green innovation, while also highlighting emerging themes such as underexplored areas and future research opportunities. This integrative approach ensures a comprehensive and data-driven understanding of the evolving landscape of leadership and workplace innovation.

Results And Discussion
The findings from the Scopus AI Analytics trial (3rd – 18th March 2025) provide a comprehensive overview of leadership performance and innovative work behavior (IWB), uncovering key research patterns, thematic connections, and emerging trends within the field. The results are structured based on three core analytical components: Summary & Expanded Summary, Concept Map, and Topic Experts & Emerging Themes, each contributing to a nuanced understanding of leadership's role in fostering workplace innovation and motivation.

Summary And Expended Summary
The relationship between leadership performance and innovative work behavior (IWB) has been increasingly explored in recent studies, reflecting the evolving demands of contemporary organizations. The key findings from the data-driven review on this topic suggest that various

leadership styles influence IWB, either directly or through mediating factors such as employee engagement, trust, and knowledge sharing. Additionally, the role of artificial intelligence (AI) in leadership is emerging as a critical factor in shaping innovative behaviors within organizations.

Leadership Styles and Their Influence on IWB

Transformational leadership has been widely recognized as a significant driver of IWB. Leaders who exhibit transformational behaviors inspire and motivate employees, fostering an environment conducive to creativity and innovation. Research indicates that transformational leadership enhances work engagement, which in turn promotes innovative behavior and task performance (Peerzadah et al. 2024). Furthermore, this leadership style aligns with employees' intrinsic motivations and internal locus of control, reinforcing their innovative capabilities (Ullah et al. 2024).

Similarly, inclusive and ambidextrous leadership styles have been shown to positively impact IWB. Inclusive leadership fosters a supportive and engaging workplace, which encourages employees to express innovative ideas (Wahad et al. 2024). Meanwhile, ambidextrous leadership, which balances exploration and exploitation activities, has been found to enhance innovation by encouraging employee voice behavior (Dinesh Babu et al., 2024)

Another leadership style that contributes to IWB is servant leadership, which emphasizes the well-being and development of employees. Studies suggest that servant leadership positively affects job performance and IWB, particularly in public service organizations where motivation plays a critical role (Azmy & Perkasa, 2024). This leadership approach enhances psychological capital and work engagement, essential factors in fostering innovative behavior (Wahad et al. 2024).

Ethical leadership also plays a crucial role in promoting IWB. Ethical leaders create an environment of trust and integrity, which encourages employees to engage in job crafting and self-leadership, ultimately leading to increased innovation (Ullah et al., 2021). In digital enterprises, ethical leadership has been linked to higher levels of innovative work behavior, underscoring the importance of ethical considerations in fostering an innovative culture (Erhan et al., 2022).

Additionally, the leader-member exchange (LMX) theory suggests that strong relationships between leaders and employees contribute to IWB. High-quality LMX relationships provide employees with social support and recognition, which are critical for sustaining innovative efforts (Udin et al., 2022). Research also highlights that team support for innovation mediates the LMX-IWB relationship, emphasizing the significance of social-relational factors in leadership.

The Role of AI in Leadership and Innovative Work Behavior (IWB)

Artificial Intelligence (AI) is rapidly transforming leadership practices, particularly in how it influences innovative work behavior within organizations. Research shows that when leaders leverage AI tools and strategies, it can significantly boost employees' capacity to innovate—especially when there's a strong foundation of interpersonal trust (Chen et al., 2024). As digital leadership continues to evolve, it's becoming increasingly important for leaders to adopt AI-

integrated approaches to encourage innovation across all levels of the organization (Erhan et al., 2022).

This shift toward AI also brings about new leadership styles, particularly agile and collaborative approaches. Instead of relying on traditional top-down models, today's leaders are expected to act more like facilitators or orchestrators of innovation. By embracing decentralized, AI-driven leadership frameworks, organizations are better positioned to cultivate a more dynamic and innovative culture (Budianto et al.,2024). These changes highlight the need to update leadership training and development programs to include skills that support effective collaboration between humans and AI systems.

Mediating and Moderating Factors

The link between leadership and innovative work behavior isn't straightforward—it's influenced by several mediating and moderating factors. One key mediator is work engagement, which helps explain how transformational and servant leadership styles lead to greater innovation among employees (Pham et al. 2024). Public service motivation also strengthens the positive effects of servant leadership on IWB, showing how intrinsic motivation can be a powerful driver of innovation (Azmy & Perkasa, 2024)

Additionally, employee voice behavior—when staff feel empowered to share ideas and feedback—plays a mediating role in the connection between ambidextrous leadership and innovation. This emphasizes the value of creating an open, participative work environment where employees feel heard and involved (Dinesh Babu et al. 2024).

Concept Map

The accompanying concept map presents a visual framework that explores how leadership influences innovative work behavior. It outlines three main areas—innovation climate, employee engagement, and leadership styles—that work together to shape how innovation takes root in the workplace. Each of these dimensions plays a crucial role in empowering employees and encouraging them to contribute creatively and meaningfully to their organizations. This is elaborated in Figure 2 below.
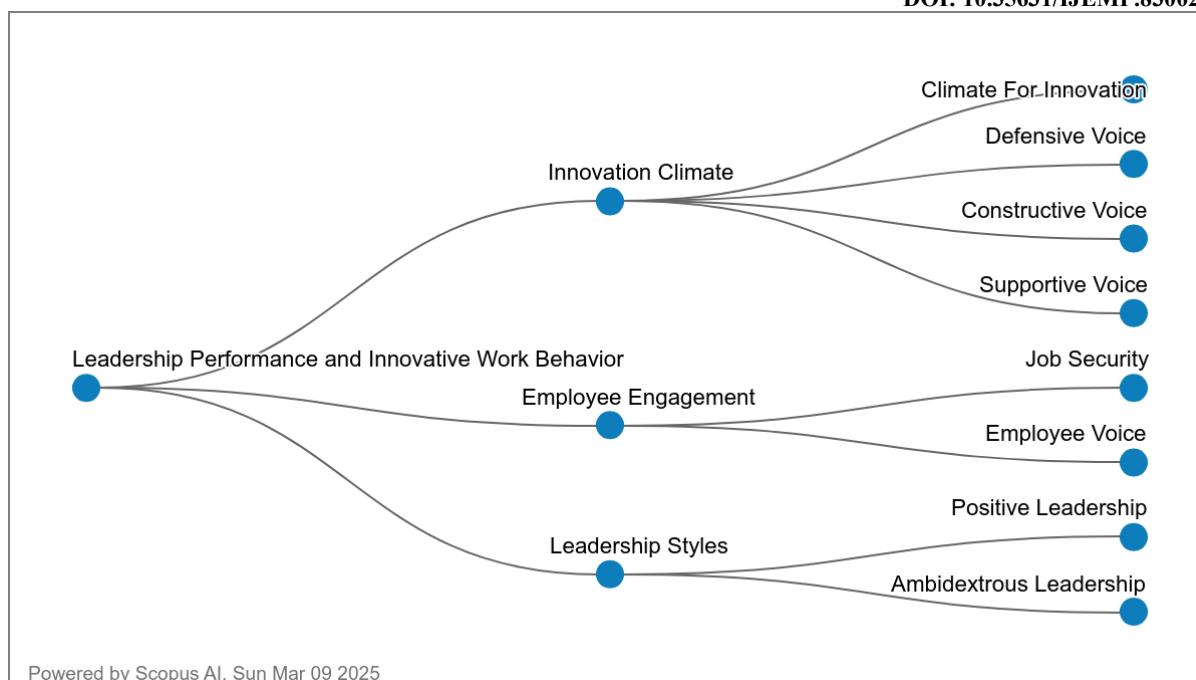
Figure 2: Concept Map Of Leadership Performance And Innovative Work Behavior

The Relationship Between Leadership Performance And Innovative Work Behavior
The relationship between leadership performance and innovative work behavior (IWB) is a key area of interest in organizational studies. The findings from various studies indicate that leadership styles play a crucial role in shaping employee innovation and performance. Inclusive and ambidextrous leadership styles have been identified as significant predictors of innovative performance in academic settings (Wahab et al., 2024). Similarly, in the IT sector, ambidextrous leadership, which balances exploration and exploitation behaviors, enhances employee innovation and performance (Dinesh Babu et al., 2024). These findings suggest that leaders who promote adaptability and support creativity foster a work environment where employees feel empowered to generate new ideas and improve performance.

Further analysis reveals that leader behaviors influence employees' engagement in innovative activities. Studies indicate that leader-member exchange (LMX) acts as a moderating factor in determining how employee innovative behavior is perceived and rated by supervisors (Schuh, et al. 2018). Additionally, daily leadership behaviors, such as providing guidance (opening behavior) and ensuring focus (closing behavior), are linked to employees' daily self-reported innovative performance. These insights reinforce the idea that leaders must maintain a balanced approach to management—encouraging creativity while ensuring structure—to maximize innovation within teams.

Another critical factor influencing the relationship between leadership performance and IWB is the moderating role of individual differences. Research suggests that internal and external locus of control impact how transformational and transactional leadership affect employees' innovative behaviors (Škudienė et al. 2018). Employees with an internal locus of control—who believe they can influence outcomes—are more responsive to transformational leadership, whereas those with an external locus of control may rely more on transactional leadership

structures. This highlights the need for leaders to tailor their approach based on employee characteristics to maximize innovation potential.

Overall, the findings indicate that leadership performance directly and indirectly influences innovative work behavior through leadership styles, leader-member exchange, and psychological factors. The studies suggest that organizations should invest in leadership development programs that promote ambidextrous and inclusive leadership styles while recognizing individual employee traits. Future research could explore how contextual factors such as organizational culture and industry-specific demands further shape this relationship. These insights are valuable for leaders, HR professionals, and policymakers aiming to enhance workplace innovation and drive sustainable performance.

The relationship between leadership performance, innovative work behavior (IWB), and innovation climate has been widely explored in recent research, demonstrating the critical role of leadership styles in fostering an environment conducive to innovation. Ambidextrous leadership, characterized by a balance between opening and closing behaviors, has been found to positively impact employees' innovative (Akıncı et al., 2022). This dual approach allows leaders to provide flexibility and autonomy while also ensuring structure and discipline, thereby enhancing creativity among employees. Furthermore, the innovation climate plays a significant moderating role, as a supportive and resourceful environment amplifies the effects of leadership on innovation. Organizations with a strong climate for innovation provide employees with the necessary tools and psychological safety to experiment and take risks, thus reinforcing the link between leadership performance and IWB.

Similarly, servant leadership has been shown to promote innovative behaviors within workgroups, particularly in public sector organizations (Shim et al., 2023). This leadership style, which emphasizes the well-being and development of employees, fosters a culture of trust and collaboration. Research indicates that the ethical climate within an organization further strengthens this relationship, as employees are more inclined to engage in innovative behavior when they perceive their leaders as ethical and supportive (Shim et al., 2023). Additionally, a performance-oriented climate moderates the effect of servant leadership on innovation, suggesting that a results-driven environment enhances the willingness of employees to engage in creative problem-solving while maintaining accountability.

Perceived innovative leadership also plays a significant role in shaping team innovation performance, with innovation climate acting as a mediating variable (Sahibzada et al., 2025) . Employees who perceive their leaders as innovative are more likely to adopt similar behaviors, reinforcing a cycle of continuous improvement and creative thinking. The presence of an innovation-friendly climate strengthens this process by providing structural and cultural support for novel ideas. Transformational and authentic leadership styles further enhance IWB, with innovation climate serving as a key mediator in this relationship (Korku & Kaya,. 2022). Leaders who exhibit transformational characteristics inspire employees to think beyond conventional approaches, while authentic leadership fosters transparency and trust, both of which are crucial for sustaining an innovative workforce.

Leader-member exchange (LMX) theory further elucidates the connection between leadership and innovation, highlighting the importance of relationship quality between leaders and employees (Lecic et al., 2023). High-quality LMX relationships are associated with increased

trust and organizational commitment, both of which contribute to enhanced innovative behavior. The innovation climate plays a dual role in this framework, acting as both a mediator and a reinforcing mechanism for innovation-related initiatives. Employees who experience strong LMX relationships in a positive innovation climate are more likely to engage in risk-taking and creative endeavours, ultimately benefiting organizational performance.

Finally, transformational leadership has been consistently linked to IWB, with various moderating and mediating factors shaping this relationship. Motivation to learn has been identified as a mediating variable, emphasizing the role of continuous skill development in fostering innovation (Aydin E. & Erkilic E., 2020). Additionally, task complexity and innovation climate serve as moderators, influencing the extent to which transformational leadership drives employee innovation. Organizations aiming to enhance innovative performance should therefore prioritize leadership development programs that integrate transformational leadership principles while cultivating an innovation-supportive environment. These findings collectively underscore the intricate interplay between leadership performance, IWB, and innovation climate, emphasizing the need for strategic leadership approaches to sustain innovation in dynamic organizational settings.

The Relationship Between Leadership Performance, Innovative Work Behavior (IWB), And Employee Engagement.

The relationship between leadership performance, innovative work behavior (IWB), and employee engagement has been widely examined in the literature. Research suggests that leadership styles significantly influence employees' ability and willingness to engage in innovative behaviors, often mediated by work engagement. Inclusive leadership has been found to enhance IWB, with work engagement playing a crucial mediating role (Bannay et al., 2020). Leaders who foster inclusivity create a psychologically safe environment, encouraging employees to take risks and contribute novel ideas. As employees feel valued and involved, they become more engaged, which in turn promotes their willingness to exhibit innovative behaviors. This finding underscores the importance of leadership strategies that prioritize inclusivity to maximize both engagement and innovation in the workplace.

Engaging leadership at the team level has also been linked to improved team learning, team innovation, and individual job performance, with work engagement acting as a mediating factor Leaders who actively involve employees in decision-making and provide opportunities for development create an environment conducive to innovation. Moreover, the leader-member exchange (LMX) theory highlights that strong leader-employee relationships positively impact innovative work behavior, with employee engagement serving as a key mediator (Mustafa et al., 2022). High-quality LMX relationships result in employees feeling trusted and supported, which fosters engagement and enhances their willingness to engage in innovative behaviors. These findings indicate that leadership strategies focusing on relationship-building and active engagement can lead to higher innovation levels among employees.

Leadership and Its Influence on Innovative Work Behavior Through Engagement

Leaders who empower their team members—by giving them more autonomy and encouraging confidence in their abilities—can significantly boost innovation in the workplace. When employees feel trusted and are given room to explore their ideas, they tend to be more engaged in their work and motivated to think creatively. This link between empowering leadership and

innovation is often strengthened by work engagement, which acts as a bridge between how leaders behave and how employees respond (Tian & Zhang, 2020

Another leadership approach gaining attention is paradoxical leadership—where leaders skilfully balance opposing behaviors like maintaining control while allowing flexibility. This style has been associated with higher levels of innovation, especially among employees who are naturally proactive (Huang et al., 2022). When staff experience a leadership style that is both consistent and adaptable, they are more likely to invest energy in solving problems creatively.

Transformational leadership is another important style in this context. Leaders who communicate a clear vision, inspire their teams, and support personal growth often see a ripple effect: employees become more engaged, which in turn encourages innovative thinking (Aryee et al., 2012). These findings consistently suggest that when leaders motivate, challenge, and support their teams, they help foster a workplace where innovation can thrive.

In summary, the way leaders behave has a significant influence on how innovative their teams are—but this connection often runs through how engaged employees feel. Different leadership styles, such as inclusive, empowering, paradoxical, and transformational, all play a part in driving employee engagement. And when employees are engaged, they're more likely to contribute new ideas and take creative risks. For organizations that want to stay ahead, focusing on leadership strategies that boost engagement is key to unlocking innovation and achieving long-term success.

Relationship Between Leadership Performance And Innovative Work Behavior To Leadership Style.

The relationship between leadership performance and innovative work behavior is significantly influenced by various leadership styles. Research indicates that inclusive and ambidextrous leadership styles positively impact innovative work behavior, particularly in academia (Wahab et al., 2024). Ambidextrous leadership, characterized by a balance between flexibility and structure, fosters an environment conducive to both exploration and exploitation, thereby enhancing employees' ability to generate and implement new ideas (Gerlach et al., 2020). These findings suggest that leaders who adopt inclusive and adaptive behaviors can create an environment that nurtures creativity and innovation among their teams.

Transformational and transactional leadership styles also play a crucial role in promoting innovative work behavior. Transformational leadership, which focuses on inspiring and motivating employees, has been found to be positively associated with verbal rewards and innovation (Hansen J. & Phil-Thingvad S., 2018). Similarly, transactional leadership, which is more structured and reward-driven, contributes to innovative work behavior by setting clear expectations and reinforcing positive behaviors. The presence of these leadership styles highlights the importance of both inspirational and structured approaches in driving employee innovation.

Ambidextrous leadership, particularly when applied in the IT sector, has been shown to significantly impact both innovative work behavior and overall employee performance (Dinesh Babu et al., 2024). This leadership model, which involves a combination of "opening" behaviors (encouraging new ideas) and "closing" behaviors (ensuring efficiency and

implementation), helps organizations navigate the challenges of balancing creativity with productivity. Such an approach is crucial in dynamic industries where continuous innovation is necessary for competitive advantage.

Additionally, paternalistic leadership styles have been found to influence innovative work behavior through job embeddedness theory, which suggests that employees who feel secure and valued within their organizations are more likely to engage in innovative activities (Yamin, 2022). This perspective underscores the importance of leader-employee relationships in fostering an innovation-friendly culture. By providing guidance, support, and a sense of belonging, paternalistic leaders can enhance employees' willingness to take risks and propose novel solutions.

Moreover, motivation- and opportunity-enhancing leadership behaviors are key drivers of innovative work behavior (Liehr & Hauff, 2024). Leaders who create opportunities for employees to experiment with new ideas and provide intrinsic and extrinsic motivation can significantly boost innovation. These findings reinforce the notion that leadership is not a one-size-fits-all approach; rather, a combination of various leadership styles and behaviors is necessary to cultivate an environment that fosters sustained innovative work behavior.

Topic Expert

The findings indicate a significant relationship between entrepreneurial leadership and organizational performance, particularly in fostering employee creativity and innovative behaviors. Entrepreneurial leadership, characterized by vision, risk-taking, and proactiveness, has been found to positively influence employee creativity, thereby enhancing overall organizational performance (Nawaz et al. 2025) This aligns with previous studies that emphasize the role of leadership styles in shaping a culture of innovation and adaptability within organizations.

Entrepreneurial Leadership and Employee Creativity

One of the primary outcomes of this study is the confirmation that entrepreneurial leadership fosters a work environment conducive to creativity. Employees under entrepreneurial leaders demonstrate higher levels of problem-solving skills, risk-taking, and proactive behavior. These traits are crucial for enhancing innovative practices within organizations (Nawaz et al., 2025). This supports the resource-based view (RBV) theory, which suggests that leadership is a critical intangible resource that drives competitive advantage (Barney, 199) \.

Moreover, the study reinforces the notion that entrepreneurial leaders not only set a vision but also empower employees to experiment and innovate without fear of failure (Akhtar, 2025). Such an environment significantly increases employee engagement, motivation, and willingness to contribute to the organization's success. This finding is consistent with Amabile's (1996) componential theory of creativity, which asserts that work environments that support autonomy, skill development, and intrinsic motivation lead to higher creativity levels among employees.

Organizational Performance and Leadership Influence

The impact of entrepreneurial leadership on organizational performance was evident in several key performance indicators (KPIs), including financial growth, market competitiveness, and operational efficiency. Organizations that embraced entrepreneurial leadership exhibited

stronger market positioning and adaptability in rapidly changing business environments (Nawaz et al., 2025). These findings are consistent with strategic leadership theory, which emphasizes the role of leaders in shaping and executing strategies that drive organizational success (Finkelstein et al., 2009).

Additionally, the study revealed that organizations with entrepreneurial leaders experienced lower turnover rates and higher job satisfaction among employees. This suggests that leadership style plays a crucial role in employee retention and workplace satisfaction, which are fundamental to long-term organizational success. Entrepreneurial leaders tend to create a sense of ownership among employees, leading to increased commitment and alignment with organizational goals.

Conclusion

This study explored the emerging themes in leadership and their influence on innovative work behavior, employee creativity, and organizational performance. The findings highlight the consistent significance of transformational leadership in fostering an innovative workforce by enhancing employee engagement and psychological empowerment. Additionally, empowering leadership and inclusive leadership have gained increasing attention for their role in promoting autonomy, psychological safety, and workforce adaptability, ultimately leading to higher employee performance and innovation. The study also emphasizes the continuous relevance of various leadership styles, including transformational, transactional, and servant leadership, in shaping employee creativity. Furthermore, the rising importance of high-performance work practices (HPWPs) underscores their critical role in cultivating an environment conducive to innovation.

Theoretical and Practical Implications

From a theoretical perspective, this study contributes to the growing body of literature on leadership and organizational behavior by reinforcing the role of transformational and empowering leadership in enhancing innovation. It also expands the discourse on inclusive leadership by linking it to psychological safety and employee engagement, which are crucial for fostering a culture of creativity. The findings provide empirical support for leadership theories, particularly transformational and servant leadership, demonstrating their applicability in contemporary organizational settings.

Practically, organizations can leverage these insights to refine their leadership development programs and foster a culture of innovation. Leaders should focus on inspiring and empowering employees while ensuring diversity and inclusion to maximize creativity and problem-solving capabilities. Additionally, organizations should invest in HPWPs by providing comprehensive employee development programs, performance-based rewards, and supportive environments to sustain long-term innovation.

Limitations of the Study

Despite its contributions, this study has several limitations. First, it primarily focuses on leadership styles and HPWPs, potentially overlooking other organizational and external factors that may influence innovative work behavior. Second, the findings are based on existing literature, which may not fully capture industry-specific variations. Third, contextual differences such as cultural influences and sector-specific dynamics could impact the

generalizability of the results. Future research could address these limitations by incorporating empirical data across various industries and geographical contexts.

Suggestions for Future Research

Future studies could explore the role of digital transformation in leadership effectiveness and its impact on innovative behavior. Additionally, longitudinal studies could provide deeper insights into how leadership styles evolve over time and their long-term effects on organizational innovation. Further research could also examine the interplay between leadership styles and emerging technologies such as artificial intelligence (AI) in driving employee creativity. Finally, investigating the influence of national culture on leadership effectiveness could offer a more comprehensive understanding of leadership in diverse work environments.

By addressing these areas, future research can build on the current findings to develop more holistic models of leadership and innovation in modern organizations.

Acknowledgements

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