

"Unleashing Innovation In Modern Workplace: Leveraging Transformational Leadership And Innovative Work Behaviour"

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ABSTRACT

Firms are increasingly recognizing the need to encourage innovative work behavior among their workers to preserve an advantage in today's rapidly evolving business landscape. The possibility of organizations increasingly hinges on innovative endeavors. Scholars assert that, in contrast to self-determination or psychological empowerment, is especially successful in encouraging follower inventive behavior. However, there is little and contradictory empirical support for this relationship. From this study, we suggest that transformational leadership is linked to employee(follower) innovative work behavior; and it is mediated by employee self-determination. The study also makes an effort to present a rational and detailed understanding of how self-determination acts as a mediating component in transformational leadership, encouraging employees in particular industries to engage in innovative work behavior. Data from 118 followers working for different companies were gathered through the disproportionate quota sampling to test the theory. Self-determination theory and transformational leadership theory are used in this article to support the correlation between transformational leadership, creative workplace behavior. The findings from the body of research have significant impacts on organizations seeking to cultivate innovation within their workforce. The study's conclusions demonstrate a beneficial relationship with employees' self-determination and innovative employee work behavior and transformational leadership style. ANOVA, correlation, and reliability statistics were utilized as a research method to determine how the variables in this study related to one another.

Keywords: Transformational Leadership, Self-Determination, Psychological Empowerment, Workplace Innovation, Innovative Work Behaviour.

1. INTRODUCTION

Transformational leadership, with its emphasis on inspiring and motivating followers, has been identified as a vital aspect of fostering an innovative culture. Furthermore, the concept of self-determination¹ or psychological empowerment has received attention for its role as a mediator in influencing employees' willingness and incentive to involve them in innovative employee behavior. The function of transformational leadership in generating innovative behavior of employees, along with self-determination (psychological empowerment) as a mediating role, is an important field of research in organizational behavior and leadership studies. In this setting, transformational leadership acts as a catalyst for fostering a work climate that fosters creativity, risk-taking, and innovation as well as initiative. The concept of self-determination or psychological empowerment influences employees' willingness and incentive to involve in innovative work behavior.

Due to obstacles presented by globalization and the growing drive for innovation across various sectors over recent decades, the competition among high-tech companies has escalated

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significantly. Within any organization, employees hold the utmost significance as a resource, frequently assuming a crucial function in the innovation progressions that drive elevated organizational achievement (Darroch, 2005). Nurturing an exceptionally innovative culture within a company requires continual backing for employees to exhibit innovative work behavior (IWB) when responding to the usual trials faced by the organization (Van de Ven, 1986).

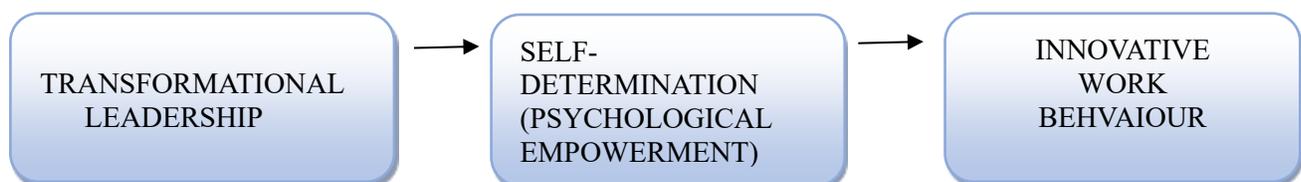
2. RESEARCH OBJECTIVES:

1. To assess the significance between transformational leadership and innovative work behavior among employees.
2. To examine the impact of self-determination (psychological empowerment) with innovative work behavior.
3. To explore the mediating role of self-determination in the relationship between transformational leadership and innovative work behavior.

3. RESEARCH HYPOTHESES:

1. There will be a significant and positive relationship between transformational leadership and innovative work behavior among employees.
2. Self-determination will have a significant and positive effect on innovative work behavior among employees.
3. Self-determination will mediate the relationship between transformational leadership and innovative work behaviour.

4. CONCEPTUAL FRAMEWORK:



5. REVIEW OF LITERATURE

5.1 TRANSFORMATIONAL LEADERSHIP

Transformational leadership primarily revolves around understanding human nature and individual distinctions. This rationale serves as a basis for integrating this concept into educational institutions, which are essential and dynamic environments characterized by a multitude of conflicting requirements and aspirations. "Transformational leadership influences behaviors linked to effective leadership in propelling change and steering organizations towards success," state Trmal, Bustamam, and Mohamed (2015). Transformational leaders have an impact on the entire organization by influencing the moral, behavioral, and attitude changes of their followers (Pearce et al., 2003). Transformational leadership is constructed on leaders' abilities to motivate their subordinates to achieve more than they originally anticipated (Krishnan et al., 2005).

As posited by Bass's Transformational Leadership Theory, leaders wield the capability to cultivate creativity and innovation among their followers through the providing of a compelling vision, personalized attention and intellectual stimulation. This notion finds support of Jung et al. (2003), contended employs a favourable impact on the inventive performance and also

innovative conduct of employees. Akinly, Wang et al. (2011) undertook a meta-analysis and unearthed a robust positive correlation between leadership and innovativeness of workers. Transformational leader exhibit a willingness to embrace novel approaches, alter existing systems and process for long period gains, and support their followers in seizing prospects (Pearce and Ensley, 2004). These leaders construct captivating visions, serve as exemplars, emphasize innovation, and engage with their followers on a personal level (Bass, Avolio, 1995). The leaders motivate their followers to scrutinize the prevailing status, challenging their own convictions and principles to foster inventive solutions for enduring challenges (Aryee et al., 2012; Bass et al., 2003). By rallying their efforts towards collective objectives, transformational leaders foster an environment that stimulates innovative work behavior (Majumdar, Ray, 2011).

5.2 TRANSFORMATIONAL LEADERSHIP AND INNOVATIVE WORK BEHAVIOUR

Transformational leaders, endowed with ability that inculcates inspiration and motivation, propel their followers to transcend the limits of the conventional. They adeptly construct an alluring portrayal of future and embolden employees to embrace change while tactically venturing into uncharted territory. A consistent body of studies corroborates the constructive transformational leadership with the manifestation of creative workplace behavior (Zhang & Bartol, 2010; Carmeli & Spreitzer, 2009). Theories concerning transformational leadership have prominently highlighted the role of promoting innovation as a fundamental aspect of leadership (Bass, 1985; Tichy & Ulrich, 1984; Conger, 1999). Notably, transformational leadership has positioned as a more potent catalyst for nurturing innovative behavior when juxtaposed with transactional leadership (Basu & Green, 1997).

Furthermore, a pivotal facet of transformational leadership consisting of harmonizing the aspirations and preferences of followers with the objectives of the organization (Bass, 1999). This alignment has the potential to encourage a heightened level of commitment that extends beyond the ordinary, thereby fostering an environment conducive to innovative behaviors.

Transformational leadership is often characterized by its emphasis on facilitating transformation and driving change within an organization or group (Bass & Riggio, 2006). This leadership style is believed to encourage creative thinking and constructive changes among followers by enhancing a compelling vision, encouraging employees to challenge existing norms, and fostering personal advancement and maturation (Basu & Green, 1997).

Transformational leadership wield a constructive sway in bolstering organizational innovation, as attested by the findings of Zuraik and Kelly (2019). An up-to-date investigation illuminates that transformational leadership exerts a favorable influence in the organizational learning and the exchange of knowledge. Correspondingly, the nexus between organizational learning, knowledge sharing, and employee innovation emerges as significant in this context, as established by Khan and Khan (2019).

5.3 TRANSFORMATIONAL LEADERSHIP AND SELF- DETERMINATION

Drawing the insights of Spreitzer et al. (1999), the concept of psychological empowerment is well-demarcated as an inherent motivation reflected through four cognitive dimensions, which mirror an individual approach to their role such as competence, impact, self-determination, and meaning. When investigating the contributions shared and transformational leadership to peer knowledge behaviour sharing, the perception of self-determination theory Deci, Ryan, et al., 2000 can provide valuable perspectives. Self-Determination Theory emphasizes that satisfying three fundamental psychological needs, competence, autonomy, and relatedness played a central part in the progression of achieving self-determination and individual growth.

We argue that the viewpoint of Self-Determination Theory effectively expounds the influence of transformational leader behavior with followers' perceptions and their subsequent effects, offering clarity to the intricate association between followers' perceptions of their transformational leaders (TL) and their levels of engagement of work (Chua, J., & Avoko, O.,

2021). Transformational leaders serve as catalysts for intellectual prowess, galvanizing their followers to craft circumstances that grant them substantial agency in shaping their roles within the workplace. This dynamic engenders a propitious milieu for escalated levels of innovative work behavior (Afsar et al., 2014).

5.4 SELF-DETERMINATION

Self-determination theory, pioneered by Deci, Ryan in 1985 and further developed by Ryan and Deci in 2000, presents a comprehensive framework for understanding motivation, encompassing the motivational types from measured to self-directed values (Ryan & Deci, 2000a). Self-determination theory classifies motivation into various dimensions and recognizes the nuances between them. This form of motivation reflects a profound sense of self-determination, alignment with personal values, and a conscious sense of volition even in the absence of awareness (Tadic Vujicic et al., 2017).

Furthermore, supplementing the research with qualitative data has the potential to offer a more comprehensive understanding and deeper insights into the intricate dynamics of the connection, especially between shared leadership with shared knowledge, while considering the pivotal role of employees' self-determination. Viewing this through the lenses of social exchange and self-determination theories, it becomes evident that shared leadership can cultivate an environment in which employees collectively anticipate and perceive shared responsibility. This, in turn, fosters a mutual trust in one another's willingness to share knowledge. Aligned with the principles of self-determination theory, individuals require the following conditions to facilitate their psychological growth, autonomy means a sensation of control over one's own life actions and objectives. The ability to initiate meaningful actions that lead to tangible change significantly contributes to individuals feeling self-determined. Competence means the acquisition of mastery in tasks and the acquisition of diverse skills. When individuals feel adept and capable of accomplishing tasks successfully, they are more inclined to engage in actions that propel them toward their objectives. Relatedness means the experience of belonging and attachment within social contexts. The need for interpersonal connections and a sense of belonging is crucial for fostering self-determined behavior.

Intrinsic rewards serve as the driving force behind self-determined behaviors, propelled by factors such as enjoyment, interest, and satisfaction. This intrinsic motivation reinforces a sense of control and empowerment in individuals. In summary, by acknowledging these principles, we can foster an environment that nurtures self-determined behavior, intrinsic motivation, and ultimately enhances engagement and knowledge sharing.

5.5 SELF-DETERMINATION AND INNOVATIVE WORK BEHAVIOR

Psychological empowerment characterized by feelings of autonomy, competence, and a sense of meaningfulness, has emerged as a pivotal determinant influencing employees' active engagement in innovative work behavior. The research by Spreitzer (1995) contended that employees who perceive themselves as empowered tend to exhibit greater proactivity in generating and implementing novel ideas. Similarly, Karatepe (2013) discovered a positive relationship between psychological empowerment as well as employees' propensity for innovative behavior. This underscores the critical role of self-determination in fostering a heightened sense of ownership and autonomy within the work environment.

The concept of self-determination, rooted in psychological theory and grounded in the principles of human rights, has garnered substantial attention across an array of disciplines. Within the context of this literature review, the primary objective is to present a comprehensive synthesis that encompasses essential themes, foundational theoretical frameworks, empirical investigations, and practical implications that revolve around the concept of self-determination.

Transformational leaders, by offering inspirational motivation and personalized consideration, cultivate an empowering work environment that nurtures employees' sense of autonomy and competence. As a result of this heightened psychological empowerment, employees are more inclined to exhibit self-directedness and intrinsic motivation, consequently driving their engagement in innovative behaviors (Zhang & Bartol, 2010). This heightened empowerment contributes to an increase in intrinsic motivation, a factor that plays a significant role in driving employees to participate in more innovative work behaviors (Zhang & Bartol, 2010).

Transformational leaders establish an environment that fosters empowerment by affording autonomy, offering support, and creating opportunities for skill enhancement. As employees internalize this sense of psychological empowerment, they experience heightened self-directedness and intrinsic motivation. Consequently, they are more inclined to proactively seek novel solutions and innovative approaches to their tasks (Carmeli & Schaubroeck, 2007).

5.6 INNOVATIVE WORK BEHAVIOUR

Leadership has been consistently recognized as the pivotal factors influencing inventiveness and innovativeness within organizations (Gumusluoglu and Ilsev, 2009a). The innovative behavior exhibited by employees holds immense significance for the overall effectiveness and sustainability of an organization (Woodman, R. W., Scott, W. G., & Bruce, R. A. (1994) Shalley, C. E. (1995) Oldham & Cummings (1996) West, M. A., Hirst, G., Richter, A. W., & Shipton, H. (2004).

Given that employees are the driving force behind generating and implementing innovative initiatives (Amabile, 1996), understanding how leadership can influence their innovative behaviors becomes a strategic avenue for gaining a competitive edge. Consequently, a pressing inquiry in both leadership research and practical application revolves around the mechanisms through which leadership can effectively stimulate employee innovative behavior.

Transformational leadership's vital role in fostering innovative work behavior cannot be overstated. The step to which employees experience self-determination significantly impacts their intrinsic motivation, subsequently driving their active participation in innovative activities. Organizations that prioritize the development of transformational leaders and foster an empowering culture stand to benefit from increased levels of innovative work behavior across their workforce. This, in turn, contributes to enhanced organizational effectiveness and a heightened competitive advantage in the ever-changing and dynamic business landscape of today.

The body of existing research has analysed to our initial understanding of factors influencing employee innovative work behavior. Numerous research studies have delved into the realms of leadership and innovation (Basu and Green, 1997). Nevertheless, there remains an unaddressed gap in investigating the conditions that influence between authentic leadership, their role in catalysing innovative behaviour at work. This is relevant when considering the moderating impact of psychological empowerment. Although research findings broadly uphold the significant influence of leadership in fostering innovative work behavior, there exists an inconsistency in empirical outcomes regarding the correlation between leadership and innovative behaviour (Apaydin and Crossan, 2010). The integration of innovation within the work environment and the recommendations for swift incorporation and transformation into standardized practices hold crucial importance (Ammu Priya, Preetha, 2023). In response to the urging for the expansion of modern creativity research (Mumford, 2003), the conceptual scope of innovative behavior has been broadened.

6. RESEARCH METHODOLOGY:

The (MLQ), Multifactor Leadership Questionnaire instrumented by Bass Bernard and Avolio, is most widely used items to evaluate transformational leadership. Psychological empowerment measurement tool (Spreitzer's, 1995)- self-determination. In this study, the 10-item scale of De Jong, Hartog (2010) adapted to instrument including the items' innovative work behaviour.

The scale is anchored over five points scale. This research will employ a cross-sectional study design. The sample of employees from various organizations will be selected to respond in this study. The Respondents are asked to respond to questionnaires measuring transformational leadership, self-determination (psychological empowerment), and innovative work behavior.

Table: 1

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.614	.693	3

It indicates that the close relation of items (questions or variables) are within the scale. In this case, the calculated Cronbach's Alpha is 0.614. The Cronbach's Alpha Based on Standard Items: 0.693. This value is similar to Cronbach's Alpha, but it's based on standardized versions of the items. Standardization involves transforming the original scores of the items into a common scale with a mean 0 and a standard deviation 1. The Cronbach's Alpha based on standardized items is 0.693.

Table 2: Correlations

Correlations			
		SD	IWB
SD	Pearson Correlation	1	.373**
	Sig. (2-tailed)		<.001
	N	118	118
IWB	Pearson Correlation	.373**	1
	Sig. (2-tailed)	<.001	
	N	118	118

** . Correlation is significant at the 0.01 level (2-tailed).

The correlation shows coefficients between two variables: "SD" and "IWB." It also provides associated significance levels (p-values) and the number of observations (N).

The correlation coefficient between "SD" and "IWB" is 0.373. The value of 0.373 suggests a moderate positive correlation between "SD" and "IWB." The significance level (p-value) associated with the correlation coefficient between "SD" and "IWB" is lower than 0.001. This proves that the correlation is significant statistically.

Table 3: REGRESSION ANALYSIS

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.649 ^a	.422	.417	2.34790

a. Predictors: (Constant), TL

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	466.410	1	466.410	84.608	<.001 ^b

	Residual	639.463	116	5.513		
	Total	1105.873	117			
a. Dependent Variable: IWB						
b. Predictors: (Constant), TL						

The significance value (p-value) associated is reported as <.001 of F-Statistic, that is less than the significance level of 0.05.

The typical linear regression equation has the following form: $Y = \beta_0 + \beta_1 \cdot X$

Where:

- Y is the dependent variable ("IWB" in this case)
- X is the predictor variable ("TL" in this case)
- β_0 is the intercept coefficient (constant term)
- β_1 is the coefficient associated with the predictor variable "TL"

This indicates that the regression model as a whole (with the predictor variable "TL") is statistically significant in the dependent variable "IWB."

The model F-statistic is significantly high, suggesting that the model's fit is better than what would be expected by chance.

Table 4: CORRELATIONS

Descriptive Statistics			
	Mean	Std. Deviation	N
TL	88.9153	5.34866	118
SD	17.8475	1.14449	118
IWB	42.2458	3.07440	118

Correlations				
		TL	SD	IWB
TL	Pearson Correlation	1	.267**	.649**
	Sig. (2-tailed)		.003	<.001
	N	118	118	118
SD	Pearson Correlation	.267**	1	.373**
	Sig. (2-tailed)	.003		<.001
	N	118	118	118
IWB	Pearson Correlation	.649**	.373**	1
	Sig. (2-tailed)	<.001	<.001	
	N	118	118	118

** . Correlation is significant at the 0.01 level (2-tailed).

The table displays correlation coefficients and their associated p-values, indicating the level of significance for each correlation. There is a statistically significant correlation ($r = 0.373$) between SD and IWB at the 0.01 significance level. This suggests that as SD increases, IWB also tends to increase. In summary, the correlations in your table indicate relationship between the variables. The significant p-values (indicated by ** and < 0.001) suggest that these correlations are unlikely to have occurred by chance and are considered reliable. The sample size for all these correlations is 118.

Table 5: DESCRIPTIVES STATISTICS

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
TL 1	118	2	5	4.39	.717	-1.447	.223	2.929	.442
TL2	118	4	5	4.64	.483	-.571	.223	-1.703	.442
TL3	118	2	5	4.27	.834	-.998	.223	.378	.442
TL4	118	3	5	4.64	.534	-1.078	.223	.124	.442
TL5	118	3	5	4.76	.447	-1.540	.223	1.153	.442
TL6	118	4	5	4.57	.497	-.277	.223	-1.957	.442
TL7	118	3	5	4.33	.667	-.495	.223	-.728	.442
TL8	118	1	5	3.85	1.337	-1.068	.223	-.166	.442
TL9	118	3	5	3.96	.756	.071	.223	-1.232	.442
TL10	118	4	5	4.59	.493	-.384	.223	-1.884	.442
TL11	118	3	5	4.67	.490	-.950	.223	-.560	.442
TL12	118	3	5	4.67	.490	-.950	.223	-.560	.442
TL13	118	3	5	4.20	.621	-.164	.223	-.521	.442
TL14	118	4	5	4.61	.490	-.458	.223	-1.822	.442
TL15	118	3	5	4.20	.621	-.164	.223	-.521	.442
TL16	118	4	5	4.68	.469	-.772	.223	-1.429	.442
TL17	118	3	5	4.20	.621	-.164	.223	-.521	.442
TL18	118	4	5	4.69	.462	-.858	.223	-1.287	.442
TL19	118	3	5	4.29	.668	-.407	.223	-.762	.442
TL20	118	4	5	4.70	.459	-.902	.223	-1.207	.442
SD1	118	4	5	4.28	.451	.995	.223	-1.029	.442
SD2	118	4	5	4.63	.486	-.533	.223	-1.746	.442
SD3	118	3	5	4.67	.507	-1.124	.223	.119	.442
SD4	118	3	5	4.27	.712	-.448	.223	-.930	.442
IWB1	118	3	5	4.26	.672	-.366	.223	-.786	.442
IWB2	118	3	5	4.29	.693	-.455	.223	-.846	.442
IWB3	118	3	5	4.58	.659	-1.289	.223	.429	.442
IWB4	118	1	5	4.10	.851	-1.550	.223	4.006	.442
IWB5	118	3	5	4.53	.518	-.290	.223	-1.491	.442
IWB6	118	3	5	4.58	.513	-.505	.223	-1.303	.442
IWB7	118	3	5	4.26	.514	.292	.223	-.377	.442
IWB8	118	2	5	3.75	.837	.135	.223	-.950	.442
IWB9	118	2	5	3.95	.836	-.261	.223	-.769	.442

IWB10	118	2	5	3.95	.876	-.289	.223	-.873	.442
Valid N (listwise)	118								

TL: The "TL" measurements range from 2 to 5. The mean (average) of the "TL" measurements is around 4.39, indicating the typical value. The standard deviation (Std. Deviation) is approximately 0.717, suggesting that the "TL" values tend to vary by this amount from mean. The skewness is negative (-1.447), The kurtosis is positive (2.929), suggesting that the distribution has heavier tails and a sharper peak than a normal distribution.

SD: The "SD" measurements also have a similar range and pattern in terms of mean, standard deviation, skewness, and kurtosis.

IWB: The "IWB" measurements have values ranging from 1 to 5. The mean of the "IWB" measurements is approximately 4.26, indicating the central tendency. The standard deviation is around 0.672, suggesting variability in "IWB" values. The skewness is negative (-0.366), indicating a slight left skewness. The kurtosis is greater than 3 (which is the kurtosis of a normal distribution), indicating heavier tails than a normal distribution.

7. FINDINGS:

The statistically significant positive correlation co-efficient of 0.373 denotes a moderate, positive linear relationship existing between the variables "SD" (Self-Determination) and "IWB" (Innovative Work Behavior). A propensity for the "IWB" variable to grow also exists when the "SD" variable increases. The p-value, which is less than 0.001, shows that it is improbable that this correlation happened by chance, suggesting a genuine connection between the two variables within the broader population. It's crucial to underscore that although correlation gauges the scope and direction of a linear relationship, it doesn't establish causation. Various other factors or variables could be influencing the correlation between "SD" and "IWB." To establish any causal link between these variables, further analysis or experimentation is required.

In Table 3, the value presented signifies the extent of variations with the variable ("IWB") elucidated by the regression model. In this context, the predictor variable "TL" (Transformational Leadership) clarifies a significant proportion of the variability in innovative work behaviour. The F-statistic's associated significance value (p-value) is stated as 0.001, which is less than the standard significance level of 0.05. As a result, it can be inferred that the regression model, which includes the predictor variable "TL," is statistically significant in illuminating the differentiation in "IWB." Overall, the regression model, which includes the predictor variable "TL," exhibits statistical significance in identifying "IWB."

8. DISCUSSIONS

The objective of this study was to enhance our understanding of these connections by investigating how follower self-determination functions as a moderating factor. The research supporting the link between transformative leadership and the creative behavior exhibited by followers is insufficient. This suggests that as SD increases, IWB also tends to increase. In summary, the correlations in the table indicate relationship between the variables. Transformational leadership demonstrated a positive correlation with follower, innovative behavior, particularly among individuals exhibiting higher levels of self-determination. Additionally, our findings endorsed a more sophisticated hypothesis concerning follower innovative behaviour. The highlights that the interplay between transformational leadership

and self-determination notably enhanced the influence of employee innovation. Consequently, this study suggests that an enhanced and nuanced model of transformational leadership could potentially better anticipate employee innovative work behavior. This underscores the significance of including self-determination with psychological empowerment when delving into research on transformational leadership.

9. CONCLUSION

The review of literature highlights the pivotal role of transformational leadership driving innovative behaviour at work with employees. Additionally, the mediation variable of self-determination (psychological empowerment) suggests how transformational leadership indirectly influences innovative workplace behavior by empowering the decision-making by employees regarding their work environment and generate innovative work solutions.

The findings from this body of research have significant effects for organizations seeking to cultivate innovation within their workforce. Organizations can focus on developing transformational leadership qualities and promoting a culture of psychological empowerment to enhance the employee's willingness to engage in innovative work behavior. By fostering an empowering work environment, enterprises can tap into the complete capabilities of their workforce creativity and drive sustainable competitive advantage in an increasingly innovative and dynamic marketplace. However, it is essential to acknowledge that upcoming research are required to explore the nuances and the relationships in different organizational contexts and industries.

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