

# From Where Does Innovation Come? Employee Well-Being and Organizational Commitment Induced by Leadership Style

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Received: Sep. 10, 2022    Accepted: Nov. 7, 2022    Published: April 1, 2023

doi:10.5296/jmr.v15i1.20358    URL: <https://doi.org/10.5296/jmr.v15i1.20358>

## **Abstract**

Companies require good management practices to enhance their competitive advantage. The goal of this study is to examine the impact of leadership style, specifically how it induces employee well-being and organizational commitment. This study suggests that the management style of leaders is a key prerequisite for creating a good work environment and inducing innovation in employees. Therefore, this study uses the concepts of leadership style, employee well-being, organizational commitment, and innovation to analyze a sample of 349 respondents in the workplace. Theoretical and hypothetical investigation through causality testing using statistical tools of path analysis. The results indicate that transformational leadership and transactional leadership increase employee well-being and innovation. When employees feel satisfied, they increase their commitment to the organization, which in turn increases their innovation. In conclusion, companies need to be able to emphasize integration in their leadership styles. How to switch or match leadership styles is an important issue for leaders.

**Keywords:** Leadership Style, Employee Well-Being, Organizational Commitment, Innovative.

## 1. Introduction

A good leader must be knowledgeable, set a good example by following through on his or her word, and continually think of his or her employees if he or she is to be admired and followed by them. General Patton, for example, is a famous example in history. The greatest characteristic of General Patton's leadership is that he inspired his followers with his "spirit" and was skilled at inspiring them with his characteristic speeches and demonstrating his determination to fight by his practical actions; accordingly, his followers were willing to dedicate their lives to follow him. Many business leaders adopt the same approach. However, in the complex and ever-changing world facing today, competition among companies is becoming increasingly intense, thus forcing organizations to exhibit constant change; accordingly, leaders play a critical role in business development (Boberg et al., 2022). Leadership styles and patterns have been a topic of great interest (Banks et al., 2016). According to Kandade et al. (2021), the success or failure of a company is largely determined by the leadership style of its leaders. In other words, leadership style affects the operation of the organization, stimulates the potential of employees, and allows them to work voluntarily to achieve corporate goals. When the leadership style is acceptable to employees, it can meet their needs, improve their performance, and allow them to contribute to the organization (Amundsen & Martinsen, 2014). This impact indicates that the leadership style of the leader is very important for both the company and its members (Bagga et al., 2022; Chua & Murray, 2015).

In addition to leadership style, leaders who treat their employees with care also promote their well-being in the workplace, which can motivate them to do their best for the company and to exhibit loyalty in different senses (Pinck & Sonnentag, 2018). In recent years, the issue of well-being has been the focus of increasing attention (Luqman et al., 2021), and many leaders lead their organizations with the aim of promoting well-being (Büchler et al., 2020). According to Fauver et al. (2018), when employees are satisfied in the workplace, the company becomes more profitable. According to the World Economic Forum's Well-Being and Global Success report, employees are happiest when their immediate supervisors have management and communication skills, emphasize fair and reasonable work arrangements and clear goals, allow employees to exhibit flexibility at work, fully utilize their skills, and care about their mental health. The well-being of employees contributes not only to the efficiency of their work but also to their cohesiveness, which can have a positive effect on the company (Sebastiano et al., 2017). Srour et al. (2022) noted that organizational climate affects the attitudes of individuals in the organization, which leads to different behavioral behaviors.

In the face of market competition, a key factor in the task of making a company competitive and allowing it to grow is not the product, technology or process but rather whether it can find suitably talented employees who are willing to stay and work diligently for the company. According to Taris and Schreurs (2009), the happier employees feel at work, the better they perform and the more efficient and productive their organizations are. Thus, it is clear that employees' well-being in the workplace affects not only the employees themselves but also the interests of the organization. Furthermore, greater well-being among employees increases

their commitment to the organization, reduces their willingness to leave, and increases their likelihood of remaining in the organization (Kim et al., 2005). The psychological state of employees is an important factor in their satisfaction and productivity (Zahoor et al., 2022). Therefore, the ways in which employees generate happiness and increase their commitment to the company constitute an important field of inquiry with implications for the long-term survival of the company in the market.

On the other hand, an appropriate rate of employee turnover can bring new energy into the company and make its operations more dynamic (Jones et al., 2007). However, if turnover is too frequent, this situation can result in the loss of human capital, as most employees who stay with the company are inexperienced newcomers or those who are less effective in keeping up with the company. At present, companies must constantly innovate in terms of both products and services (Oluwafemi et al., 2020), and the focus of innovation is on employees (Montani et al., 2017). Employees are important assets of a company, and in addition to valuing profitability, companies should ensure that their employees feel satisfied so that they can generate spontaneous efficiency, which is more conducive to innovation (Zahoor et al., 2022). According to McDowell et al. (2018), when employees use their knowledge and skills actively, they can exhibit high-quality performance and increase the company's competitive advantage. If leaders pay attention to employees and provide them with motivation, employees tend to identify with the organization; when the organization supports individuals and individuals identify with the company, the likelier they are to generate new ideas and the greater their willingness to innovate (Brower et al., 2000). When employees engage in innovative behaviors, performance is improved (Zhang et al., 2019). That is, innovative behavior is not only the result of employees' feelings regarding the company but also of the way in which leaders lead.

The contributions of this study are as follows. First, transformational leadership and transactional leadership significantly increase employee well-being and innovation, thus suggesting that leadership style is a key prerequisite for management. Second, well-being and commitment are the reasons why companies must improve innovation. Because the organizational climate affects employees' level of commitment to their work, well-being is a prerequisite for employee effort, and leaders must change the organizational environment as a strategy for ensuring business development. Third, innovation should take into account the interaction between employees and leaders. Leaders must adjust their leadership style to manage employees in the most appropriate way, which not only changes the working environment but also enables employees to understand corporate goals and eventually respond to the leaders' expectations by engaging in innovative behaviors.

## **2. Definition of Leadership**

The main aspect of the term leadership pertains to the influence of the leader on employees and the ability of the leader to stimulate employees' potential and encourage them to act on their own initiative to contribute to the organization's goals and ultimately achieve corporate goals. Brower et al. (2000) suggest that leadership refers to the process by which leaders influence their followers. Based on the personality traits of the leader, the follower interacts

with the leader in a way that establishes a connection between the follower's work and his or her role in the company, which motivates the follower to work diligently to achieve reciprocal sharing.

Differences in leadership styles originate from different perspectives on leadership. Such perspectives range include the theory that leadership is an innate trait (De Neve et al., 2013), the behavioral theory that leadership can be nurtured (Popper & Mayseless, 2003), the power theory that focuses on a combination of all factors and contextual relevance (Rosenhead et al., 2019), and the more recent view that leaders must have a vision for the business (Ahmad & Loch, 2020). Banks et al. (2016) mentioned that leaders must invest in personal emotions when leading their teams and use subtle leadership to encourage their employees to fulfill their self-needs and improve their spiritual level. Leaders must be emotionally involved with leading the team, lead in a subtle way, fulfill employees' self-needs and recognize their spirituality and motivate employees to strive for excellence so that they become willing to take on more responsibility. Therefore, in contemporary leadership, most leaders emphasize the needs to guide employees to understand their role in the organization and to promote a vision and philosophy that can lead the organization toward a more ambitious goal. Therefore, many recent leadership perspectives can broadly be divided into two categories: transformational leadership and transactional leadership.

Bagga et al. (2022) proposed the concept of transformational leadership, which claims that the influence of leaders on employees is based on the level of transaction or commitment involve in the relationship between the two and suggests that this approach represents a way of enhancing employees' spiritual leadership behaviors. The focus of transformational leadership is on ways of transforming the existing organizational culture, patterns of behavior, and interpersonal relationships via leadership. When leaders employ transformational leadership, they emphasize human interaction, value the needs of employees, and aim to encourage employees to put the interests of the organization as a whole above their personal interests. By inspiring employees to pursue fulfillment and self-actualization, this approach leads to organizational innovation. Rafique et al. (2022) suggested that when leaders receive respect and loyalty from their employees and when they have the ability to change the values and beliefs of their employees, the employees are motivated and willing to go the extra mile for the organization. Such behavior is based on trust in the leader.

Transactional leadership makes an argument based on path-goal theory and Leader-member exchange (LMX) theory, and Deichmann and Stam (2015) argued that the relationship between leaders and employees is based on exchange and bargaining behaviors. Leaders motivate employees to do their jobs by offering rewards with specific values based on the principle of reciprocity, thereby convincing employees that they will be rewarded for their efforts to meet goals and expectations; punishment is also used to correct poor behavior. Abdelwahed et al. (2022) further suggest that due to the process of benefit exchange, leaders are better able to understand the needs and desires of their employees so that employees understand their responsibilities and identify the benefits of their job role, thus motivating them to work to exhibit the appropriate performance and achieve their goals. According to Tyssen et al. (2014), in the context of transactional leadership, leaders and employees ask for

different things: leaders care about meeting expectations and achieving goals, while employees are concerned about receiving what they deserve in exchange for their efforts. The key requirement of transactional leadership is to encourage the leader and the employee to be willing to work toward the same goal, whether this process involves an intangible exchange of trust, loyalty, and emotion or a tangible exchange of material things such as rewards and jobs (Deichmann & Stam, 2015).

### *2.1 Leadership Style and Well-Being*

Leadership style is an important factor that affects well-being (Jena et al., 2018; Kara et al., 2013). Pinck and Sonnentag (2018) claimed that well-being varies depending on leadership style. Zhang et al. (2014) demonstrated that in the context of both transactional and transformational leadership, well-being is increased when the leadership style is tailored to the needs of the employees and when the employees are willing to accept the management style.

When leaders establish a warm and welcoming work environment, employees are able to develop strong emotions toward the organization (Kazmi & Naaranoja, 2015). When leaders value employees' needs, can translate their goals into staff consensus through their own abilities, and cause employees to feel cared for and greeted in a timely manner, employees feel valued, thus promoting their well-being (Sharma, 2018). On the other hand, if a company emphasizes systems, has clear rules for performance relationships, focuses on the relationship between management and employees in the workplace, and implements a clear system for the achievement of goals, such a leadership model can address the feelings of employees who value fairness. The fairer the system is, the clearer the associated rewards and punishments are, and the more the leader promises to be generous when the employee deserves such generosity—alongside other factors—the more the well-being of the employee is affected (Deichmann & Stam, 2015). In summary, although transformational leadership and transactional leadership are different management styles, they can both enhance employees' level of identification with the organization, increase their work efficiency, and, more importantly, improve their well-being at work (Pillai et al., 1999). Therefore, the following hypotheses are proposed.

H1-1: The greater the transformational leadership style of a leader, the more employee happiness is evident.

H1-2: The greater the transactional leadership style of a leader, the more employee happiness is evident.

### *2.2 Employee Well-Being and Organizational Commitment*

According to Kara et al. (2013), employee well-being has a positive relationship with organizational commitment. The more satisfied employees are with their well-being, the more satisfied they are with their status and the more optimistic they are regarding their future. On the other hand, happiness refers to an individual's overall assessment of his or her quality of life, and a sense of accomplishment based on work is also a source of well-being. Such employees tend to exhibit stronger commitment to the organization. Improving employees'

well-being can increase their commitment to the organization; the more committed the organization is, the better the results are, and employees are able to obtain many benefits, thus forming a virtuous cycle (Rego et al., 2011). Therefore, when employees have a sense of well-being, they feel supported by the organization, and this feeling encourages the development a sense of identity, which naturally leads to a sense of commitment to the work and the organization as well as a sense of organizational commonality (Panaccio & Vandenberghe, 2009).

In summary, employee well-being has a significant impact on organizational commitment because when employees experience a sense of well-being, they are able to devote themselves to the organization and invest their abilities to help the company grow, which entails that they are committed to the organization. Therefore, the following hypothesis is proposed.

H2: The higher the well-being of employees, the more committed they are to the organization.

### *2.3 Organizational Commitment and Innovation*

According to Rodrigo et al. (2022), organizational commitment has a positive relationship with innovative behavior. When employees are valued by the organization, they are willing to engage in behaviors that are beneficial to the organization. In particular, employees are less concerned about proposing innovations due to the attention they receive, and they reciprocate by generating innovations (Opland et al., 2022). When employees are willing to invest effort in their work and maintain a long-term mutually beneficial relationship with the organization, such a commitment is beneficial for individual innovative behavior (Ekrot et al., 2016). On the other hand, organizational commitment is an internalized normative force that causes employees to be willing to engage in behaviors that are in line with the interests and goals of the organization (Perry et al., 2016). Moreover, innovative behavior is an organizational capability that requires support from within the organization. Therefore, the stronger the commitment of the members to the organization, the more likely they are to endorse the subsequent strategies and behaviors of the organization. Because innovation requires time and commitment, it is easier to generate innovative behavior if employees are willing to support such behavior over time (Ekrot et al., 2016).

In summary, employee commitment to the organization affects individual actions within the organization. When one is willing to invest effort and time in the organization, it is easy to trigger innovative behaviors in individuals. Therefore, the following hypothesis is proposed.

H3: The higher the employee's commitment to the organization, the more innovative behaviors he or she performs.

### *2.4 Leadership Style and Innovation*

Leadership styles have an impact on innovative behavior because different leadership styles bring different management styles to the table and influence employees in different ways. While all leadership styles are capable of influencing innovative behavior, the key factor is

how such behavior is elicited, and leadership styles are unique in terms of their application.

Jaiswal and Dhar (2015) suggested that if leaders can make their corporate goals accessible to employees in a simple way to ensure that employees continue to exhibit respect for and loyalty to their leaders, they can transform innovative ideas into values and beliefs (Mughtar & Qamariah, 2014). This situation transforms the idea of innovation into a value and belief in the minds of employees. This approach not only allows the company to achieve its innovation goals but also allows the leaders to generate innovative ideas through the employees' trust in the leaders' management; thus, it causes the employees to be more willing to believe that such innovation can help the company and, in particular, advance their own interests.

In the case of transactional leadership, Deichmann and Stam (2015) argued that when the relationship between leaders and employees is based on exchange and bargaining behaviors, then leaders whose goal is innovation can offer specific rewards or make agreements with employees to ensure that they receive their fair share of rewards by engaging in innovation. In other words, transformational leadership styles are innovative because they provide the benefits that employees need. As long as such benefits are in line with employees' expectations, the benefits can significantly increase employees' innovative behavior (Tyssen et al., 2014).

Both transformational and transactional leadership involve implicit deals with and expectations for employees. While transformational leaders do not communicate the benefits of achieving goals explicitly, they ultimately motivate employees by providing tangible feedback (Afsar et al., 2019); exchange leaders balance the needs of both parties with the need to ensure that employee innovation is sustainable, which requires some sense of purpose and trust in the leader (Antonaki & Trivellas, 2014). In other words, different environments require different leadership styles, and choosing the right style for the organization in question can have a positive impact (McCauley & Palus, 2021).

Leadership styles can be based on providing care and recognition to employees (transformational leadership) or providing genuinely rewarding exchange relationships (transactional leadership), both of which inspire a certain level of motivation in employees, which can lead to innovative behavior and improve the competitive advantage of the organization. Therefore, the following hypotheses are proposed.

H4-1: Leaders with a transformational leadership style are more likely to generate innovation.

H4-2: Leaders with a transactional leadership style are more likely to generate innovation.

A theoretical framework is constructed based on the hypotheses proposed above, as shown in Fig. 1 below.

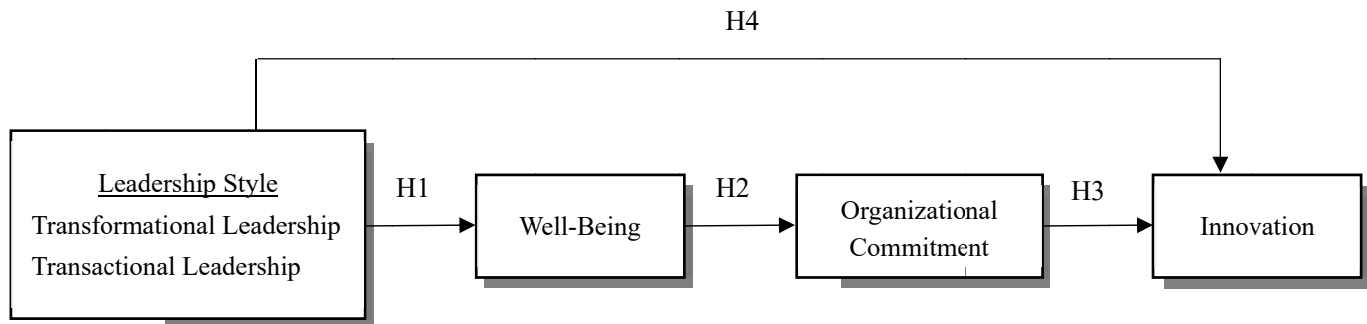


Figure 1. Theoretical model

### 3. Research Method

In this study, the samples were described before the hypothesis analysis was performed. The purpose is to confirm that the sample is representative. Next, the measurement of the constructs is described. This enables the subsequent analysis to confirm the validity of the theory. When the sample and the constructs are confirmed, the subsequent data analysis can follow (Xie et al., 2018).

#### 3.1 Sample Description

The sample referenced by this study was collected from a group of working people. The main reason for this choice was that a sample with working experience can understand the management styles of leaders in the workplace and can directly experience the influence of leadership style on their own work. In addition, previous studies on leadership styles have focused on specific industries, but since leaders exist in all industries, this study focused on working people from all industries as its main target to enhance its validity. The sample was first distributed to EMBA's, and the respondents were subsequently asked to help contact their workplace; if possible, the researcher progressed to the stage of data collection. An advantage of this approach was that confirming the diversity of the sample collected and the target population for this study. In addition, the provision of USB flash drives, movie tickets and supermarket coupons as incentives helped confirm the accuracy of the sample.

Prior to the formal collection of data from this sample, a pretest was conducted to confirm the content of the questions. A total of 31 pretests were administered, and some of the questions were found to be substandard in terms of relevance and explanatory power.

The sample was collected over a period of one month, and 358 questionnaires were collected. After removing invalid questionnaires, 349 valid questionnaires remained. The representativeness of the sample was confirmed using difference-in-difference analysis. First, the data from the prerecorded questionnaires were compared with the data from the post recorded questionnaires, and no significant differences were found. Second, when the variables of gender, marital status, age, and educational level were used to make comparisons, no significant differences were found. These results suggest that the sample was representative and that there was no problem with nonresponse bias (Naqshbandi &



Jasimuddin, 2018).

Regarding the sample, the majority of respondents, i.e., 235 (67.3%) were female, while 114 (32.7%) were male. The majority of respondents were below the age of 30 (155, 44.4%), followed by the age range from 41 to 50 (76, 21.8%). The number of employment categories was 277 (79.4%), and the majority of positions were nonmanagement positions (228, 65.3%). In terms of industry, 91 (26.1%) respondents worked in the service sector, while 56 (16%) worked in the public sector. The majority number of years of work experience was 1~5 years (101, 28.9%).

### 3.2 Measurement

In terms of *transformational leadership*, this study used Rafique et al.'s (2022) measurement as a reference, which included idealized influence, motivation, talent inspiration, and individual care as the main axes of analysis as well as a total of 8 items for measurement. *Transactional leadership* was measured using the scale developed by Tyssen et al. (2014), which included variable rewards and exception management as the main axes of analysis, for a total of 4 items. Employee well-being was measured in accordance with the suggestions of Jena et al. (2018), which included emotional, psychological, and social as the main axes of analysis, for a total of 9 items.

*Organizational commitment* was measured by reference to Montani et al. (2017) and included emotional, normative, and continuity as the main axes of measurement, for a total of 9 measured items.

*Innovation* refers to employees' willingness to demonstrate their innovative ideas and opinions and translated them into actual actions. The study conducted by Zhang et al. (2019) was used as a reference, and a total of 9 items were measured.

### 3.3 Validity, Reliability, and Correlation Analysis

In this study, the principal component method of factor analysis was used to conduct the analysis. The results indicated that the factor loadings were 0.83-0.87 for transformational leadership, 0.84-0.87 for transactional leadership, 0.70-0.85 for employee well-being, 0.62-0.85 for organizational commitment, and 0.78-0.88 for innovation. Most loadings satisfied the criteria that the factor loadings should be greater than 0.5 and that the eigenvalues should be greater than 1.

In terms of the reliability test, the Cronbach's  $\alpha$  values for transformational leadership (0.95), transactional leadership (0.88), employee well-being (0.90), organizational commitment (0.92), and innovation factor (0.93) all satisfied the standard criteria. In addition, the composite reliability (Zhang et al., 2014) values of 0.96 for transformational leadership, 0.92 for transactional leadership, 0.92 for employee well-being, 0.94 for organizational commitment, and 0.95 for the innovation factor were greater than the criterion of 0.7 (Fornell & Larcker, 1981). According to these results, the constructs were consistent.

In this study, Pearson correlation analysis was conducted to examine the correlations among the variables. Table 1 indicates the positive correlations among them.

Table 1. Pearson correlation analysis

Constructs	1	2	3	4	5
1. Transformational Leadership	<b>0.85</b>				
2. Transactional Leadership	0.85**	<b>0.86</b>			
3. Employee Well-Being	0.66**	0.67**	<b>0.77</b>		
4. Organizational Commitment	0.64**	0.66**	0.77**	<b>0.79</b>	
5. Innovation	0.46**	0.48**	0.72**	0.59**	<b>0.85</b>

\* The diagonal values are the square roots of AVE

#### 4. Regression Analysis

Table 2 shows the results of the analysis. The independent variables in Model 1 are transformational leadership and transactional leadership, while the dependent variable is employee happiness. H1-1 is confirmed by  $\beta=0.34$  ( $p<0.00$ ) for transitional leadership and  $\beta=0.38$  ( $p<0.00$ ) for transactional leadership; accordingly, H1-2 is also confirmed. For Model 2, which includes the independent variable of employee happiness and uses organizational commitment as the dependent variable, the analysis result reveals that  $\beta=0.77$  ( $p<0.00$ ), which indicates that employee well-being has a significant positive effect on organizational commitment; thus, H2 is confirmed. The independent variables included in Model 3 are organizational commitment, while innovation is the dependent variable. The analysis results reveal that  $\beta=0.59$  ( $p<0.00$ ), indicating that organizational commitment has a significant positive effect on innovative behavior; thus, H3 is confirmed.

Model 4 includes transformational leadership and transactional leadership as independent variables and innovation as a dependent variable. The results regarding this model reveal that transformational leadership  $\beta=0.21$  ( $p<0.05$ ), indicating a significant positive effect on innovative behavior; therefore, H4-1 is confirmed. With respect to transactional leadership,  $\beta=0.30$  ( $p<0.01$ ), indicating a significant positive effect on innovative behavior; therefore, H4-2 is confirmed.

Table 2. Results of the regression analysis

	Model 1	Model 2	Model 3	Model 4
	Employee Well-Being	Organizational Commitment	Innovation	Innovation
Transformational Leadership	0.34***			0.21*
Transactional Leadership	0.38***			0.30**
Employee Well-Being		0.77***		
Organizational Commitment			0.59***	
R <sup>2</sup>	0.48	0.59	0.35	0.24
Adj. R <sup>2</sup>	0.47	0.59	0.35	0.24
F value	157.25***	504.63***	184.06***	54.93***

\*p < 0.05 , \*\*p < 0.01 , \*\*\*p < 0.001

## 5. Conclusions

This study examined the relationships among leadership style, employee well-being, organizational commitment, and innovation. The following conclusions were found. First, transformational and exchange leadership styles have significant positive impacts on employee well-being, thus suggesting that executive leadership style can be a key element in shaping the organizational climate. Because transformational leadership is characterized by leading by example and personal care and features an emphasis on trusting communication, an organization that is full of vision and purpose not only gains the respect of employees but also creates a sense of well-being in the workplace. In addition, transactional leadership focuses on assigning responsibilities, setting clear work parameters, rewarding employees when they achieve their goals, and providing appropriate coaching and correction when their performance falls short of expectations. This approach creates a fair and rewarding work environment, which enhances employee well-being.

Second, employee well-being has a significant positive impact on organizational commitment. The higher employee's well-being is, the more positive emotions they experience in the workplace, the more confident they feel regarding their work, the more responsible they feel, the more comfortable they feel in the workplace, and the more comfortable they feel with their colleagues, which creates a sense of centripetal force and identity.

Third, organizational commitment has a significant positive impact on innovation. The results indicate that the higher the commitment of employees to the organization is, the more strongly employees identify with and internalize the organization's philosophy and values into their own beliefs regarding the organization, leading to innovative actions. This impact not only enhances the willingness of individuals to innovate but also increases the value and competitiveness of the company.

Fourth, transformational leadership and transactional leadership have significant positive impacts on innovation. When the leadership style is based on transformational leadership, this situation inspires employees' self-learning, which leads to innovative behavior, while when the leadership style is based on transactional leadership, this situation provides employees with incentives to innovate by rewarding them for achieving tasks, thus increasing their motivation to innovate.

## **6. Management Implications**

This study proposes the following recommendations for management. Companies must improve the effectiveness of executive leadership. In a rapidly changing world, leadership is no longer limited to one model but requires the right management solutions to maximize competitive advantage. By implementing humanistic management, this study can provide specific and feasible visions to trigger employees' ambition to achieve their goals. When these goals are challenging, employees not only experience a sense of personal growth when stimulating their potential but also feel that they are valued by the organization and thus engage in innovative behaviors. Simultaneously, leaders can encourage employees to think critically and adopt different perspectives on everything, thus increasing their imagination and creativity. Leaders should provide care and guidance to employees based on their different characteristics, display a supportive attitude toward their performance, and learn to listen to their ideas to promote a closer relationship as well as to enable employees to open their minds and enhance their positive thinking to ensure that supervisors, employees, and colleagues can cooperate more smoothly in the future to inspire team innovation (Malibari & Bajaba, 2022).

On the other hand, transactional leaders can provide tangible incentives and rewards to employees when they achieve their goals (Wofford et al., 1998). When employees are recognized for their abilities, this situation produces a sense of accomplishment and satisfaction. In addition to feeling as if one is in control of one's work and creating a sense of well-being in the workplace, such a situation more or less establishes a relationship of mutual trust between the leader and the employee, which causes the employee to be willing to exert more effort on behalf of the organization and engage in more innovative behaviors. In addition, since rewards and compensation are involved in this process, it is important for leaders to keep an eye on their employees to ensure that their work is being performed correctly. Providing employees with the opportunity to correct any deficiencies encourages them to be more careful, which can help them exhibit innovative behavior.

In terms of organization, companies should establish deep core values. Since employees face dynamic challenges and environments every day, companies should establish a suitable organizational atmosphere that can effectively encourage employees to achieve organizational goals (Xie et al., 2018). For example, by providing education and training, this study can develop customized learning maps to facilitate employees' individual career development. This approach not only helps employees grow but also causes them to be willing to stay and contribute to the organization. In addition, this study can increase the number of activities within the organization aimed at providing relaxing moments during

daily work, which not only promotes friendship among colleagues but also allows employees to confront work challenges in a happier mood and enhances their sense of happiness in the workplace.

In regard to management, companies can regularly evaluate the performance of supervisors and employees. In addition to measuring the degree to which work goals are achieved, education is also necessary. For example, external lectures or workshops, presentation of results, and certification counseling can be provided to understand employees' ideas regarding future development and to plan for the acquisition of relevant resources to strengthen their knowledge and skills, thus encouraging employees to engage in innovative behaviors.

### 5.3 Suggestions for future research

This study makes several suggestions. First, this study uses people working in different industries as its target population; accordingly, future studies can focus on individuals working in the same industries to make the results more focused. Second, this study was conducted using quantitative analysis, and respondents were asked to supply their answers in a subjective manner. In-depth interviews can be conducted by subsequent studies to obtain more comprehensive ideas and thus enhance the value and depth of the study. Third, future research can include other concepts, such as individual personality traits and job suitability, to make the research framework more complete. Fourth, the ultimate goal of this study is to induce innovative behavior; the question of whether such behavior depends on corporate culture, resource allocation, market positioning, or whether innovation is the ultimate goal of the company can be addressed by future analyses, which can deepen understanding of the research field of leadership and innovation.

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