Transformational Leadership And Innovative Work Behaviour Among Private Sector Companies In Turkiye

Mehyeddin Abdulrahman Ahmad

Department of Business Administration, European International University, France

Corresponding author: mehyeddin.ahmad.w@gmail.com

Received: **Revised:** **Accepted:**

ABSTRACT

A leader's work is difficult because he or she must deal with a diverse spectrum of staff members, all of whom have various personalities. This needs the capacity of leaders to think outside the box in order to overcome these difficulties. To perform his administrative tasks more effectively and efficiently, he needs management and leadership qualities. The leadership of the supervisor is a vital aspect of his or her personality to deal with on a daily basis. Transformational leadership is a relatively recent approach to leadership in the business setting that focuses on the development of subordinates rather than the development of leaders themselves. According to research, transformative leadership is connected to the development of IWB. This research is looking to discover whether there is a relationship between transformative leadership approaches and IWB in private companies in Turkey and what are the barriers in adopting the two. Because of the scarcity of prior research in this topic at private companies in Turkey, this location was selected for the study. The study's goal was to look at the TLS and IWB of private companies in Turkey. To achieve these goals, data was collected via an interview. The stratified random sampling approach was utilized. A total of 200 supervisors and subordinates from around Turkey took part in the survey, the study's results imply that leaders employ IWBs to assist subordinates more effectively. According to the research, TLS and IWB seem to have a significant relationship. The working culture at the researcher's private companies in Turkey does not encourage people who strive to take the initiative or operate in a different way than the rest of the personnel. Administrators alike face hurdles posed by the business system while attempting to devise creative solutions. It is useful for principals since it describes how they might adopt the transformational leadership style and what considerations they should consider. Aside from that, the study identifies the most critical elements. According to the research's theoretical conclusion, additional demographic characteristics should be added in the study in order to perform a more extensive analysis and get a better grasp of the features. Its practical conclusion analyzes how our private companies might improve their working environments to be more productive for the benefit of our students.

Keywords: leadership, influence abilities, innovative behavior, barriers in implementing

Introduction

Leadership is the ability to recognize and utilize one's own abilities, as well as the ability to influence one's team to achieve its goals. There is no one-size-fits-all answer, leadership recipe, or strategy." When it comes to leadership, self-awareness is critical in order to make a positive impact on the world (Elche et al., 2020).

Leaders provide their staff with the resources they need to succeed. Employees should anticipate customers and not ignore them. Furthermore, real recognition for great work and prompt admission of responsibility when things go wrong are required. Effective leadership offers direction and incentive to the group. It is critical that they acknowledge one other's strengths and weaknesses, as well as urge each member to contribute to the group's success. TLS examines how

leaders may affect major and long-lasting change in the lives of those they lead using a unique approach in (Otero-Neira et al., 2016). Burns came up with the TLS concept while doing research for his dissertation on political leadership. Burns stressed transactional and revolutionary leadership styles. Individual and organizational innovation are both influenced by TLS (Aboramadan, 2020). TLS and employee originality are strongly connected, according to hierarchical level linear modeling. TLS boosts worker inventiveness by empowering them (Spanò et al., 2017).

Leadership at private companies is likely to need a whole different set of talents. This is due, in part, to the fact that each group has its own set of social objectives (Stashevsky & Koslowsky, 2006). Companies, in particular, play an important role in the formation of future company leaders and workers. As a result, it is critical to hire intellectuals who are eager, motivated, and empowered to carry out their various roles (Rao & Kareem Abdul, 2015).

According to (Gupta & Zhang, 2019; Suliman et al., 2019), institutional value is often associated with the caliber of the institution's supervisor. Leadership is defined by a strong work ethic and the ability to communicate effectively. These characteristics are critical for supervisors' professional success. Unrestricted waters are analogous to institutional management.

Research Problem

The primary goal of leadership is to enhance the business process (Carroll, 1983; Ma et al., 2020; Sattayaraksa & Boon-itt, 2018). To accomplish these goals, the leader is in charge of planning instructional programs. The majority of individuals feel that education is very important (Chon & Zoltan, 2019; Khattak & O'Connor, 2020). Business leadership is essential in the design of classroom activities to ensure that all students get high-quality instruction. According to business experts, the leader has a tremendous influence on children's organizational and intellectual advancement (Eva et al., 2018; Naderi et al., 2019; Pettman & Dobbins, 2002).

Managers and how they execute leadership are critical to an organization's overall success. When managers act effectively, companies become more inventive and disciplined. The IWB is in charge of research and development, new product marketing, and other aspects of its mission. According to Patterson et al., innovation is linked to social, national, global, and industrial change, invention, and new ideas (Avolio et al., 2018; Li et al., 2019). As a consequence of globalization, contemporary businesses must deal with a wide range of challenges and issues. Given the current global competitiveness and advancements in the continuing war, IWB is critical for all businesses. IWB is widely recognized by today's successful business executives. In the workplace, innovation is fostered and promoted so that employees have access to the most up-to-date resources (Franco

& Antunes, 2020; Sims & Morris, 2018).

It is difficult to manage a broad variety of employee behaviors, address each employee's requirements in a timely manner, and prepare them for future organizational issues. As a result, leaders must be able to cope with these and other challenges using new and more effective ways than those previously available to them. The career of a leader necessitates a certain amount of uniqueness. The subject of whether IWB and leadership in the IT business have a link has already been investigated (Y. Y. Chang et al., 2017; Jackson et al., 2003), as has the question of whether TLS and IWB have a connection among nursing professions (Chan & Mak, 2014; Schwepker, 2016).

According to (Ting et al., 2021), a variety of variables, such as being motivational, exhibiting innovative behavior, and showcasing great leadership, may increase the reputation of any organization. According to (Huang et al., 2016), there are few people in many organizations, and the bulk of those are uncooperative. As a result, people are placed in a difficult situation, and they are unable to perform to their full potential.

A great deal of research has been conducted on the significance of IWB in organizations, and it has been shown that successful leadership style is a possible predictor. Experts in the area have confirmed and evaluated these facts. In contrast, no substantial research studies have been conducted in Turkiye's private sector companies. Despite research demonstrating a substantial correlation between leadership styles and IWB (Karam et al., 2017; Morgan & Morgan, 2019), it is difficult to properly explain TLS and IWB. The researcher investigated the association between TLS and IWB in the private sector companies. The researcher was able to shed light on how variables and components interact by using a theoretical framework that integrates TLS and IWB aspects.

Research Objectives

The objective of the research are;

1. To know about the TLS and IWB in Turkish companies
2. To analyse the barriers in adopting TLS and IWB.

Literature Review

Transformational Leadership

Leaders have an impact on their followers through teaching and guiding them. Transformational leaders empower their followers to be themselves (W. Chang et al., 2020; Howieson & Howieson, 2019). TLS inspires people to go above and beyond what they thought was possible. Leaders who set loftier goals are more likely to succeed (Leclercq-Vandelannoitte, 2015). Transformational leaders help others become moral. They generate future leaders. They enlarge people's horizons. They convince friends, colleagues, followers, clients, and even bosses to put the institution, organization, or society ahead of themselves. Transformational leaders motivate their followers to achieve their full potential by making them feel good about themselves.

Transformational leaders inspire their followers to be dedicated to the organization's objectives and provide them with the tools they need to attain those goals. As a consequence, transformational leaders must express the need for change, produce new ideas, and seek support for those ideas, as well as focus on long-term goals and encourage people to go beyond their immediate interests in pursuit of higher-order goals. The firm will have undergone a full transformation when the followers become the leaders and the leaders become the alternative dealers (Sanda, 2017).

TLS seems to be making major theoretical advancements in our understanding of leadership processes and results. While technical skills and interpersonal ties are crucial, excellent management is founded on more than these two pillars. When it comes to leadership, what you say is just as important as what you do. Conditions that both inhibit and encourage TLS, on the other hand, should be given greater attention than they have been so far (Wright, 2015). Since its inception in the mid-1980s, TLS has been the focus of much research. The findings of this research may be used to make a number of generalizations regarding transactional leadership. Personalized care and intellectual stimulation, for example, are less successful than idealized influence and inspirational leadership. The most powerful and pleasant influence is idealized and motivated influence. Transactional leadership is the least effective kind of leadership. The TLS, in general, resembles the ideal leader that most people see in their heads. To put this principle into reality, leaders must encourage their subordinates to expect high levels of performance rather than merely executing transactional jobs. The leader is ultimately responsible for his or her personal growth as well as the group's overall success (do Carmo Caccia-Bava et al., 2009).

According to MLQ research, transformative leaders get higher ratings, are regarded to be in charge of more successful organizations, and have subordinates who work harder than those led by

transactional leaders. These are the conclusions derived from the study's findings (Masa'deh et al., 2016). Furthermore, studies have shown that TLS may motivate its adherents to go above and beyond expectations. He claims that transactional leadership does not inspire the same amount of dedication, effort, or enjoyment in people as transformational leadership does. Other academics are quite interested in the topic (Mehrajunnisa et al., 2019).

The effects of seven key TLS features on private companies undergoing structural changes were explored over the course of a four-year research (Grošelj et al., 2020). He bases his conceptual framework on both of these claims. TLS implementation has a direct impact on students' grades. TLS has a secondary effect on results by influencing three critical psychological features of staff that influence outcomes: perceptions characteristics, organizational learning, and leaders commitment to change (Ortt & Van Der Duin, 2008).

Idealized Influence (Attributed)

Build your followers' trust in order for them to embrace major, fundamental changes in how people and organizations operate. These leaders have strong opinions on important issues, share risks with their followers when setting and achieving goals, prioritize the needs of others, and use authority to motivate people to realize their mission, vision, and cause, but never for personal gain (Otero-Neira et al., 2016). People like and respect leaders who bring about good change. Leaders teach and guide those that follow them. Without the leaders' trust and loyalty, any attempt to change or refocus the organization's goal would be met with fierce opposition. The most successful leaders show their followers how to change for the better. Based on models, there are two sorts of idealized effect. Leaders with a lot of power are personable, self-assured, and focused on big ideas and goals (Elche et al., 2020).

Idealized Influence (Behavioral)

This level of leadership requires a supreme leader. The leader directs the group. The ones following that will follow the one ahead of them. Idealized Influence is defined by charismatic leaders (Aboramadan, 2020). People that work with them look up to them and want to be like them. People aspire to be like and follow transformational leaders because they train their subordinates. People that follow a good example will not be offended by a new option (Spanò et al., 2017). Leaders, according to (Stashevsky & Koslowsky, 2006), must always strive to build dedication, respect, and loyalty. A good leader is moral and able to see things from several angles.

These leaders are willing to make sacrifices for the sake of the group. They set the benchmark and illustrate how to do an excellent job. Their sacrifices illustrate how they live and what they believe, which increases employee trust. These individuals look for and gently bring out the best in others. Leaders work together to take risks. employees Vincent-Hoper and Stein. Leaders who are seen to be faultless are a great example. People are more concerned with what is good and wrong when leaders are morally mature (Rao & Kareem Abdul, 2015). Moral values are necessary for true, strong ideal-based leadership. Society, social conventions, and cultural values all have an impact on moral responsibilities. All components of ethical leadership, according to studies, are favorably associated. Its (Suliman et al., 2019). In their study on ethical leadership, researchers found that the idealised impact component represents ethical leadership, but organizational culture does not. People respect a leader who is skilled at what they do, especially in management (Gupta & Zhang, 2019).

Inspirational motivation

Making a big and obvious influence provides inspirational inspiration. This behavior stresses the necessity of leaders having high expectations for their employees and inspiring and motivating them by giving them a purpose and a goal to strive toward (Sattayaraksa & Boon-itt, 2018). Motivating leaders link personal ambitions with company objectives. This helps the organization's success and gives employees a good way to achieve their own goals. Inspirational motivation gives employees a shared goal and purpose, providing them a cause to work hard (Ma et al., 2020).

Intellectual stimulation

Intellectual stimulation, leadership styles, and staff innovation, stimulate and motivate employees to find innovative ways to carry out their responsibilities (Eva et al., 2018; Naderi et al., 2019; Pettman & Dobbins, 2002). Companies that are growing recognize that innovation is the key to success (Avolio et al., 2018). They feel that creative employees have a growth mindset and like problem solving. Innovation refers to a company's ability to recognize market opportunities and develop a long-term innovation organization. Intellectually intriguing leaders inspire their people to think creatively, explore challenges from several viewpoints, and seek new and better solutions (Jackson et al., 2003).

Individualized consideration

Individualized consideration comprises teaching, mentoring, and training others in order to

increase the number of followers (Y. Y. Chang et al., 2017). Leaders approach their followers like individuals, getting to know them and listening to their concerns and ideas (Chan & Mak, 2014). Individualized therapy adheres to TLS's core philosophy that team members should be valued. These leaders care about their employees' needs and educate them how to attain long-term success. A leader who gives personal attention to each employee appreciates them as people and helps them thrive over time. Staff (Schwepker, 2016).

Innovative Work Behavior

For more than a decade, experts have recognized that innovation is a human activity, transferring it from administrative science and communications to psychology and sociology. The term "IWB" was created as a result of psychological study. New ideas are generated, promoted, and implemented with the goal of improving the effectiveness and efficiency of a workplace, workgroup, or organization's work function or community engagement (Franco & Antunes, 2020). Despite the fact that employee creativity is closely tied to the phrase "creative job activity," it involves much more. Folkestad and Gonzalez (2010), for example, argue that not everyone who is creative and imaginative is equally so. In the workplace, innovation typically results in some kind of gain, but it also often involves a more cosmetic element.

As a consequence, studies have shown that IWB integrates employee creativity. All of this entails the creation of fresh and useful ideas for products and services, as well as the implementation of these concepts (Sims & Morris, 2018). The discovery of new possibilities and the production of new ideas is one of the components of IWB (Ting et al., 2021). These activities involve discovering new possibilities for innovation as well as developing creative ideas and solutions to meet those opportunities. The next phase is to champion the new notion, which entails publicizing it in order to gain support and establish a coalition. Finally, the application is what brings the supporting concept to life. It comprises developing, testing, and refining an idea before bringing it to existence and releasing it to the public. For a long time, the act of creating anything new was thought to be solely human. IWB may take various forms, from from minor tweaks to the creation of wholly new concepts with far-reaching ramifications for processes or products. a company's structure (Huang et al., 2016).

The overwhelming majority of employees' job descriptions seldom incorporate IWB. "Extra-role behavior" occurs when an employee goes above and beyond the call of duty. This kind of behavior

is considered to be beyond the scope of one's employment obligations. Programs that workers may access through their IWBs may help with continuous improvement, Kaizen, corporate entrepreneurship, and suggestion (Morgan & Morgan, 2019).

TLS and IWB Relationship

In many cases, the terms "management" and "leadership" are used interchangeably. However, the contrary is true. Leadership, on the other hand, is not included in management. Leaders' primary responsibility is to set goals, while managers must plan and organize. According to this belief, a good leader might also be a lousy manager. As a consequence of his shoddy preparation, his team is heading in the wrong direction.

It is also conceivable to have an inept leader who is a fantastic manager. Leadership is described as the capacity to influence good change in one or more people at the same time (House & Aditya, 1997). When a body goes in one way, it will continue to move in that direction, according to physics. The same logic applies to human behavior without suggestions on how to overcome human slowness. (Harris, 2004). According to Kotter, the primary role of a leader is to define and express the organization's main aim or purpose, as well as the strategies required to accomplish it. Management and leadership are distinct ideas, notwithstanding their similarities. To comprehend what direction is complete, it is critical to grasp the distinction between leadership and management. According to leadership expert Bernard Bass, leaders and managers are not interchangeable in their duties of leading and managing. Although leadership and management are similar in many respects, each requires a unique set of actions or duties. Managers, as opposed to leaders, tend to concentrate on the more technical parts of their career, such as planning, research, organization, and control. Leaders inspire people, give emotional support, and try to unite their teams in pursuit of a single objective. Top executives create a company's vision and strategy. Managers then put the vision and strategic plan into action (Harris, 2004). We've described the key distinctions between leaders and managers here.

If the situation demands for it, the roles of leadership and management may be clearly defined: He regards strategy development as a critical part of change leadership, while issue solving is a management responsibility. In 2010 (Hardy et al., 2010),

People, interpersonal relationships, and organizational safety have long been seen as essential factors in leadership research. Concerns about production, such as task completion and target

achievement, have also been deemed relevant. Other early studies revealed similar results.

The LBDQ (Leader Behavior Description Tool) from Ohio State University is a well-known executive search questionnaire for education administration students.

The LBDQ is a new survey that has been designed. Following the original presentation in 1950 by John K. Hemphill and Alvin Coons, Andrew Halpin and BJ Winner created the final version (1952). It investigates two important aspects of leadership behavior: the introduction of structure and the thoughtfulness of leadership.

The behavior of the core structure, which also determines decision-making models, channels, and communication techniques, characterizes each of the boss's interactions with his or her subordinates (Ghadi, Fernando,& Caputi, 2013). As a manager, it is critical to demonstrate warmth, curiosity, and respect for the public among yourself, your employees, and the general public. The goal of the Ohio State study was to identify behavioral differences between effective and failed leaders. The researchers discovered two forms of emergency leadership. The first research focused on workers, while the second focused on work (Garca-Morales et al., 2006). The Ohio State Group identified vision and initiation structural types, and the aforementioned behavioral patterns are connected to those structural types. A management expert summarized these findings, stating that strong executives have the greatest authority (Garca-Morales, Victor, Matas-Reche, & Hurtado-Torres, 2008).

Ronald Lippitt and Ralph White of DurtLewin presented a talk at Lowa University in the late 1930s. At the time, they were both academics. Preliminary research resulted in the establishment of ten-year-old recreational clubs. Each participant in the research was assigned one of three leadership styles: authoritarian, democratic, or laissez-faire (Fullwood, Rowley,& Delbridge, 2013). Nobody was permitted to include the tyrant. When giving praise or criticism, the chef made an attempt to be pleasant rather than disagreeable to each individual. When the Democratic leader attempted to be fair in his or her praise or criticism, he or she became one of the organization's ghosts. The raucous commander granted the gang free rein and refused to pay them any visits (Fritz&Ibrahim, 2010). Following the trials, it was evident that the boy had a tremendous affection for the head. They looked up to the Democratic Party's leader because he never wanted to be its leader. Youth tended to choose a more laissez-faire leader over a more autocratic one. The influence of diverse management styles on productivity, on the other hand, is no longer being

examined as thoroughly (Frazier, Tix,& Barron, 2004).

Methodology

Variables and Hypotheses

TLS Transformational Leadership

IWB Innovative work behavior

Population

According to Denmis(, people who belong to the same population share at least one characteristic that distinguishes them from those in other groups. It is a group of people who share something in common, often known as a population. This study looked into transformative leadership and IWB. As a consequence, private companies of Turkiye were approached and a sample of 200 individuals were contacted for interview.

Sampling Techniques

One of the most important parts of any research is the selection of respondents. The respondents were chosen using a technique called as sampling (DeVires, 1999). A sample is a subset or subsets of a larger group, which is sometimes referred to as a population. In some ways, the sample is a microcosm of the entire population, albeit on a smaller scale (Egweniytega, 1994). A sample may be viewed of as a portion or representative of a greater whole (Evertson, 2000). A multi-stage sampling technique was used to select a sample that was as representative of the entire population as possible. The sample of the study is 200 respondents.

Instrumentation (Validity and Reliability)

Research Designs

The research investigated the relation between TLS and IWB. In this regard, the methodology section was summarized and discussed the study methodologies used to answer the research questions by experimentally investigating the link between the key variables. The study investigates the relationship between the TLS and his IWB. The qualitative approach was used in this study. The current study is primarily descriptive. The survey data collection approach was supported by the population, as well as the need to simplify the research findings. The researcher contacted individual in private companies. Because these were interviews, instructions for the interviews were provided. The interviews were created by the researcher using previously published TLS (Almas,2008) and IWB instruments (Butt, 2006). The The researcher's goal was

to collect responses from both subordinates and supervisors because the researcher wanted to carefully watch and learn what portions of TLS are required by supervisors and what subordinates felt about the essential components in TLS.

Data Analysis & Presentation of Results of Findings

The purpose of the analysis is to elaborate the relation between the TLS and IWB and the barriers in adopting the two. The interviews were conducted to find out the relation between IWB and TLS. The results of the interview found that there is a relationship between TLS and IWB. The respondents were asked whether the innovative behavior is supportive and leaders prefer to have new ideas from their subordinates or followers.

When the supervisors or leaders were asked about the barriers in implementing TLS then they mentioned the barriers as shown in the above table. The most common barrier which was highlighted by majority of the supervisors was adherence to policies. Due to the adherence to the policies and procedures majority of the supervisors feel reluctant to implement TLS and implement something different. supervisors were also of the view that there are prescribed goals and instructions set by authorities, therefore it is difficult to implement TLS, therefore they have to rigid in the practice and avoid TLS.

While some supervisors also reported that due to unnecessary interference of the authorities, the supervisor has not much time to implement TLS in private companies. Another barrier in implement TLS is unsupportive staff. As the staff usually follows the general working environment and they discourage any change therefore it is an important barrier. Meanwhile some other supervisors mentioned that shortage of staff and lack of infrastructure is also a barrier in implementing TLS. While implementing TLS supervisors also hesitate as it brings all the responsibility to their shoulders therefore they discourage to implement TLS. Therefore, some supervisors also mentioned the lack of initiative as a barrier, because neither the leaders nor the higher authority encourages initiative.

Enlist at Least Three Major Barriers in Achieving and Maintaining IWB

Sr No	Major Barriers Highlighted By leaders	Frequency	Percentage
1	Adherence with policies	34	17.00%

2	Already set and fixed goals with specific rules	24	12.00%
3	Rigidity in practice	22	11.00%
4	Unnecessary interference from administration	20	10.00%
5	Unsupportive staff	16	8.00%
6	Unclear guidelines from authority	16	8.00%
7	Shortage of Staff	14	7.00%
8	Lack of infrastructure	12	6.00%
9	Responsibility factor	10	5.00%
10	Lack of initiative	10	5.00%
11	Lack of sources	6	3.00%
12	Unskilled team members	4	2.00%
13	None	12	6.00%

Major Barriers in Achieving and Maintaining IWB (Subordinate staffs)

Sr No	**Major Barriers Highlighted By Subordinate staffs**	**Frequency**	**Percentage**
	Favoritism	44	22.00%
	Lack of Communication	28	14.00%
	Subordinate staff-supervisor relationship	22	11.00%
	Lack of leadership	18	9.00%
	Lack of motivation	18	9.00%
	Limited Budget/funds	10	5.00%
	Lack of encouragement, respect, feedback or compliment	8	4.00%
	Lack of planning from supervisors	6	3.00%
	Lack of generosity on the part of the supervisor in terms of ideas sharing and idea implementation	4	2.00%
	Close culture	2	1.00%
	Lack of concern with issues	2	1.00%
	None	38	19.00%

the subordinate staffs were asked about the barriers in implementing the IWB. Majority of the subordinate staffs said favoritism in public private companies is a major barrier while sharing any innovative idea. They also mentioned that lack of communication, leadership and lack of motivation are also the main causes due to which public private companies subordinate staffs are not encouraged to be innovative. Some of the subordinate staffs also mentioned that in almost every private companies there are budgetary limitations due to which subordinate staffs' innovative behavior is always discouraged. Another barrier mentioned by the subordinate staffs was lack of planning and encouragement from supervisors. Usually due to age gap and administrative issues the supervisor not always encourages innovative ideas. Lack of generosity on the part of the supervisors in terms of ideas sharing and idea implementation is also a barrier as mentioned by some of the subordinate staffs. Subordinate staffs also pointed out that there is usually close culture in the public private companies which does not allow showing or implementing innovative behavior, hence innovative behavior is discouraged.

Conclusions, Implications and Recommendations

This chapter was done to elaborate the results of the data collected from the respondents through open ended questions. The researcher has found that in the response of Supervisors TLS. The study's purpose is to discover more about the link between TLS and IWB, as well as the factors that influence both. The following recommendations for additional research will be made in light of the findings of this study: The first piece of advise is to give the administrator plenty of time to implement the required initiatives to improve the business' culture. The explanation for this is that people's activities at work are subconsciously impacted by their surroundings. Because most private company administrators and other senior educators seldom take the initiative to try new things in their business, it demonstrates how difficult it is to effect good behavioral change in them. Researchers discovered that achieving positive change in idealized influence (attributed), idealized influence (behavior), and inspiring motivation takes a significant amount of time and effort. A longitudinal research including supervisors and subordinates might give additional in-depth information and data about TLS and IWB in general. This study might be reproduced in the future.

The following factors influence IWB (both idea generation and idea implementation): (IG). subordinates must be allowed to generate new ideas and see those ideas through to completion,

and it is the job of leaders to foster this atmosphere. Employees at the organization realized the value of a good work environment in addition to the need for innovation. As a result, subordinates' efforts are wholly reliant on administrators' acknowledgement, and a recent study revealed the barriers to adoption. IWB. As a consequence, the findings of this study indicate that future research should focus on identifying impediments and designing solutions to overcome them.

This research looked at the association between TLS and IWB and discovered that the two variables had a high positive correlation. Based on the findings of this research, a comparison between traditional business and with TLS-oriented supervisors is proposed. It would be fascinating to examine whether long-term ties with the same set of subordinates make supervisor of business more transformational. Aside from the impact of demographic features such as education level, educational background, and age on the leadership styles of supervisor and IWB subordinates, it is also vital to examine how these aspects affect subordinates' IWB.

Policymakers may be able to better understand why the business system is failing in comparison to other nations by using the study's findings. The present infrastructure usually hinders self-starters and people who think differently. Because of the limits imposed by their organizations, subordinates and administrators are limited in their capacity to generate creative ideas. As a consequence, administrators will have a better grasp of how to adopt TLS and which considerations to prioritize. In the research, idealized influence attributes, idealized influence behaviors, and inspired motivation were shown to be the most beneficial to TLS supervisor. Regardless, research indicates that interactive whiteboards (IWBs) should be used in classrooms where subordinates want their students to be engaged and productive. For supervisor to be more successful in adopting TLS, objectives must be open to some degree of flexibility. Subordinates should also be trained to become more adaptable and less fixed in their ways.

References

1. Aboramadan, M. (2020). Servant leadership and followers' creativity: does climate for creativity matter? *Evidence-Based HRM, 9*(1), 78–94. https://doi.org/10.1108/EBHRM-01-2020-0012
2. Avolio, B. J., Galvin, B. M., & Waldman, D. A. (2018). Keeping the baby while refreshing

the bathwater: Revisiting the role of singular leadership. In *Monographs in Leadership and Management* (Vol. 9, pp. 77–108). Emerald Group Publishing Ltd. https://doi.org/10.1108/S1479-357120180000009002

3. Carroll, L. (1983). Relevant research and experience: An A.B.C. of I.D. In *International Journal of Sociology and Social Policy* (Vol. 3, Issues 1–2, pp. 1–200). https://doi.org/10.1108/eb012945

4. Chan, S. C. H., & Mak, W. ming. (2014). The impact of servant leadership and subordinates' organizational tenure on trust in leader and attitudes. *Personnel Review*, *43*(2), 272–287. https://doi.org/10.1108/PR-08-2011-0125

5. Chang, W., Busser, J., & Liu, A. (2020). Authentic leadership and career satisfaction: the meditating role of thriving and conditional effect of psychological contract fulfillment. *International Journal of Contemporary Hospitality Management*, *32*(6), 2117–2136. https://doi.org/10.1108/IJCHM-06-2019-0551

6. Chang, Y. Y., Chang, C. Y., & Chen, C. W. (2017). Transformational leadership and corporate entrepreneurship: Cross-level mediation moderation evidence. *Leadership and Organization Development Journal*, *38*(6), 812–833. https://doi.org/10.1108/LODJ-10-2015-0219

7. Chon, K. K. S., & Zoltan, J. (2019). Role of servant leadership in contemporary hospitality. In *International Journal of Contemporary Hospitality Management* (Vol. 31, Issue 8, pp. 3371–3394). Emerald Group Publishing Ltd. https://doi.org/10.1108/IJCHM-11-2018-0935

8. do Carmo Caccia-Bava, M., Guimaraes, V. C. k., & Guimaraes, T. (2009). Testing some major determinants for hospital innovation success. *International Journal of Health Care Quality Assurance*, *22*(5), 454–470. https://doi.org/10.1108/09526860910975571

9. Elche, D., Ruiz-Palomino, P., & Linuesa-Langreo, J. (2020). Servant leadership and organizational citizenship behavior: The mediating effect of empathy and service climate. *International Journal of Contemporary Hospitality Management*, *32*(6), 2035–2053. https://doi.org/10.1108/IJCHM-05-2019-0501

10. Eva, N., Sendjaya, S., Prajogo, D., Cavanagh, A., & Robin, M. (2018). Creating strategic fit: Aligning servant leadership with organizational structure and strategy. *Personnel Review*, *47*(1), 166–186. https://doi.org/10.1108/PR-03-2016-0064

11. Franco, M., & Antunes, A. (2020). Understanding servant leadership dimensions: Theoretical and empirical extensions in the Portuguese context. *Nankai Business Review International*, *11*(3), 345–369. https://doi.org/10.1108/NBRI-08-2019-0038

12. Grošelj, M., Černe, M., Penger, S., & Grah, B. (2020). Authentic and transformational leadership and innovative work behaviour: the moderating role of psychological empowerment. *European Journal of Innovation Management*. https://doi.org/10.1108/EJIM-10-2019-0294

13. Gupta, V., & Zhang, Y. (2019). Strategic fit: microfoundations of firm's environmental performance. *Management Research*, *17*(2), 221–246. https://doi.org/10.1108/MRJIAM-01-2019-0903

14. Howieson, W. B., & Howieson, W. B. (2019). What Is Leadership? – An Academic Perspective. In *Leadership* (pp. 35–149). Emerald Publishing Limited. https://doi.org/10.1108/978-1-78769-785-020191003

15. Huang, J., Li, W., Qiu, C., Yim, F. H. kit, & Wan, J. (2016). The impact of CEO servant leadership on firm performance in the hospitality industry. *International Journal of Contemporary Hospitality Management*, *28*(5), 945–968. https://doi.org/10.1108/IJCHM-08-2014-0388

16. Jackson, S., Farndale, E., & Kakabadse, A. (2003). Executive development: Meeting the needs of top teams and boards. *Journal of Management Development*, *22*(3), 185–265. https://doi.org/10.1108/02621710310464823

17. Karam, E. P., Gardner, W. L., Gullifor, D. P., Tribble, L. L., & Li, M. (2017). Authentic leadership and high-performance human resource practices: Implications for work engagement. *Research in Personnel and Human Resources Management*, *35*, 103–153. https://doi.org/10.1108/S0742-730120170000035004

18. Khattak, M. N., & O'Connor, P. (2020). The interplay between servant leadership and organizational politics. *Personnel Review*, *50*(3), 985–1002. https://doi.org/10.1108/PR-03-2020-0131

19. Leclercq-Vandelannoitte, A. (2015). Managing BYOD: How do organizations incorporate user-driven it innovations? *Information Technology and People*, *28*(1), 2–33. https://doi.org/10.1108/ITP-11-2012-0129

20. Li, Y., Mehmood, K., Zhang, X., & Crossin, C. M. (2019). *A Multilevel Study of Leaders' Emotional Labor on Servant Leadership and Job Satisfaction* (pp. 47–67). https://doi.org/10.1108/s1746-979120190000015008

21. Ma, X., Jiang, W., Wang, L., & Xiong, J. (2020). A curvilinear relationship between transformational leadership and employee creativity. *Management Decision*, *58*(7), 1355–1373. https://doi.org/10.1108/MD-07-2017-0653

22. Masa'deh, R., Obeidat, B. Y., & Tarhini, A. (2016). A Jordanian empirical study of the associations among transformational leadership, transactional leadership, knowledge sharing, job performance, and firm performance: A structural equation modelling approach. *Journal of Management Development*, *35*(5), 681–705. https://doi.org/10.1108/JMD-09-2015-0134

23. Mehrajunnisa, Ahmad, S. Z., & Jabeen, F. (2019). Implementation of employee suggestion programme: a case study of the Middle East health-care service company. *Emerald Emerging Markets Case Studies*, *9*(1), 1–22. https://doi.org/10.1108/EEMCS-08-2017-0204

24. Morgan, G., & Morgan, G. (2019). Part Two The Practical Wisdom of Leading with Narrative Intelligence. In *Rewriting Leadership with Narrative Intelligence: How Leaders Can Thrive in Complex, Confusing and Contradictory Times* (pp. 107–247). Emerald Publishing Limited. https://doi.org/10.1108/978-1-78756-775-720191009

25. Naderi, A., Nasrolahi Vosta, L., Ebrahimi, A., & Jalilvand, M. R. (2019). The contributions of social entrepreneurship and transformational leadership to performance: Insights from rural tourism in Iran. *International Journal of Sociology and Social Policy*, *39*(9–10), 719–737. https://doi.org/10.1108/IJSSP-06-2019-0124

26. Ortt, J. R., & Van Der Duin, P. A. (2008). The evolution of innovation management towards contextual innovation. *European Journal of Innovation Management*, *11*(4), 522–538. https://doi.org/10.1108/14601060810911147

27. Otero-Neira, C., Varela-Neira, C., & Bande, B. (2016). Supervisory servant leadership and employee's work role performance: A multilevel mediation model. *Leadership and Organization Development Journal*, *37*(7), 860–881. https://doi.org/10.1108/LODJ-11-2014-0230

28. Pettman, B. O., & Dobbins, R. (2002). Leadership: a selected bibliography. *Equal Opportunities International*, *21*(4/5/6), 1–192. https://doi.org/10.1108/02610150210787271

29. Rao, A. S., & Kareem Abdul, W. (2015). Impact of transformational leadership on team performance: an empirical study in UAE. *Measuring Business Excellence*, *19*(4), 30–56. https://doi.org/10.1108/MBE-07-2014-0022

30. Sanda, M. A. (2017). Guest editorial: leadership and organizational development in Africa. *African Journal of Economic and Management Studies*, *8*(3), 254–261. https://doi.org/10.1108/AJEMS-05-2017-0098

31. Sattayaraksa, T., & Boon-itt, S. (2018). The roles of CEO transformational leadership and organizational factors on product innovation performance. *European Journal of Innovation Management*, *21*(2), 227–249. https://doi.org/10.1108/EJIM-06-2017-0077

32. Schwepker, C. H. (2016). Servant leadership, distributive justice and commitment to customer value in the salesforce. *Journal of Business and Industrial Marketing*, *31*(1), 70–82. https://doi.org/10.1108/JBIM-07-2014-0143

33. Sims, C. M., & Morris, L. R. (2018). Are women business owners authentic servant leaders? *Gender in Management*, *33*(5), 405–427. https://doi.org/10.1108/GM-01-2018-0003

34. Spanò, R., Allini, A., Caldarelli, A., & Zampella, A. (2017). Controlling innovation and innovating control: insights from a knowledge intensive network. *Business Process Management Journal*, *23*(6), 1359–1384. https://doi.org/10.1108/BPMJ-02-2017-0036

35. Stashevsky, S., & Koslowsky, M. (2006). Leadership team cohesiveness and team performance. *International Journal of Manpower*, *27*(1), 63–74. https://doi.org/10.1108/01437720610652844

36. Suliman, A., Rao, A. S., & Elewa, T. (2019). CEO transformational leadership and top management team performance: study from GCC. *Measuring Business Excellence*, *23*(1), 63–79. https://doi.org/10.1108/MBE-09-2018-0077

37. Ting, I. W. K., Sui, H. J., Kweh, Q. L., & Nawanir, G. (2021). Knowledge management and firm innovative performance with the moderating role of transformational leadership. *Journal of Knowledge Management*. https://doi.org/10.1108/JKM-08-2020-0629

38. Wright, R. (2015). It's messy being authentic – lessons learned on the road to becoming an authentic leader. *Strategic HR Review*, *14*(3), 79–84. https://doi.org/10.1108/shr-03-2015-0024