

Does Organizational Culture Moderate The Relationship Between Leadership And Innovative Work Behaviour?

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Abstract

Innovation plays a critical role in today's highly competitive and technologically advanced business world and many organizations have recognized that Innovative Work Behaviour (IWB) is an essential determinant of effective organizational functioning in dealing with new and complex challenges. In this context, the aim of this study is to examine the relationship between leadership and innovative work behaviour along with investigating the moderating role of organizational culture on this relationship. A field study has been conducted by utilizing convenience sampling method. Data obtained from 144 respondents is analysed through SPSS 22 statistical package program. In this respect, descriptive statistics, reliability analysis, and regression analyses are executed. Hypotheses for investigating moderating effect of organizational culture on leadership and innovative work behaviour is tested through Hayes' PROCESS macro v4.1, which is developed for SPSS. The preliminary analyses results revealed a positive direct relation of transformational and transactional leaderships to employees' innovative work behaviour, and these relations, especially transformational leadership-innovative work behaviour relation, are moderated by organizational culture types of -adhocracy, clan, market, and hierarchy.

Keywords: leadership, transformational leadership, transactional leadership, innovative work behaviour, organizational culture

1. Introduction

Today, organizations face significant pressure from their environment and need to innovate their processes, methods, and operations in order to deal and survive in the current global and rapidly changing world. In this context, one of the most crucial abilities of today's organizations is being innovative or at least to follow innovations and successfully implement them to gain a competitive advantage. It has been demonstrated that the potential to develop and encourage employee innovation is an essential driving force behind organizational performance and sustainable competitive advantage. Since the foundation of all innovations is idea generation, individual employees should be encouraged and provided with opportunities to develop, discuss, adapt and ultimately implement ideas. To address this imperative, many organizations have recognized that Innovative Work Behaviour (IWB) is an essential determinant of effective organizational functioning in meeting new challenges.

Innovative work behaviour is also highly dependent on organizational interactions which are rooted from and shaped by culture and leadership. The role of leaders in motivating employees to innovation has attracted the attention of researchers and practitioners for a long time. Leadership is a process that can significantly affect employee emotions and business results (Stanescu et al. 2020). In addition, for successful innovation employees need to be informed about the importance of goals and the path to the goal. At this point, the harmonization of cultural elements with innovation acts as a guide (Hogan & Coote, 2014). In this context, the focus of the study is to reveal the relationship between leadership and innovative work behaviour and to examine the moderating effect of organizational culture on this relationship.

2. Innovative Work Behaviour and Leadership Relation

The presentation of valuable ideas by people working together in a complex social system forms the basis of organizational innovation (Kim et al. 2010; Amabile, 1988). In this context, innovative work behaviour can be expressed as the application of new and useful ideas as a result of the combination of creativity and behaviour (Slatten, 2011).

In literature, Bass (1985) formulated leadership theory under two headings as transformational and transactional. Transformational leadership is often used to explain how leaders can change organizations (Jensen et al. 2019). Many researchers point that transformational leadership as an antecedent to innovative work behaviour (Reuvers et al. 2008; Li et al. 2019). However, theory of leadership suggests that transactional leadership should also be taken into account as an antecedent for employee behaviours (Hansen & Pihl-Thingvad, 2019). While Bass (1985) highlights the idea that these two leadership styles are different but not mutually exclusive and combine them to generate effective leadership, Burns (1978) views transformational and transactional leadership styles as being in opposition to one another (Reuvers et al. 2008). There is, though, a few research examining

the connection between innovative behaviour and transactional and transformational leadership philosophies (Hansen & Pihl-Thingvad, 2019).

The leader influences his/her employees not only in the general job behaviour but also in the emotional context such as belief, value and self-confidence (Bass, 1985). Transformational

leadership fosters intellectual thinking by encouraging employees to think outside the box and providing meaning in the workplace (Li et al. 2019; Bak et al. 2022), encouraging them to increase their potential (Li et al., 2019). Thus, as a result of the effort not to disappoint the leader, transformational leadership can also develop an organizational culture that encourages innovative work behaviour. (Reuvers et al., 2008). Hence, we propose our first sub-hypothesis as;

H1a. Transformational leadership is positively related to employees' innovative work behaviour.

However, the effect of transactional leadership has received relatively little attention. Transactional leadership refers to the exchange of resources between the leader and the follower. (Judge & Piccolo, 2004). In this leadership, the effort of the follower is directed, and there is a conditional reward (Bass, 1999).

In the literature, innovative work behaviour is generally associated with transformational leadership, and the findings on transactional leadership seem contradictory (Hansen & Pihl-Thingvad, 2018). Transactional leadership, which performs better in routine tasks and less dynamic contexts, is characterized by risk aversion and maintaining the status quo, and therefore it is thought that it will not encourage individuals to explore and use opportunities (Deichmann & Stam, 2015; Afsar et al. 2016).

In the line of expantancy theory, it has been suggested that people make rational decisions about their efforts based on the extrinsic rewards they expect (Kang et al. 2015). Therefore, it has been found that if extrinsic rewards are associated with innovative work behaviours, it will also lead to innovative efforts in transactional leadership. (Hansen & Pihl-Thingvad, 2018; Baafi et al. 2021; Udin et al. 2022). Hence, we propose our second sub-hypothesis as;

H1b. Transactional leadership is positively related to employees' innovative work behaviour.

3. Culture as a Moderating Factors on Relationship Between Leadership and Innovative Work Behaviour of Employees

Organizational culture is formed by the sharing of these beliefs, values and assumptions by the members of the organization. These core values have an impact on the behaviour of organization members (Gregory et al. 2009).

Although it is predicted that organizational culture can encourage innovation and innovative ability, some theorists have also emphasized that culture can be a barrier to innovation (Büschgens et al. 2013). Because of this dual role, the link between both aspects and the organization must be well understood in order to have a positive impact on innovation (Botelho, 2020).

Based on Cameron and Quinn's (2006) Competitive Values Framework (CVF), which comprehensively defines organizational cultures, this study aims to reveal which cultures enhance and which inhibit the relationship between leadership and IWB.

Cameron and Quinn (2006), identifies four cultural types using two dimensions that represent what the company considers the most appropriate way of working and critical to organizational effectiveness: adhocracy, hierarchy, clan and market culture.

Adhocracy culture is extroverted and characterized by a dynamic, risk-taking, entrepreneurial nature (Denison and Spreitzer, 1991; Cameron and Quinn, 2006, Hartnell et al., 2011). The hierarchy culture type assumes that control, stability, and predictability increase productivity (Hartnell et al., 2011). Therefore, it is characterized by a formalized and structured workplace (Cameron & Quinn, 2006). While the adhocracy culture encourages innovative work behaviour due to its characteristics, it is the most common opinion in the literature that the hierarchical culture has the most negative effect.

Considering the studies between clan and market culture and innovation, it can be stated that this relationship is unclear. Clan culture emphasizes flexibility and prudence, with a focus on high commitment and shared values and goals (Cameron & Quinn, 2006; Lee & Kim, 2017). Although there is a common statement that clan culture increases innovation by encourages innovation by increasing organizational learning (Rezaei et al. 2018), it also has been claimed that high cohesion in clan culture can create a danger by creating homogeneity (Tian et al. 2018).

Market culture is based on rational goals emphasizing competitiveness, goal clarity, efficiency and success (Gray & Densten, 2005). The focus on knowledge acquisition, and customer demands, it is anticipated that the emphasis on goals may negatively affect organizational learning in long-term (Sanz-Valle et al., 2011). On the other hand, has emerged as an element that increases the degree of innovation within the organization in some studies (Matzler et al., 2013).

When those organizational culture types interact with different leadership styles, they may have different impacts on employees' innovation behaviour. Hence, we our nest set of sub-hypotheses as :

H2a. Organizational culture moderates the relation between transformational leadership and employees' innovative work behaviour, such that this association will be stronger when adhocracy culture is high.

H2b. Organizational culture moderates the relation between transactional leadership and employees' innovative work behaviour, such that this association will be stronger when adhocracy culture is high.

H3a. Organizational culture moderates the relation between transformational leadership and employees' innovative work behaviour, such that this association will be stronger when clan culture is high.

H3b. Organizational culture moderates the relation between transactional leadership and employees' innovative work behaviour, such that this association will be stronger when clan culture is high.

H4a. Organizational culture moderates the relation between transformational leadership and employees' innovative work behaviour, such that this association will be weaker when market culture is high.

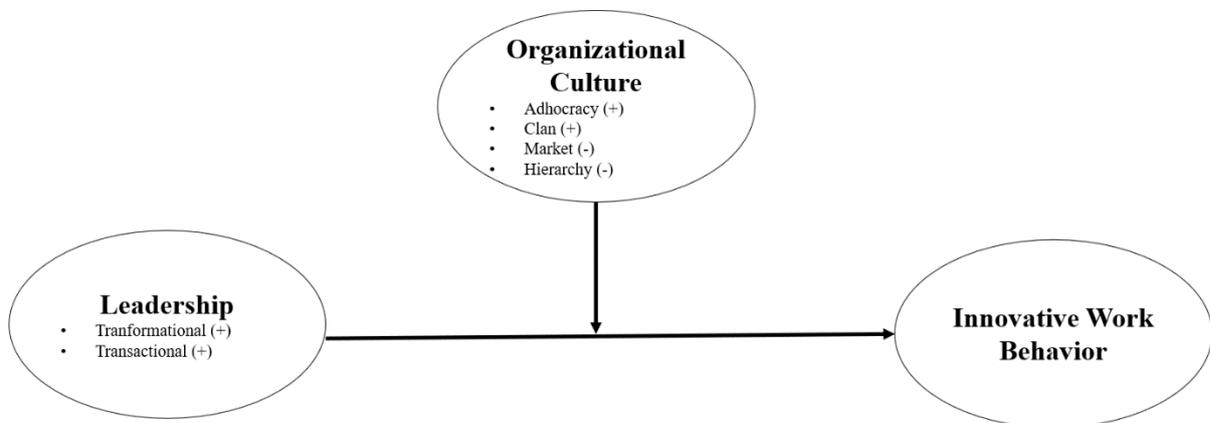
H4b. Organizational culture moderates the relation between transactional leadership and employees' innovative work behaviour, such that this association will be weaker when market culture is high.

H5a. Organizational culture moderates the relation between transformational leadership and employees' innovative work behaviour, such that this association will be weaker when hierarchical culture is high.

H5b. Organizational culture moderates the relation between transactional leadership and employees' innovative work behaviour, such that this association will be weaker when hierarchical culture is high.

Research model is revealed in Figure 1 based on proposed hypotheses.

Figure 1



4. Methodology

This study aims to examine the relationship between leadership and employees' innovative work behaviour along with investigating the moderating role of organizational culture in this relationship. The study was conducted with Turkish companies mostly located in Istanbul area. Demographics of respondents are depicted on Table 1.

Table 1. Demographics of Respondents

Respondents' Demographics		Frequency	Percentage
Gender	Female	59	41
	Male	85	59
Education	High School	8	5,6
	Vocational School	6	4,2
	Graduate	84	58,3
	Post Graduate	46	31,9
Age	21-30 years old	78	54,2
	31-40 years old	48	33,3
	41-50 years old	9	28,1
	51-60 years old	7	4,9
Tenure	61 years old and over	2	1,4
	0-1 years	43	29,9
	1-4 years	54	37,5
	5-9 years	24	16,7
	10 years and over	23	16

24-item scale was used to measure organizational culture and was translated and adapted to the Turkish context by Acar and Acar (2014) from the Organizational Culture Assessment Instrument (OCAI) developed by Cameron and Quinn (2006). The Turkish version of the 37-item Multi-Factor Leadership Questionnaire-MLQ (Acar, 2013) was used to measure transformational and transactional leadership behaviour. The innovative work behaviour scale was adapted from Scott and Bruce (1994).

Participants were asked to evaluate their innovative work behaviour and their executives' leadership behaviour and organizational culture on a five-point Likert scale, at which 1-represents "never" and 5-"always".

5. Hypotheses Testing and Findings

For correlations and hypotheses testing, data obtained from 144 employees of different firms were analyzed through SPSS 21.00 Statistical Package Program and PROCESS Macro developed for SPSS. Cronbach alpha values ranging between ,844-.981 indicate the higher reliability of the measurements. Correlations analysis results are depicted on Table 2.

Table 2. Correlation Analysis Results

Variables	Mean	Std. D.	1	2	3	4	5	6
Clan	3,5938	0,82965	-					
Adhocracy	3,4375	0,84131	,768**					
Market	3,6389	0,82077	,667**	,737**				
Hierarchy	3,6921	0,82979	,760**	,716**	,809**			
Transformational	3,7548	0,91906	,709**	,575**	,512**	,603**		
Transactional	3,4891	0,75985	,471**	,483**	,459**	,516**	,603**	

IWB	3,9954	0,69041	,382**	,341**	,308**	,302**	,338**	,344**
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** . Correlation is significant at the 0.01 level (2-tailed).

To test the hypotheses (H1a and H1b) stating the relations among leadership styles and employees' innovative work behaviours, regression analyses were conducted. To test other hypotheses (H2a, H2b, H3a, H3b, H4a, H4b, H5a, H5b) testing moderating effects of organizational culture types on the relations of leadership styles (transformational and transactional) to employees' innovative work behaviour, Hayes's (2018) PROCESS Macro was utilized.

Table 3: Regression Analysis Results

Independent Variables	Dependent Variable	β	Sig.	R ²	F
Transformational Leadership	Innovative Work Behaviour	,204*	,038	,133	11,959
Transactional Leadership		,221*	,025		

*: $p \leq 0.05$

**: $p \leq 0.01$

***: $p \leq 0.001$

As it has been depicted on Table 3, significant β values ($\beta=,204$; $p=,038$ for transformational leadership and $\beta=,221$; $p=,025$ for transactional leadership) provide enough support for our hypotheses indicating positive effects of transformational and transactional leadership on employees' innovative work behaviour. So, **H1a**, stating "*Transformational leadership is positively related to employees' innovative work behaviour*" and **H1b**, stating "*Transactional leadership is positively related to employees' innovative work behaviour*" are supported for this study by the regression analyses results of data obtained from 144 respondents.

Table 4: Moderating Effect of Adhocracy Culture on Leadership Styles-Innovative Work Behaviour Relationship

Regression Results for Conditional Effect of Adhocracy Culture					
Predictor	Dependent	β	SE	T	p
Constant	Innovative Work Behaviour	3,9361	,0571	68,8823	,0000***
Transformational Leadership		,2336	,0756	3,0905	,0024**
Adhocracy Culture		,1775	,0765	2,3203	,0263*
Transformational Leadership x Adhocracy Culture		,1342	,0513	2,6162	,0099**
Constant	Innovative Work Behaviour	3,9676	,0558	71,1074	,0000***
Transactional Leadership		,2339	,0809	2,8912	,0044**
Adhocracy Culture		,1849	,0721	2,5665	,0113*
Transactional Leadership x Adhocracy Culture		,0906	,0579	1,5630	,1203
Conditional Indirect Effect of Adhocracy Culture =M \pm 1 SD					
Adhocracy Culture Interactional Effect					
	Predictors	β	SE	T	p
M-1 SD (0,84) Low	Transformational Leadership	,1207	,0715	1,6878	,0937
	Transactional Leadership	,1577	,0873	1,8068	,0729

M (0.0) Medium	Transformational Leadership	,2336	,0756	3,0905	,0024**
	Transactional Leadership	,2339	,0809	2,8912	,0044**
M+1 SD (0,84) High	Transformational Leadership	,3465	,1002	3,4587	,0007***
	Transactional Leadership	,3101	,1011	3,0669	,0026**
Model Summary		R	R²	F	p
Transformational Leadership		,4311	,1858	10,651	,0000***
Transactional Leadership		,4154	,1726	9,7336	,0000***
R² increase due to Interaction		R²change	df	F	p
Transformational Leadership		,0398	1,000	6,8445	,0099**
Transactional Leadership		,0144	1,000	2,4430	,1203

*: p≤ 0.05

** :p≤ 0.01

***:p≤ 0.001

As it has been depicted on Table 4, *adhocracy culture* has moderating effect on relationship between transformational leadership and employees' innovative work behaviour (R^2 change=0,0398; $F=6,8445$; $p=0,0099$), which indicates **H2a** stating “*Organizational culture moderates the relation between transformational leadership and employees' innovative work behaviour, such that this association will be stronger when adhocracy culture is high*” was supported. Moreover, higher β coefficient ($\beta = 0,3465$; $p=0,0007$) at higher level of adhocracy comparing to the medium ($\beta = 0,2336$; $p=0,0024$) or low ($\beta = 0,1207$; $p=0,0937$) level of adhocracy culture, demonstrates that the relationship between transformational leadership and innovative work behaviour is getting stronger when adhocracy culture is high. However, analyses results revealed statistically non-significant moderating effect of adhocracy culture on the direct relationship between transactional leadership and innovative work behaviour (R^2 change=0,0144; $F=2,4430$; $p=0,1203$), which did not provide enough support for **H2b** (*Organizational culture moderates the relation between transactional leadership and employees' innovative work behaviour, such that this association will be stronger when adhocracy culture is high*).

Table 5: Moderating Effect of Clan Culture on Leadership Styles-Innovative Work Behaviour Relationship

Regression Results for Conditional Effect of Clan Culture					
Predictor	Dependent	β	SE	T	p
Constant	Innovative Work Behaviour	3,9004	,0585	66,7026	,0000***
Transformational Leadership		,1942	,0842	2,3072	,0225*
Clan Culture		,2451	,0881	2,7815	,0062**
Transformational Leadership x Clan Culture		,1770	,0520	3,4003	,0009***
Constant	Innovative Work Behaviour	3,9574	,0543	72,9099	,0000***
Transactional Leadership		,2208	,0784	2,8152	,0056**
Clan Culture		,2428	,0709	3,4220	,0008***
Transactional Leadership x Clan Culture		,1288	,0563	2,2882	,0236*
Conditional Indirect Effect of Clan Culture =M ±1 SD					

Transactional Leadership	Behaviour	,2506	,0798	3,1390	,0021**
Market Culture		,1761	,0740	2,3807	,0186*
Transactional Leadership x Market Culture		,0998	,0626	1,5949	,1130
Conditional Indirect Effect of Market Culture =M ±1 SD					
Market Culture Interactional Effect					
	Predictors	β	SE	T	p
M-1 SD (0.82) Low	Transformational Leadership	,1182	,0721	1,6395	,1033
	Transactional Leadership	,1687	,0890	1,8966	,0599
M (0.0) Medium	Transformational Leadership	,2211	,0689	3,2092	,0017**
	Transactional Leadership	,2506	,0798	3,1390	,0021**
M+1 SD (0.82) High	Transformational Leadership	,3240	,0882	3,6750	,0003***
	Transactional Leadership	,3326	,1006	3,3068	,0012
Model Summary		R	R²	F	p
Transformational Leadership		,4178	,1745	9,8672	,0000***
Transactional Leadership		,4027	,1622	9,0343	,0000***
R² increase due to Interaction		R² change	df	F	p
Transformational Leadership		,0359	1	6,0859	,0148*
Transactional Leadership		,0152	1	2,5439	,1130

*: p≤ 0.05

** :p≤ 0.01

***:p≤ 0.001

According to regression analyses results shown on Table 6 and Table 7, *market culture* and *hierarchy culture* significantly moderate the relationship between transformational leadership and innovative work behaviour (R^2 change=0,0359; $F=6,0859$; $p=0,0148$ for market culture and R^2 change=0,0507; $F=8,6584$; $p=0,0038$ for hierarchy culture). However, contrary to the **H4a** (*Organizational culture moderates the relation between transformational leadership and employees' innovative work behaviour, such that this association will be weaker when market culture is high*) and **H5a** (*Organizational culture moderates the relation between transformational leadership and employees' innovative work behaviour, such that this association will be weaker when hierarchical culture is high*), the impact of transformational leadership on employees' innovative work behaviour is getting stronger when market culture ($\beta =0,3240$; $p=0,0003$ higher level; $\beta =0,2211$; $p=0,0017$ medium level; $\beta =0,1182$; $p=0,1033$ low level) and hierarchy culture ($\beta =0,3472$; $p=0,0002$ higher level; $\beta =0,2283$; $p=0,0024$ medium level; $\beta =0,1094$; $p=0,1544$ low level) levels are high, which indicates that **H4a** and **H5a** are partially supported. On the other hand, analyses results did not reveal statistically significant moderating effects of market culture (R^2 change=0,0152; $F=2,5432$; $p=0,1130$) and hierarchy culture (R^2 change=0,0208; $F=3,4641$; $p=0,0648$) on the direct relationship between transactional leadership and innovative work behaviour, which indicates that **H4b**(*Organizational culture moderates the relation between transactional leadership and employees' innovative work behaviour, such that this association will be weaker when market culture is high*) and **H5b** (*Organizational culture moderates the relation between*

transactional leadership and employees' innovative work behaviour, such that this association will be weaker when hierarchical culture is high) are not supported.

Table 7: Moderating Effect of Hierarchy Culture on Leadership Styles-Innovative Work Behaviour Relationship

Regression Results for Conditional Effect of Hierarchy Culture					
Predictor	Dependent	β	SE	T	p
Constant	Innovative Work Behaviour	3,9299	,0572	68,7431	,0000
Transformational Leadership		,2283	,0737	3,0978	,0024**
Hierarchy Culture		,1979	,0833	2,3774	,0188*
Transformational Leadership x Hierarchy Culture		,1433	,0487	2,9425	,0038**
Constant	Innovative Work Behaviour	3,9634	,0560	70,8031	,0000***
Transactional Leadership		,2617	,0835	3,1333	,0021**
Hierarchy Culture		,1663	,0764	2,1758	,0312*
Transactional Leadership x Hierarchy Culture		,0990	,0532	1,8612	,0648
Conditional Indirect Effect of Hierarchy Culture =M \pm 1 SD Hierarchy Culture Interactional Effect					
	Predictors	β	SE	T	p
M-1 SD (0.82) Low	Transformational Leadership	,1094	,0764	1,4320	,1544
	Transactional Leadership	,1796	,0871	2,0628	,0410*
M (0.0) Medium	Transformational Leadership	,2283	,0737	3,0978	,0024**
	Transactional Leadership	,2617	,0835	3,1333	,0021**
M+1 SD (0.82) High	Transformational Leadership	,3472	,0911	3,8123	,0002***
	Transactional Leadership	,3438	,1013	3,3933	,0009***
Model Summary		R	R ²	F	p
Transformational Leadership		,4241	,1799	10,2235	,0000***
Transactional Leadership		,4005	,1604	8,9147	,0000
R ² increase due to Interaction		R ² change	df	F	p
Transformational Leadership		,0507	1	8,6584	,0038**
Transactional Leadership		,0208	1	3,4641	,0648

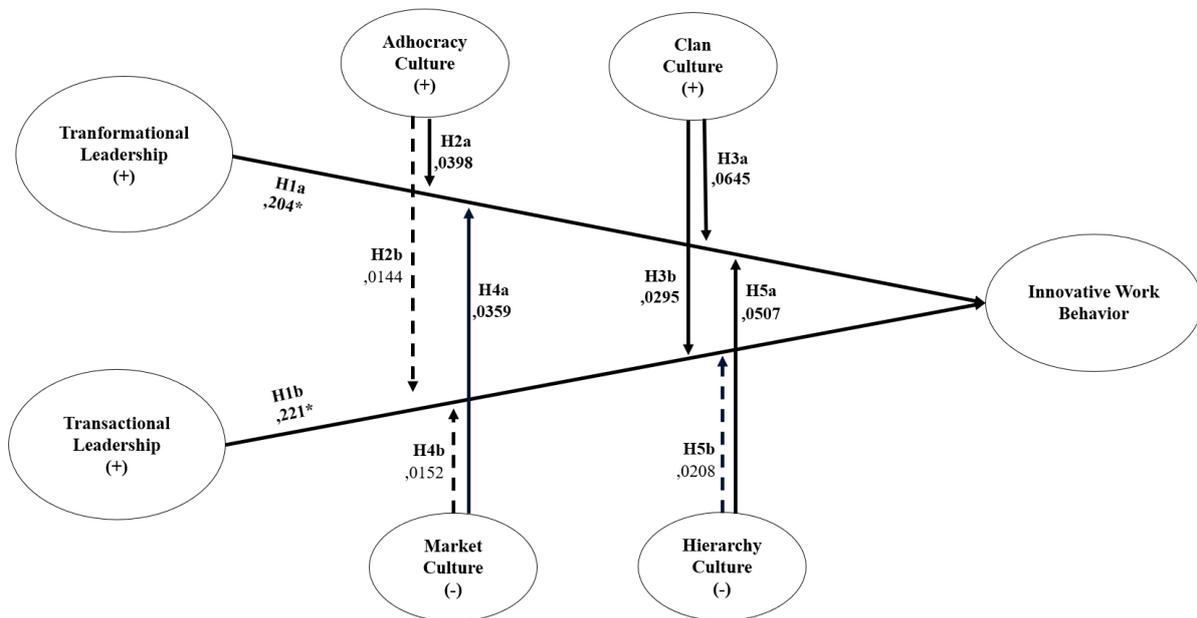
*: p \leq 0.05

** :p \leq 0.01

***:p \leq 0.001

Based on analyses results, Figure 2 has been shaped.

Figure 2



6. Discussion and Conclusion

The preliminary findings of this study revealed that leadership (transformational and transactional leadership) has a positive direct relationship to employees' innovative work behaviour and organizational culture is playing a moderating role on this relationship in overall. The study assessed both leadership styles and in accordance to the literature transformational leadership has positive effect on employees' innovative work behaviour. Transactional leadership also has a positive effect, and it can be stated that it promotes innovative business behaviour by associating the rewards of increased competition with innovation (Reuvers et al. 2008; Hansen & Pihl-Thingvad, 2018; Li et al. 2019; Baafi et al. 2021; Udin et al. 2022).

Specifically, adhocracy culture, clan culture, market culture and hierarchy culture moderates the positive relationships between transformational leadership and innovative work behaviour and this relationship is getting stronger when the level of those cultures are higher. On the other hand, analyses result of data obtained from 144 respondents did not provide significantly enough support for hypotheses indicating the moderating effects of organizational culture types (adhocracy, clan, market and hierarchy culture) on transactional leadership and employees' innovative work behaviour, except one culture type, clan culture. According the analyses results of this survey, clan culture significantly moderates the relationship between transactional leadership and employees' innovative work behaviour, this relationship is getting stronger when the level of clan culture is high.

The finding of this study indicating moderation effect of adhocracy culture on the relationship between transformational leadership and innovative work behaviour can be explained the coherence of an adhocracy culture with high dynamism, an entrepreneurial

spirit, and innovation, and in an organization dominated by such a culture (Hartnell et. al, 2011), transformational leadership empowers its employees and reveals their potential (Reuvers et al. 2008)

According to the findings, clan culture moderates the effects of both leadership styles – transformational and transactional leadership-on innovative work behaviour, which may result from the main characteristics of clan culture, which can be described as organizational learning, teamwork and flexibility (Lee & Kim, 2017; Tian et. al., 2018). Those characteristics of clan culture lead transformational leaders encourage their employees to think out of box and to perform more innovative behaviour. Moreover, the other characteristics of clan culture, like loyalty and trustship (Tian et. al., 2018), result in easier acceptance of tasks, directions and orders given by transactional leaders, which may support innovative behaviours of employees.

When competition is high, businesses may aim to increase innovation to gain competitive advantage. In this context, partial support of the moderation effect of market culture and hierarchy culture on the relationship between transformational leadership and innovative work behaviour may be explained by the fact that the transformational leadership has put more pressure due to increased competition. Although the focus on the current needs of customers in the market culture may hinder innovation (Baker and Sinkula, 2002), since this culture is competitive, it is also likely to encourage innovation by presenting new ideas in line with changing customer needs (Naranjo-Valencia et. al., 2016). In this context, market culture may have to constantly renew products and services to ensure customer satisfaction and not lag behind its competitors (Singh et. al., 2019). In this context, it may result in the support of innovative behaviour when the market culture is high. Naranjo-Valencia et al. (2011) stated in their study that hierarchical culture can lead to imitation. On the other hand, in the study of Matzler et al. (2013), they examined the relationship between organizational culture types and exploratory and exploitative innovation. As a result of the study, there was no significant relationship between hierarchical culture and exploratory innovation, while a significant and positive relationship found between hierarchy culture and exploitative innovation. These arguments, demonstrate that, the hierarchy culture is likely to support innovation in the context of the innovation strategy followed by the organization. The differences in how organizational cultures affect different types of innovation (product, process, organizational, and etc.) (Sánchez-Báez et al., 2020) can be used to explain the findings. The organization's innovation efforts may cause variety of effects of organizational culture.

“The moderating effect of organizational culture on relationship between transactional leadership and employees’ innovative work behaviour was also searched in this survey. However, analyses results did not reveal statistically significant moderating effect of adhocracy culture, market culture and hierarchy culture on the relationship between transactional leadership and employees’ innovative work behaviour.” Acar (2012) stated in his study, which was conducted in Turkey, that the most common and dominated leadership style in logistic industry in Turkey is transformational leadership and its sub-dimensions. Khan et al. (2021) stated the main reason why transactional leadership did not gain popularity

as the punishment attribute of it. Therefore, for organizational culture, transformational leadership appears to be more supportive than transactional leadership (Khan et. al. 2021), which may explain non-significant moderating effects of most of organizational culture types in relationship between transactional leadership and innovative work behaviour. In other words, the relations of transactional leadership with organizational culture and innovative work behaviour would be shadowed by the dominant effect of transformational leadership. Further studies must be conducted on this specific area for more reliable conclusions

Several practical implications are evident from the findings of this study. From a theoretical perspective, the present research makes a significant contribution to the existing body of knowledge in the field of innovative work behaviour by examining the impact of leadership in fostering innovative work behaviour in the context of the entire organizational culture. Prior literature has not searched these culture types simultaneously to the best of our knowledge or has had conflicting results (Prajogo & McDermott, 2011; Sanz-Valle et al., 2011; Matzler et al., 2013; Tian et al. 2018). The research promotes a theoretical model which integrates different types of organizational cultures, leadership styles, and innovative work behaviour. As a result of the study, it has been revealed that organizations that want to benefit from the innovative abilities of their employees can achieve this with both transformational and transactional leadership. However, in the context of all organizational culture types, transformational leadership is a crucial factor that promotes innovative work behaviour, but transactional leadership does not have an innovation-promoting role that encompasses all cultural types. The research suggests that organizations should become aware of the combined influence of leadership styles and organizational culture types to promote innovative work behaviour among employees. The research's finding provides a preliminary understanding and provides an opportunity for further study in this field.

The research also provides guidelines useful for managers in enhancing employees' innovative behaviours. From a practical perspective, our findings revealed that leadership style is a valuable way to support innovative behaviour in the workplace as well as the fit between leadership and organizational culture as a reinforcer. If this fit is taken into account, organizations can create a more conducive environment for innovative activities by managing their internal resources more efficiently. As a result, by learning to encourage individual innovation, they can have the upper hand in increasing the firm's performance and competitiveness.

These are preliminary findings of the study, our data collection and analyses continue. Of course, this study has some limitations as all other field studies. Working with a larger sample size, and using randomized sampling method might increase reliability of the results. Nevertheless, the first set of findings are presented as a starting point for examining the relationship between leadership and innovative work behaviour and for investigating the moderating role of organizational culture on this relationship.

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