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Leadership Styles Impacting Innovative Work Behavior with Moderating Role of Job Satisfaction

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Abstract: The aim of this study is to examine the impact of leadership styles on innovative work behavior with a specific focus on the moderating role of job satisfaction. In today's rapidly changing business environment, organizations need to adapt and innovate to stay competitive. This study compares the effects of Transformational Leadership Style (TFLS) and Transactional Leadership Style (TSLs) on employee's innovation, considering the influence of job satisfaction as moderator. The research was conducted using a survey distributed to employees from leading manufacturing and export organizations in Sialkot. A sample of 200 participants was selected using purposive sampling technique. The participants completed the Multifactor Leadership Questionnaire (MLQ-5), the Innovative Work Behavior Scale, and the Job Satisfaction Survey (JSS) questionnaires. The results of the study indicate that Innovative Work Behavior (IWB) is positively correlated with Transformational Leadership Style and Job Satisfaction, while it is negatively correlated with Transactional Leadership Style. Furthermore, Transformational Leadership Style was found to be a significant predictor of Innovative Work Behavior. Additionally, the findings suggest that job satisfaction moderates the relationship between Transformational Leadership Style and Innovative Work Behavior in a positive manner. The study highlights the importance of Transformational Leadership Style in fostering innovative behavior among employees. It also emphasizes the role of job satisfaction as a moderator of this relationship. Significance of this study lies in its examination of how leadership styles impact innovative work behavior, with a specific emphasis on the moderator role of job satisfaction. To be and remain competitive in current dynamic business environment organizations must adapt and innovate and understanding the factors that drive innovation is vital. The findings of this study have implications for organizations aiming to enhance innovation and achieve success, highlighting the importance of managers adopting transformational leadership style and prioritizing job satisfaction to foster innovative work behavior among their employees.

Keywords: Transformational, Transactional, Leadership Style, Innovative work Behavior, Job Satisfaction.

Introduction

Leadership has been characterized as a process of influence that affects employee actions, goal selection within a group or organization, and the vibrant interaction between

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leaders/ supervisors and employees, ultimately influences employee satisfaction (Al-Thawabiya, Singh, Al-Lenjawi, & Alomari, 2023), which directly effects the performance. The manufacturing and export industry in Sialkot, Pakistan (particularly sports goods) has gained prominence (Asad, Rizwan, Shah, & Munir, 2018). The local business community has established strong integration through various associations such as the Pakistan Sports Goods Manufacturing and Export Association, Surgical Association, Gloves Association and Hosiery Association (Sialkot Chamber of Commerce & Industry [SCCI], 2020). Innovation is a key characteristic of this industry, evident in the evolution of football manufacturing from hand-stitched to machine-stitched and thermo-bonded seamless footballs. Notably, M/S Forward Sports produced the seamless thermo-bonded football known as Brazuca, which served as the official match ball of the 2014 FIFA World Cup held in Brazil, Russian Federation 2018 and Qatar 2022 (Wikipedia, 2022). Countless examples exist within the sports goods sector of ongoing innovation. To support and drive this innovation, entrepreneurs and senior managers have adopted leadership styles that encourage research and development while promoting innovation. They also prioritize workforce training to enhance capabilities in transforming creative ideas into tangible innovations. The export of sports goods makes a significant contribution to Pakistan's economic growth (Zafar, Nawaz, Aqib, Shahzad, & Yasir, 2017).

Schermuly, Creon, Gerlach, Graßmann, and Koch (2022), in their meta-analysis found that there has been limited literature available regarding the comparative research to explore effectiveness of various leadership styles. They examined the impacts of four leadership styles on psychological-empowerment and compared transformational leadership, servant leadership, or transactional leadership causes greater psychological empowerment. McCleskey (2014) focused on three particular concepts of leadership, namely Situational, Transformational, and Transactional. Sergiovanni (1992) provided a definition of leadership as a new practice undertaken on ethical grounds to transform an organization into a community based on resolve, trust, and/or values. B. Bass and Avolio (2000) claimed that finding a single definition of leadership was pointless, as Rost (1993) noted 221 different ways in which researchers had defined leadership. Some definitions were narrow while others presented a broader conception. Habjan (2020) stated that effective leaders need to adopt a leadership style that is suitable for a particular situation/environment. In their research regarding project management, Imran, Nawaz, Siddiqui, and Kashif (2019) explored the channels through which transformational leadership affects project success. They proposed that project teamwork acts as a mediator in this relationship. Their findings indicated that project teamwork partially mediates the link between project leadership and project success.

Al-Thawabiya et al. (2023) explored the predictive association between transformational leadership style (TLS) and employee satisfaction (ES) and found that changes in TLS behavior can account for and anticipate variations in ES, this relationship is unidirectional in nature. There existed a predictive relation between TLS and ES, whereby TLS has a positive impact on influencing ES. A manager exercising Transformational Leadership Style (TFLS) focuses on the development, growth and values of the workers, along with their motivation and morality, while emphasizing their capabilities (Marimuthu, Arokiasamy, & Ismail, 2009). On the other hand, a leader following TFLS concentrates on in-

dividual needs, capabilities and intellectual development to establish a shared vision and mission (Hamstra, Van Yperen, Wisse, & Sassenberg, 2014). In contrast, Transactional Leadership Style (TSLS) emphasizes monitoring, achievement-related rewards and the pursuit of personal mastery goals aimed at learning, developing and mastering work-related expertise and assigned targets.

Susanto, Agusinta, Setyawati, and Panjaitan (2023) reviewed 20 selected articles and synthesized a literature review pertaining to Servant Leadership, Transformational Leadership, Transactional Leadership, and Organizational Commitment to examine influence of one variable on another, they found that there were many articles that have an influence and still have to be continued in further research. Febrian and colleagues, made review of scientific articles to explored various variables pertaining to transactional leadership, employee performance, and organizational performance. Their results showed a significant relationship between transactional leadership and employee performance, as well as between employee performance and organizational performance, based on the reviewed scientific articles (Febrian, Rajab, & AR, 2023). The findings highlighted important areas for future research and suggested potential research gaps or alternative research focuses. Similarly, Waasifuddin, Javed, and Mehmood (2019) found that there existed lack of literature regarding study of the relationship between inclusive leadership, job autonomy, perceived organizational support and employee innovative-work behavior.

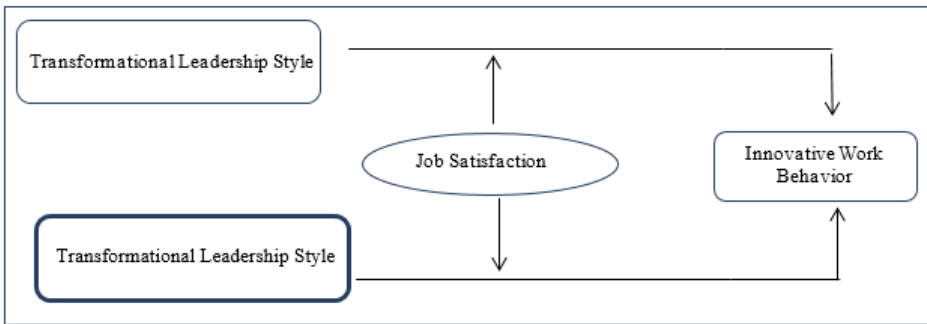
Promoting TFLS requires workers to engage in "learning and development". A transformational leader, according to Siangchokyoo, Klinger, and Campion (2020), transforms the entire system of their organization through the development of their followers. This transformational leader persuades their group to perform better than their abilities. TSLS is based on a reward versus punishment system regarding employee performance. TFLS and TSLS are different leadership styles. B. M. Bass and Avolio (1990); B. M. Bass, Stogdill, and Bass (2008) described TSLS as a relationship between a leader and follower based on transactions to fulfill personal and organizational interests. However, McCleskey (2014) and other scholars criticized TSLS for its "one-size-fits-all" approach without considering situational factors. TSLS primarily relies on trades between leaders and followers, where compensation is given for achieving goals or fulfilling performance criteria. Jung (2001) described TSLS leaders as facilitating exchanges between managers and subordinates, while Howell and Avolio (1993) referred to TSLS as an interchange of rewards and targets between management and employees.

Emmanuel (2020) emphasized the importance of innovative work behavior (IWB) in encouraging employees to present novel and useful ideas to increase output efficiency with minimal resources. Scotney, Schwartz, Carbert, Saab, and Gabora (2020) distinguished creativity as the generation of new ideas, which is cognitive, intrinsic, and attitudinal, while IWB refers to the realization of those ideas into practical processes or products, which is extrinsic and behavioral. Janssen (2000) stated that IWB encompasses both creativity and innovation, highlighting its dynamic and multifaceted nature. Mumford and Gustafson (1988) argued that creativity leads to innovation, which involves the materialization of new ideas and the creation of new products or services. Pieterse, Van Knippenberg, Schippers, and Stam (2010) emphasized the increased importance of IWB for the survival and competitive advantage of organizations, as employees' creativity and IWB

contribute to organizational success. Woodman, Sawyer, and Griffin (1993); Oldham and Cummings (1996) discussed the vital significance of IWB for the effective functioning of organizations.

Job satisfaction (JS) is based on Maslow's "Hierarchy of Needs," where job satisfaction is achieved when a job fulfills a worker's basic needs, such as physiological, safety, social, self-esteem, and self-actualization needs (Maslow, 1954). Lin and Huang (2021) defined JS as the extent to which a job fulfills needs or wants and provides enjoyment.

Figure 1
Conceptual Framework



The industry being studied is faced with the challenge of determining the most suitable leadership style for fostering innovation. The Path Goal Theory of Leader's Effectiveness suggests that leaders should motivate their followers to achieve goals, remove obstacles along the path, clarify rewards for goal attainment, and enhance job satisfaction during the process. In this research, we aim to identify the most appropriate leadership style for the industry based on leadership characteristics that contribute to employees' contingency (i.e., job satisfaction), which ultimately leads to organizational effectiveness through innovation. The sports goods industry which exports products worldwide and faces intense competition recognizes the necessity of encouraging employees' innovative work behavior (IWB) in order to gain a competitive advantage in light of rapid advancements in information and communication technologies. It is crucial to examine the relationship between leadership styles and employees' IWB to determine a more suitable and effective leadership style specifically for the export-oriented sports goods industry in Pakistan. However, there is a scarcity of research on this topic, with existing literature primarily focusing on leadership styles, creativity, and IWB in healthcare, telecommunications, and banking sectors. The sports goods manufacturing and exporting industry of Pakistan has not been extensively studied regarding the impact of implied leadership styles on employees' IWB. This research aims to bridge this gap by investigating the impact of transformational leadership style (TFLS) and transactional leadership style (TSLs) as independent variables (IVs) on the IWB of the workforce as the dependent variable (DV), with job satisfaction (JS) serving as a moderator. Therefore, our research problem revolves around questions such as the correlation between TFLS/TSLs and the IWB of

workers in the sports goods manufacturing and exporting industry, which of the two leadership styles predicts IWB, and what is the moderating effect of JS on the relationship between TFLS/TSLs and IWB.

Method

This research has been carried out in Pakistani Sports Goods industry in order to visualize impact of Styles of leadership i.e. TFLS and TSLs on IWB of work-force of the industry under moderating effect of JS by using a questionnaire for data collection. Responses were obtained from the employees after getting permission from the CEO(s) of the respective industrial organizations. Survey was completed with the help of their HR departments. 200 Responses were received 25% from each of the four selected organization. Research Philosophy/Paradigm and Approach

Research Paradigm for this study was "Positivistic" adopting quantitative research method. Deductive approach is associated with positivistic paradigm and for establishing hypothesis by using theory. Nature of this study was "Explanatory" because it was tried to describe characteristic/attributes of selected population regarding IWB of employees under various leadership styles.

Data Collection Instruments/Research Tools

For data collection "Questionnaire" are used to collect primary data. For this purpose, standardized questionnaires were used which have already been used by researchers having strong reliability and validity.

Demographic Information Sheet

It consisted of name, Age, gender, education, occupational training(s), designation, total Job Experience, service duration with present organization and family system.

Use of MLQ - 5 x Questionnaire

We used the Multifactor Leadership Questionnaire (MLQ-5x) developed by Bass and Avolio to assess leadership styles. The MLQ-5x consists of 36 items measuring three sub-scales: Transformational Leadership (TFLS), Transactional Leadership (TSLs), and Laissez-faire leadership (LFLS). For our study, we focused on the TFLS and TSLs sub-scales, which have demonstrated good reliability (TFLS $\alpha=0.931$, TSLs $\alpha=0.786$). The responses were recorded on a five-point Likert scale, with higher scores indicating higher levels of the respective leadership styles (B. Bass & Avolio, 2000).

Scale for Innovative Work Behavior (IWB)

The Innovative Work Behavior (IWB) scale developed by De Jong and Den Hartog was utilized in this study. The scale consists of 10 items measured on a 5-point Likert scale. The

IWB scale assesses four dimensions: exploring prospects, generating ideas, mastering, and implementation. The reliability of that scale significant for α value is 0.70 (De Jong & Den Hartog, 2008).

Job-Satisfaction-Survey (JSS)

The Job Satisfaction Survey (JSS), developed by Spector (1985), was employed in this study to examine nine domains of job satisfaction related to general satisfaction. The JSS consists of 36 items, with four items assessing each subdomain. The reliability of the JSS was measured using Cronbach's alpha, which was found to be 0.7 in a sample population of 3,067 participants (Spector, 1985).

Results

Descriptive Analysis

Descriptive analysis of the demographic features of the sample population of 200 has been described.

Table 1
Demographic information of participants (n=200)

Variables	frequency	% age
Age		
20-40 year	180	90
>40 & above	20	10
Gender		
Male	185	92.5
Female	15	7.5
Education		
Matric & Intermediate	88	44
Above Intermediate	112	56
Designation		
Worker/ Line manager	140	70
Managers	60	30
Service Duration		
1-5 year	108	54
5 & above	92	46
Marital Status		
Married	122	61
Unmarried	78	39
No of Siblings		
0-5	138	56.5
>5	42	43.5
Monthly income		
25000- 40000	134	67
>40000 & above	66	33
Residence		
Urban	118	59
Rural	92	41
Religion		
Muslim	195	97.5
Non-Muslim	5	2.5

Initially 200 forms were collected; during data entry 6 forms were rejected in light of the set criteria. 6 new forms were got filled in to complete the required number of 200. Demographics of the participants were taken as under:

Inferential Analysis

In this section results, of empirical analysis of the data has been described. For validation of the scales/instrument used, reliability test and exploration of correlation, and multiple regressions has been discussed.

Table 2
Internal consistency of the Scales (n=200)

Tool	Variable	No of Items	Cronbach Alpha
IWB scale	IWB	10	$\alpha = 0.71$
MLQ-5x	TFL Style	19	$\alpha = 0.91$
MLQ-5x	TSL Style	12	$\alpha = 0.77$
JSS	JS	36	$\alpha = 0.73$

Note: IWB=innovative work behavior, MLQ=Multi Leadership Questionnaire, JSS=Job Satisfaction Survey

The IWB scale, which measures innovative work behavior, demonstrated a high level of internal consistency. The MLQ-5x scales for transformational and transactional leadership styles exhibited strong and good internal consistency, respectively. The JSS scale for job satisfaction showed satisfactory internal consistency. These findings suggest that the scales used in the study are reliable measures for assessing the respective variables of innovative work behavior, leadership styles, and job satisfaction.

To rule out Common Method Variance/bias Harman one-factor analysis is conducted. The result given below shows 19.015% of variance which is far less than 50% which shows there is no effect of CMV on the data.

Table 3
Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.472	19.015	19.015	2.472	19.015	19.015
2	2.154	16.569	35.583			
3	1.412	10.861	46.444			
4	1.111	8.549	54.993			
5	1.068	8.219	63.212			
6	0.907	6.978	70.19			
7	0.816	6.280	76.47			
8	0.757	5.820	82.29			
9	0.679	5.227	87.516			
10	0.535	4.112	91.628			
11	0.439	3.379	95.007			
12	0.393	3.019	98.026			
13	0.257	1.974	100			

Extraction Method: Principal Component Analysis.

According to [Hayes \(2017\)](#), moderation analysis is commonly used to examine the

linear relationship between X and W within a Y model. The purpose is to determine whether the effect of X on Y is influenced by the moderator variable W. The results of the Moderation analysis performed are shown in table 5 where IV is taken as Transformational (TFLS), DV = Innovative-Work-Behaviour (IWB) and Moderator = Job Satisfaction (JS).

Figure 2
Hayes' statistical model of moderation

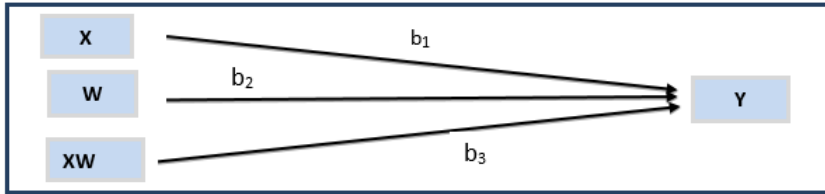


Table 4
The effect JS as Moderator on Relationship between TFLS and Innovative Work Behavior

Variable	Innovative Work Behavior		
	ΔR^2	β	SE
Main Effect	.527***		
TFLS		.218***	0.021
JS		.056**	0.017
Moderation Effect			
TFLS x JS	.014**		
Low Level of JS		.156***	0.027
Medium Level of JS		.214***	0.021
High Level of JS		.268***	0.034
Covariates			
Age		-0.35	0.43
Education		.87**	0.32
Service Duration		.54**	0.26
Marital status		1.34**	0.67
Socio Economic Status		1.00**	0.44
Monthly income		0.41	0.35
Employment Status		1.14	2.59
Location		-0.11	0.55
Gender		1.81*	1.05
No. of Siblings		0.41	0.4
Religion		0.77	1.65
Total R2	.541***		

Note: * $P < .05$, ** $P < .01$, *** $P < .001$, β =Standardized Coefficient, ΔR^2 =R square Change, SE= Standard Error, TFLS=Transactional Leadership, IWB=Innovative Work Behavior, JS=Job Satisfaction

The findings revealed that both Transactional Leadership Style (TFLS) and Job Satisfaction (JS) had significant main effects on IWB, indicating that they independently contribute to innovative work behavior. The analysis showed that the relationship between TFLS and IWB is moderated by JS. Job satisfaction increases to medium and high levels, the relationship between TFLS and IWB becomes stronger, suggesting that a higher level of job satisfaction enhances the effect of TFLS on innovative work behavior. The analysis considered several covariates, such as age, education, service duration, marital status,

socio-economic status, monthly income, employment status, location, gender, number of siblings, and religion. Some of these covariates were found to be significantly related to IWB, indicating that they may also play a role in influencing innovative work behavior.

Figure 3

Interaction plot of TFLS and JS on employees Innovative Work Behavior

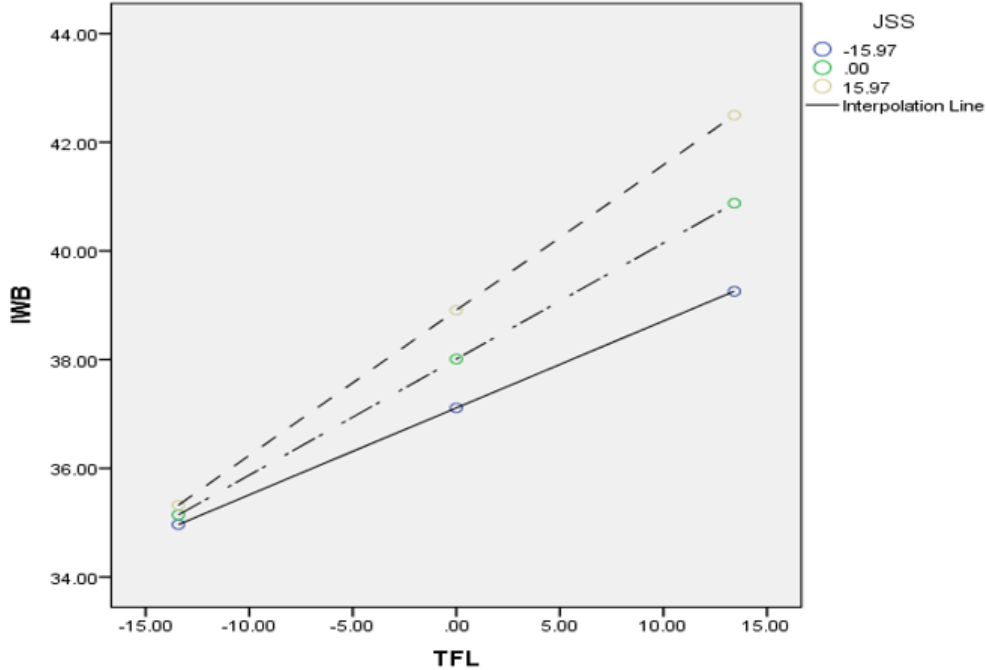


Table 5

The effect JS as Moderator on Relationship between TFLS and Innovative Work Behavior

Variable	Innovative Work Behavior (DV)		
	ΔR^2	β	SE
Main Effect	.579**		
TSLS (IV)		-.407***	0.026
JS (Moderator)		.046**	0.015
Interaction Effect			
TSLS X JS	0.001		
Total R2	.585***		

Note: * $P < .05$, ** $P < .01$, *** $P < .001$, β =Standardized Coefficient, ΔR^2 =R square Change, SE= Standard Error, TFLS=Transactional Leadership, IWB=Innovative Work Behavior, JS=Job Satisfaction

Regarding TSLS the findings reveal a negative main effect suggesting that a higher level of transactional leadership is associated with lower levels of innovative work behavior. the interaction effect between TSLS and JS, the results indicate that this interaction is

not significant. This suggests that the relationship between transactional leadership and innovative work behavior does not vary significantly based on different levels of job satisfaction. In other words, regardless of the level of job satisfaction transactional leadership does not seem to have a significant influence on employees' innovative work behavior.

Hypothesis Testing

Keeping in view the research objectives four hypothesis were created which were tested on the basis of analysis done for the collected data, the results are given against each. The results of correlation analysis showed significant positive correlation between TFLS & IWB i.e. $.632^{***}$ ($P < .000$). The results of moderation analysis also confirmed this result as it reflected that TFLS has strongly significant positive correlation with IWB ($\Delta R^2 = .527^{***}$, Standardized Coefficient $\beta = .218^{***}$) ($P = .000$). Whereas, results have shown significant negative correlation between TSLS and IWB as it reflected in correlational analysis as $-.751^{***}$ and moderation analysis showed ($\Delta R^2 = .579^{***}$ Standardized Coefficient $\beta = -.0407^{***}$) ($P = .000$). In view of the results hypothesis H1 is accepted. In the second hypothesis it was presumed that TFLS is a predictor of innovative work behavior. Applying cause & effect method it was seen by doing inferential analysis i.e. Moderation Analysis through Process that whether or not the independent variable TFLS predict IWB or not. The results of the analysis have shown that Leadership Style TFLS predict innovative work behavior ($P = .000$, $\beta = .218$). The hypothesis H2 stands approved. JS has significant positive moderating effect of the relationship between TFL (IV) and IWB (DV) ($\Delta R^2 = .021^{**}$) ($P = .007$) at lower, medium and high level. Based upon this result hypothesis H3 is accepted as well. JS do not have moderating effect on relation of TSLS and IWB ($\beta = .001$) ($P = .4067$) total $R^2 = .585^{***}$. Therefore, H4 is rejected.

Discussion

The findings of this study are consistent with previous research. [Khan, Aslam, and Riaz \(2012\)](#) found a positive correlation between Transformational Leadership (TFLS) style and Innovative Work Behavior (IWB), while a negative correlation was observed between Transactional Leadership (TSLS) style and IWB. These results support the findings of [Pieterse et al. \(2010\)](#), who emphasized the increasing importance of innovative behavior for organizational survival and highlighted the effectiveness of transformational leadership in fostering follower innovative behavior. Ayesha referenced the work of [Jung \(2001\)](#), who supported the notion that TFLS has a direct positive impact on employees' creativity. Ayesha concluded that Transactional Leadership (TSLS) did not exhibit a positive association with creativity, which is consistent with the findings of our study.

Furthermore, our results are consistent with the research conducted by [Voon, Lo, Ngui, and Ayob \(2011\)](#), which indicated that TFLS is positively correlated with job satisfaction (JS), while TSLS is negatively correlated with JS. This is in line with the observations of [B. Bass and Avolio \(2000\)](#), who considered TFLS as an ideal leadership style that encourages subordinates towards innovation.

In contrast to the previous findings, our study revealed a negative correlation between Transactional Leadership (TSLS) and Innovative Work Behavior (IWB), suggesting a potential counterproductive effect on innovation. Additionally, no significant moderating effect of Job Satisfaction (JS) was found in our analysis. This finding may be attributed to the nature of Transactional leadership, which tends to prioritize short-term goals and maximize efficiency without considering long-term effectiveness. These results are consistent with the findings of Budiasih who explored the mediating impact of perceived organizational politics on the relationship between leadership styles and job satisfaction. Their study also indicated a negative relationship between TSLS and JS, aligning with previous literature on the subject (Budiasih, Hartanto, Ha, Nguyen, & Usanti, 2020).

The third hypothesis of our study proposed that Job Satisfaction (JS) would moderate the relationship between Transformational Leadership (TFLS) and Innovative Work Behavior (IWB). Our data analysis confirmed a significant positive moderating effect of JS on the relationship between TFLS and IWB. Although there is a limited amount of literature on the moderating effect of job satisfaction in the relationship between leadership style and IWB, the findings of Woo, Park, and Kim (2017) support our results. They found that JS had a significant moderating impact on the relationship between burnout and scholarly productivity, which can be seen as a form of creativity. This aligns with our study's finding that JS moderates productive (innovative) behavior.

Furthermore, Lei, Leaungkhamma, and Le (2020) conducted research and found that self-efficacy and optimism significantly mediated the relationship between transformational leadership and innovative abilities. This indicates that the employees' level of motivation and satisfaction is crucial for fostering innovative behavior. When organizations provide satisfactory salary, benefits, career development opportunities, and a conducive working environment, employees become more motivated and energized to follow their leaders' instructions in creating innovative products.

The study found that certain demographic factors were significantly related to Innovative Work Behavior (IWB) and Transformational Leadership (TFLS). Factors such as education, designation, service duration, monthly income, and socio-economic status were positively correlated with IWB. Employees who had higher education, higher positions, longer service duration, and higher monthly income displayed more innovative behavior. This could be attributed to their higher job satisfaction, which contributed to increased innovation. Similarly, TFLS was positively correlated with education, service duration, and monthly income. This indicates that transformational leadership creates job satisfaction among more educated workers, leading them to work for longer periods and earn higher salaries. The data also showed that a significant proportion (64.5%) of employees in the sports industry had been working for more than 4 years, with 22% working for 7-9 years and 24% working for more than 10 years, indicating a tendency for employee retention. Employment status was another factor, with 99% of workers being salaried employees and only 1% being contractual workers. Gender, location, and religion did not have a significant relationship with IWB, TFLS, or Transactional Leadership (TSLS). This suggests that there is no discrimination based on these demographic factors among the employees. Furthermore, the majority of workers (59%) belonged to rural areas, indicating the creation of job opportunities for the rural population by the sports goods industry.

Conclusion

TFLS being predictor of IWB is more suitable leadership style in the selected industry which enables their employees to meet the ever-increasing challenges of changes in local as well as global environment through effective change management through adaptation and innovation by their work force having innovative work behavior in presence of an atmosphere of Job Satisfaction. This is one of the major causes of high growth rate of the industry under study. Conversely, following TSLS will make the leader to go for attainment of transactional based short-term objectives; it will boost up performance for a certain period of time but ultimately due to lack of long-term planning and maintaining the status-quo will end up having employees least concern to strive for innovation and working for sustainable competitive advantage. Hence TSLS will not be a better choice for top management/leadership of the industry under study to promote IWB in workers of the sport industry. This study has also shown that Job satisfaction as moderator plays a significant positive role on relations of TFLS and IWB. In other words, relation between innovative leader and satisfied follower is enhanced thus cause innovative behavior at work place.

Practical Implications

The study will be helpful for emerging entrepreneurs of sports industry which is transforming from Cottage Industry to SME / Corporate Sector. Adopting an appropriate Leadership Style by Top Management TSLS or TFLS will promote IWB of employees. For export related industry the manufacturing organizations have to develop new products for this they need to develop IWB in their employees. At strategic level TFLS will help organizations to attaining and maintaining competitive advantage through shared vision. Whereas at tactical level it will be helpful in transformation of labor and processes to make quality products through employee's creativity, knowledge & skills, augmented with IWB. Products of better quality make the buyers satisfied, thereby brings more business resulting in new jobs creation bringing benefit to the society. Our work has also highlighted importance of creating of an environment of Job Satisfaction which will add to motivation and make the work force more creative, innovative as well as productive.

Theoretical Implications

Besides discussing correlation in leadership styles this research work has taken the transformational leadership style as a predictor of innovative work behavior of employees. It has added to body of knowledge with respect to Moderating effect of JS on relationship in leadership styles (TFLS & TSLS) and IWB. Impact of co-variants (demographic features) has also been discussed. This will open up avenues for further working on in depth investigation as to how demographics of followers' effect leader-follower relation. This work has filled that gap as MLQ has been used in the instant work. Impact of two independent variables has been studied on dependent variable and at the same time, impact of each of the IVs has also been discussed separately on the DV in presence of a moderator.

Limitations

There have been certain limitations those included, Sample included 99% salaried workers and does not show behavior of contractor workers. There is a large number of employees who were not taken into study because their education level is under matric and did not qualify the inclusion criteria for their selection as a sample. Sampling was not done through random sampling technique; all workers were not given equivalent chance to be selected as sample. Sampling was done from only four industrial units; a larger sample size from more factories will add to generalizability of the findings.

Directions for Future Researches

It is suggested for further research that research on leadership styles adopted by leaders of government officers may be conducted from various government departments. Research work related to leadership and entrepreneurship is recommended. Survey research using interview as tool is also recommended on the same topic in the same industry so that those who were less educated can be selected as sample and responses can be analyzed accordingly. It is also suggested that Research should be conducted to explore relation and impact of Transformational Leadership Style of Change Management in an organization. It is also recommended that research may also be conducted to highlight such leadership styles and practices that might cause Counterproductive (work) Behaviors in the employees of business and workers of not for profit organizations.

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