

INNOVATIVE WORKER: EXPLORING THE MEDIATION OF COGNITIVE DEPENDENCY FACTORS BETWEEN LEADERSHIP SUPPORT AND WORKPLACE FRIENDSHIP

Ismail Haji Ali, Muhammad Fadhil, Jafar Basalamah*
Universitas Muslim Indonesia, Indonesia

Citation (APA 7th): Ali, I. H.,
Fadhil, M., & Basalamah, J.
(2024). Innovative Worker:
Exploring the Mediation of
Cognitive Dependency Factors
between Leadership Support
and Workplace
Friendship . *Jurnal Minds:
Manajemen Ide Dan
Inspirasi*, 11(1), 45-58.
<https://doi.org/10.24252/minds.v11i1.44733>

Submitted: 12 January 2024
Revised: 12 June 2024
Accepted: 13 June 2024
Published: 20 June 2024



Copyright: © 2024 by the authors.

ABSTRACT: This research aims to examine the impact of leadership support and workplace friendship on employees' innovative behavior, as well as the mediating effect of cognitive dependency. This study utilizes 200 responses from employees at global ride-hailing firm, Grab. The partial-least-square structural-equation modelling (PLS-SEM) method is executed to analyze the hypotheses. The findings suggest the positive correlation between workplace friendship and innovative behavior, with cognitive dependency acts as a mediator between these two constructs. In particular, the role of cognitive reliance might be regarded as a significant determinant of employee behavior. This paper is a valuable resource for academics studying cognitive reliance, a topic that is often overlooked in past researches.

Keywords: Leadership support; Workplace friendship; Innovative behavior; Cognitive dependency

*Corresponding Author: jafarbasalamah@umi.ac.id

DOI: 10.24252/minds.v11i1.44733

ISSN-E: 2597-6990

ISSN-P: 2442-4951

<http://journal.uin-alauddin.ac.id/index.php/minds>

Publisher: Program Studi Manajemen, Universitas Islam Negeri Alauddin Makassar 45

INTRODUCTION

In the present era, companies employ several forms of Innovation to improve their global competitiveness (Yang et al., 2020). These companies employ interactive learning to engage all relevant stakeholders in acquiring knowledge, resources, and new technologies in the market (Xiao et al., 2020). Without a doubt, this type of strategy, whether done individually or as a group, relies on effectively managing intellectual assets and maintaining a sustainable cooperation network. These are essential for developing innovations that companies may employ to adapt to the ever-changing dynamics of global business environments (Ghosh et al., 2020). Presently, the company employs conventional techniques to modify employee behavior, considering employees' creative behavior is crucial for contemporary organizations (Al-Hawari et al., 2019). Individual creativity is a critical factor that enhances Innovation, promotes efficient work practices, and provides a competitive edge for a firm (Wang & Lounsbury, 2021). Creativity is commonly defined as generating original and valuable ideas (Nazir et al., 2020). It also involves the capacity to produce new and beneficial work (Renkema et al., 2022). Due to its role in driving Innovation, growth, and competitiveness (Saeed et al., 2019), firms prioritize investing significantly and seeking effective methods to foster employees' creativity (Shea et al., 2023), particularly in competitive and dynamic business settings. Service providers want to cultivate employee innovation to give superior services (Quratulain et al., 2020). Employees in service businesses can provide significant value by effectively generating, leveraging, and executing innovative ideas (Marikyan et al., 2023). Creativity is crucial to service firms' development and competitiveness (Cao & Zhang, 2020).

Research has demonstrated that leadership style significantly impacts employees' innovative behavior (Wills & Raven, 2020). Recently, there has been an increasing focus on researching the impact of a leader's personality on employees' behavior (Gregory, 2023). However, the influence of leadership support has yet to receive significant attention in research (Rybnicek et al., 2019).

Meanwhile, the present study utilizes social cognitive theory to develop a theoretical framework emphasizing the specific circumstances and mechanisms through which workplace friendships influence employees' innovative behavior (Omuris, 2019). Establishing friendships in the workplace can enhance a person's connection experience and gain support from fellow workers, hence fostering positive individual psychology (Yunus & Ernawati, 2018). Consequently, this reduces the probability and expense of unsuccessful inventive conduct and enhances the likelihood of employees participating in creative behavior (Saeed et al., 2019). The present study focuses on the importance of innovative behavior in organizations' long-term survival and sustainable growth, particularly in intense competition. Previous studies have emphasized the significant influence of interpersonal interactions between employees on their work productivity (Bala et al., 2021).

Nevertheless, as research on workplace friendship has progressed, there has been a focus on the detrimental consequences associated with it, including the spread of gossip, instances of sexual harassment, favoritism, and nepotism.

Consequently, many empirical studies have sought to examine this paradoxical phenomenon (Yang et al., 2020). Omuris (2019) found that professional friendships can, in certain situations, diminish employees' loyalty and organizational productivity. Furthermore, research has shown that activities like gossip, which are not directly related to work, can promote collaboration and unity among individuals while creating a sense of distance from others (Hashmi et al., 2023). The apparent contradiction revealed implies the necessity of investigating the limits and parameters of workplace friendship, which contribute to achieving favorable results in the workplace (Shea et al., 2023). Our objective is to examine the role of cognitive reliance as a mediator and the impact of leadership support on the consequences of workplace friendships.

THEORETICAL REVIEW

Leadership Support and Employee Innovative Behavior

As per the social information processing theory, leaders' attributes, interactions, behaviors, and sentiments impact how employees perceive and behave (Fischer & Sitkin, 2022). Similar to Day et al. (2016), when leaders are perceived as having significant authority and charisma, their subordinates tend to idolize and depend on them. Companies can exhibit their recognition of Innovation by relying on either supervisors' encouragement or leadership's support. "Leader involvement" refers to how employees regard their leaders as actively participating in the creative process (Mostafa, 2019). When employees perceive that their superiors value, support, and reward their efforts, they are more inclined to exhibit innovative behavior (Berson et al., 2018). Tan (2019) discovered that employees perceive their creative behavior as beneficial solely when their supervisors are receptive to feedback and open to suggestions for development.

Furthermore, some scholars propose that innovative supervisors can cultivate their subordinates' creativity by employing original and innovative approaches to issue definition and establishing creative objectives (Chang et al., 2011). According to the study conducted by Gu et al. (2018), supervisors who promote and sustain cooperative interpersonal connections can impact employees' involvement in the creative process by improving their self-efficacy. Besides, Renkema et al. (2022) argue that individuals who possess greater self-efficacy are more likely to exhibit creativity when they clearly understand their superiors' expectations for their creative activities. Employees participate in innovative behavior when supervisors have well-defined expectations for Innovation (Zaitouni & Ouakouak, 2018).

Hence, leadership support must have a substantial correlation with the creative behavior of employees (Xiao et al., 2020). However, the consequences of leadership support may differ depending on individual personality qualities. Several studies argue that conscientiousness, a vital component of the Big Five behavior traits, is associated with individuals' creativity and ability to work under close supervision (Ding et al., 2020). Therefore, conscientious employees

who lack support from their colleagues and are closely monitored are likely to demonstrate lower levels of creativity.

H1. Leadership support has a significant impact on employee's innovative behavior

Workplace Friendship and Employee Innovative Behavior

Workplace friendship is an informal interpersonal interaction between employees distinct from instrumental ties such as mentoring or supervisor-subordinate relationships (Ding et al., 2020). According to Cao and Zhang (2020), Researchers suggest that friendships produced in the professional setting transcend mere casual acquaintanceships. A familiar feeling of resemblance, reciprocal commitment, trust, and spontaneous advantages characterizes these friendships. Significant research shows that workplace friendships substantially benefit organizational behavior, job performance, employee commitment, job uncertainty, and willingness to express perspectives (Bubonya et al., 2017). Prior research on workplace friendship mainly concentrates on attitudinal and outcome factors, with limited attention given to behavioral process variables such as inventive conduct.

Recently, there has been a significant focus on the inventive conduct of employees by academics and professionals. This is due to its essential role in ensuring the sustained survival of organizations through diverse business environments (Lin, 2010). According to Flett et al. (2002), the social cognitive theory posits that an individual's conduct is influenced by their thoughts and perceptions and the social context in which they exist. Utilizing social cognitive theory, fostering strong workplace friendships is expected to enhance employees' propensity to share resources and provide mutual support, resulting in a harmonious work environment and improved problem-solving abilities among employees (Renkema et al., 2022). The evidence indicates that the corporate atmosphere is the primary determinant of employees' innovative behavior (Lal, 2015). While for Alfes et al. (2013), obtaining regular feedback from peers, can enhance employees' inventive behavior, as suggested by certain scholars. Following the definition of workplace friendship, employees with solid relationships with their colleagues will communicate more frequently and receive regular feedback on innovative ideas from their friends at work. Receiving regular feedback from colleagues increases the likelihood of engaging in creative behavior and enhances the quality of Innovation.

Furthermore, it has been shown that there is a correlation between a conducive and encouraging environment that fosters creativity and support and the overall performance of organizations, particularly in creative occupations (Fındıklı & Bayarçelik, 2015). Conversely, the lack of a close relationship might give rise to feelings of anxiety and potentially contribute to engaging in antisocial conduct (Zaitouni & Ouakouak, 2018). Hence, we propose that fostering friendships in the workplace promotes inventive behavior. Workplace friendships facilitate the acquisition of novel information and abundant skills from coworkers, aiding individuals in accomplishing innovative tasks.

H2. Workplace friendship has a significant impact on employee's innovative behavior

Cognitive Dependency as Mediator

Cognitive dependency is a component of follower dependence, as outlined by Harrison and Rainer in 1992. Employee dependency comprises two components: cognitive dependency and motivation dependency. Similarly, we classified subordinates' dependence on their superiors into two degrees (Yang et al., 2020). Cognitive reliance is precisely described as the degree to which employees rely on their leader for activities related to information processing, including emotions, perception, memory, imagination, and cognition. The perception process in the SIP model pertains to the correlation between the characteristics of leaders and the perceptions and attitudes of followers (Avcı Çayır & Kalkan, 2018). Throughout this process, followers collect knowledge regarding the characteristics of their leaders and develop their perceptions of them. For instance, individuals who follow narcissistic leaders may admire their attractiveness and impressive presence and feel motivated to associate themselves with them. The relationship between the attitudes and desires of followers and their conduct is a process of evaluation (Al-Hawari et al., 2019). Followers tend to rely on leaders and conform to their directives and anticipations. This theory delineates cognitive dependence as the mechanism through which managers' narcissism impacts the behavior of employees. Therefore, we have focused on cognitive dependency to clarify how leadership support affects followers' creativity.

Workers want assistance from leaders who can help them achieve their goals and improve their self-worth (Tan, 2019). According to (Saeed et al., 2019), The more the authority and competence of leaders, the more reliant their followers become on them. Employees rely on leaders not only because they admire the leaders' qualities but also because this admiration fosters a profound experience of identity with them (Parry, 2013) and because leaders have control over the resources that subordinates need to utilize in their work (Emerson, 1962). When supervisors and employees are relatively distant, they mainly acquire limited and negative information about their superiors (Kathleen et al., 2017). Reduced engagement between employees and their leaders leads to an increased emphasis on superficial qualities of leaders, such as charisma. Employees will concentrate on this information to evaluate the attributes of their superiors as capable leaders. Given this understanding, employees tend to believe in their superiors and may even unquestioningly admire them.

H3. Leadership support will positively and significantly affect employee's innovative behavior through cognitive dependency

H4. Workplace friendship will positively and significantly affect employee's innovative behavior through cognitive dependency

METHODOLOGY

Sample

The population in this research is Grab's employees in Makassar, Indonesia. Therefore, in this study, the sampling technique used was purposive

sampling, which is based on the purpose of the quantitative approach (Sharma et al., 2023). About 200 online questionnaires were distributed to Grab employees due to the company's efforts to improve working conditions and foster innovative thinking among all employees and supervisors. The sample included 152 men and 48 women, with as many as 82 people aged 25-29 years, 68 people aged 31-40 years, and the remaining 50 people over 41 years old. In addition, approximately 123 respondents have married. Out of the whole workforce, approximately 9 workers hold managerial positions in Human Resources. Additionally, 15 people work as supervisors, while 176 are classified as staff members. Respondent data distribution can be seen in Table 1.

Table 1. Respondent

	N	%
Gender		
Female	152	76%
Male	48	24%
Age (Years)		
20-30	82	41%
31-40	68	34%
>41	50	25%
Status		
Married	123	62%
Unmarried	77	38%
Job Role		
HR Managers	9	4%
Supervisor	15	15%
Staff	176	81%

Measurement Instrument

Firstly, leadership support was measured using a five-item indicator developed by (Zaitouni & Ouakouak, 2018), Where (1) My supervisor actively promotes and underscores the importance of creativity among staff. (2) My supervisor highly regards their capacity to think and act creatively. (3) My supervisor allows participants to approach problem-solving from various perspectives. (4) My supervisor acknowledges and incentivizes participants who demonstrate creativity in their work. (5) My supervisor publicly acknowledges individuals who have creativity.

Secondly, workplace friendship was measured using a six-item indicator developed by (Abdulmuhsin & Tarhini, 2020). Participants responded to all items on a five-point Likert scale (1=“strongly disagree,” 5=“strongly agree”). Where the items are: (1) I have the opportunity to become acquainted with my coworker coworkers in the workplace; (2) I can collaborate with my teammates to resolve work-related issues; (3) I can engage in informal communication with my teammates; (4) I have supportive friendships with my workers; (5) I engage in social activities with my partners outside of work; (6) I have confidence in the trustworthiness of my colleagues.

In innovative behavior, participants rated the level of their innovative behavior using a six-item indicator (Cao & Zhang, 2020). Where the item is, I consistently attempt to discover innovative strategies and techniques, generate original ideas, and actively communicate with others to introduce new concepts.

To effectively implement new ideas, I must diligently seek the necessary resources. To effectively execute innovative concepts, I must formulate a suitable strategy. Overall, I possess an ability for originality and creativity.

The final variable is cognitive dependence, which was altered by Yang et al. (2020) by modifying this indicator based on the cognitive dependency scale developed by Flett et al. (2002). This study specifically chose the cognitive reliance dimension, which consists of a scale with five items, where Item 1: I need the supervision of my immediate superior to operate effectively. Item 2: I experience enhanced job performance in the presence of my immediate superior. Item 3: If my immediate superior were to be substituted, I would experience a sense of needing more guidance from any individual. Item 4: I do not challenge the instructions given by my immediate superior. Item 5: I acknowledge and comply with the perspectives of my immediate superior without questioning them.

Data Analysis

This research also used structural equation modeling to analyze the data (Edeh et al., 2023). Considering this, this study aims to examine the relationship between leadership support and workplace friendship and innovative behavior in employees, as well as the treatment of cognitive dependency variables, to determine long-term potential advantages. We also used PLS software to see the results of the data, where this study examines Alpha Cronbach's alpha (CA), total correlation, and confirmatory factor analysis to improve reliability, convergent validity, and discriminant validity for each specialized construct (Sharma et al., 2023).

RESULTS

The data were examined using a distinct two-step methodology. The study's first phase aimed to validate the measurement model's dependability, converging accuracy, and distinguishing accuracy. Subsequently, in the following phase, the analysis focused on the structural model to precisely determine the amount and orientation of the connections between the theoretical factors (See Table 3).

According to Sharma et al. (2023), for all CR (Construct Reliability) and CA (Composite Average) measures For research employing the PLS-SEM method to be considered to have internal consistency dependability, the standard criteria must be above the suggested minimum level of 0.70. These statements are corroborated by Ringle et al. (2018) that the data with a CR value of 0.70 is deemed credible. To establish convergent validity, the standardized value of the indicators must be at least 0.708 of the threshold value. Additionally, each indicator's Average Variance Extracted (AVE) value should be at least 0.5. This study presents the statistical results of the quality criteria as evident in Table 2 with different takes of the findings.

Table 2. Outer Model Criteria

Constructs	Item	Loadings	CR	Cr. Alpha	AVE	VIF
Leadership support	LS1	0.751	0.883	0.840	0.558	0.6714
	LS2	0.766				
	LS3	0.845				
	LS4	0.737				
	LS5	0.734				
	LS6	0.826				
Workplace Friendship	WF1	0.7136	0.905	0.877	0.581	0.9501
	WF2	0.7379				
	WF3	0.8559				
	WF4	0.7254				
	WF5	0.8736				
	WF6	0.893				
Cognitive Dependency	CD1	0.8681	0.899	0.857	0.645	7.1882
	CD2	0.7383				
	CD3	0.8681				
	CD4	0.7809				
	CD5	0.7563				
Innovative Behavior	IB1	0.8698	0.844	0.755	0.576	5.326
	IB2	0.7874				
	IB3	0.7139				
	IB4	0.7247				

Source: Smartpls 3 Adapted Output

Table 3. Path Revelation

R ² Innovative Behavior	0.784	
Hypothesized Paths	t-value	Decision
Leadership Support > Innovative Behavior	0.950	Not Supported
Workplace Friendship > Innovative Behavior	5.326	Supported
Leadership Support > Cog. Dependency > Innov. Behavior	0.671	Not Supported
Workplace Friendship > Cog. Dependency > Innov. Behavior	2.709	Supported

Source: Smartpls 3 Adapted Output

In this study, it was found that the Workplace Friendship (WF) variable has a significant impact on Innovative Behavior (IB) among Grab employees in Makassar City, Indonesia. The results also revealed that the influence of WF on IB occurs through Cognitive Dependency (CD), as explained in Table 2. More specifically, the results in the table show that all indicators for WF, IB, Leadership Support (LS), and CD variables have passed the validity test with construct values greater than 0.6. One indicator that stands out is "LS3" in the Leadership Support variable, which achieved a value of 0.845. This illustrates how important it is to maintain or improve interpersonal relationships to build employee trust and loyalty among respondents. Meanwhile, "WF6" stands out as having the highest value in the WF variable. This reflects the importance of informal communication and interaction between employees. This contributes to the performance of employees while they are working. Finally, in testing the indicators for CD and IB, "CD1" and "IB1" obtained high values of 0.869. This reflects flexibility and increased creativity in using individual problem-solving skills to develop and implement new ideas, strategies, products, and services. These factors are essential to improving employee performance and achieving maximum company goals.

The findings of this study bring exciting information. The results of the data analysis show that the Leadership Support (LS) variable cannot significantly impact the level of Innovative Behavior (IB) of employees at Grab Makassar City. Despite the initial expectation that leadership support would positively influence employee innovation, this study implies that the influence of LS is less than previously thought. This study involved careful measurement and a rigorous statistical analysis process, with the significance value (*p*-value) for each tested variable being lower than the pre-set significance level. This means that these results are unlikely to be coincidental or the result of errors in analysis. This indicates that the correlation between Leadership Support and the level of Innovation needs to be more vital to ensure a significant relationship exists. In this context, the findings of this study can be an essential consideration for Grab company's management. To increase the level of Innovation among employees, there is a need to consider other factors that may have a more significant influence. Although LS is an essential element in a positive work environment, the results of this study highlight the need for further exploration of other factors that may increase Innovation in this organizational context.

DISCUSSION

The study underscores the importance of a holistic understanding of how employee attitudes and leadership support the optimal achievement of corporate goals. The main findings can be summarized as follows: In this study, vital factors potentially influence innovative behavior, namely workplace friendship and cognitive dependency. It is important to note that although leadership support plays a significant role, it is not enough to achieve optimal innovative behavior. The results of research conducted by Abdulmuhsin and Tarhini (2020) and Cao and Zhang (2020) confirmed that workplace friendship positively affects cognitive dependency, and correspondingly, it significantly impacts innovative behavior. Put, cognitive dependency acts as a mediator in the relationship between Workplace Friendship and Innovative Behavior.

This study reveals that numerous factors, including workplace friendship and cognitive dependency, determine employee innovative behavior among Grab employees. The statistical analysis results indicated that workplace friendship was shown to have the most meaningful impact among these components, demonstrating that the bond and close contact between employees has a crucial role in fostering Innovative Behavior in the workplace. Meaningfully, a good workplace creates a positive and supportive atmosphere for employees, influencing creativity and Innovation. Several factors emphasize the importance of workplace friendships in shaping Innovative Behavior.

Workplace friendship increases employee engagement. Colleagues who have good relationships are more likely to collaborate effectively. They feel comfortable sharing ideas and supporting each other. This strong cooperation supports idea exchange and innovation in the work environment. In the context of camaraderie, employees are more comfortable taking risks and experimenting with new concepts without fear of judgment or embarrassment. Lower stress levels are experienced in environments where workplace camaraderie exists, and

reduced stress levels can lead to increased creativity and Innovation, as individuals can focus on their thoughts more clearly and remain relaxed. Workplace camaraderie can inspire; coworkers often provide a fresh outlook and inspire creative thinking. Informal discussions with coworker coworkers are usually where many brilliant ideas are born.

Furthermore, workplace friendships help build trust; trustworthy coworker coworkers help create a culture of trust in the workplace. In an environment of trust, employees feel safe sharing innovative ideas without fear of being stolen or misused. This camaraderie becomes an additional source of motivation. Employees encourage and support each other in achieving their goals and becoming more productive. This extra motivation energizes employees in their pursuit of innovation and creativity. Workplace companionship is a strong foundation for increasing Innovative behavior in the work environment, creating an innovative work culture where employees feel supported, motivated, and comfortable sharing and developing new ideas.

FURTHER STUDY

Implementing leadership support has shown a reverse contribution to improved staff work. In this case, by making employees have an innovative attitude either directly or through variable moderation (cognitive dependency), this can be maintained instead of creating a work environment that supports each other among existing teams. Furthermore, researchers observed a lack of positive responses from employees regarding leadership support variables. It is essential to think about this because work must involve all elements of employees, both in teams and individuals, to create Innovation in the workplace. Of course, this can increase the employees' innovative attitude. It is necessary to focus on developing a strategy or policy to foster leadership support and improve team innovation. In other words, it may play a role in increasing employee participation in the future to achieve a breakthrough.

This research was summarized using structured composing guidelines, but some limitations were encountered during its preparation. The respondents were limited to employees of the Grab office in Makassar, South Sulawesi province, Indonesia. Further research involving other regional offices is required to generalize the study's findings. This study remains a self-report investigation utilizing a questionnaire. It is recommended that researchers broaden the scope of variables relating to other aspects of human resources to assess the reliability of the findings from this study. This can be achieved by evaluating the research model with additional variables.

REFERENCES

- Abdulmuhsin, A. A., & Tarhini, A. (2020). Impact of wise leadership, workplace friendships on open Innovation in family firms: a developing country perspective. *Journal of Family Business Management*. <https://doi.org/10.1108/JFBM-04-2020-0028>
- Al-Hawari, M. A., Bani-Melhem, S., & Shamsudin, F. M. (2019). Determinants of frontline employee service innovative behavior: The moderating role of

- coworkercoworker socializing and service climate. *Management Research Review*, 42(9), 1076–1094. <https://doi.org/10.1108/MRR-07-2018-0266>
- Alfes, K., Truss, C., Soane, E. C., Rees, C., & Gatenby, M. (2013). The relationship between line manager behavior, perceived HRM practices, and individual performance: Examining the mediating role of engagement. *Human Resource Management*, 52(6), 839–859. <https://doi.org/10.1002/hrm.21512>
- Avcı Çayır, G., & Kalkan, M. (2018). The effect of interpersonal dependency tendency on interpersonal cognitive distortions on youths. *Journal of Human Behavior in the Social Environment*, 28(6), 771–786. <https://doi.org/10.1080/10911359.2018.1458681>
- Bala, H., Venkatesh, V., Ganster, D. C., & Rai, A. (2021). How does an enterprise system implementation change interpersonal relationships in organizations. *Industrial Management & Data Systems*, 121(8), 1824–1847. <https://doi.org/10.1108/IMDS-06-2020-0380>
- Berson, Y., Kark, R., Eilam-Shamir, G., & Katz, I. (2018). Leadership now: Reflecting on the legacy of Boas Shamir. *Monographs in Leadership and Management*, 9, 315–323. <https://doi.org/10.1108/S1479-357120180000009008>
- Bubonya, M., Cobb-Clark, D. A., & Wooden, M. (2017). Mental health and productivity at work: Does what you do matter? *Labour Economics*, 46, 150–165. <https://doi.org/10.1016/j.labeco.2017.05.001>
- Cao, F., & Zhang, H. (2020). Workplace friendship, psychological safety and innovative behavior in China: A moderated-mediation model. *Chinese Management Studies*, 14(3), 661–676. <https://doi.org/10.1108/CMS-09-2019-0334>
- Chang, Y. J., Chen, C. H., Huang, W. T., & Huang, W. S. (2011). Investigating students' perceived satisfaction, behavioral intention, and effectiveness of English learning using augmented reality. *Proceedings - IEEE International Conference on Multimedia and Expo*. <https://doi.org/10.1109/ICME.2011.6012177>
- Day, C., Gu, Q., & Sammons, P. (2016). The Impact of Leadership on Student Outcomes: How Successful School Leaders Use Transformational and Instructional Strategies to Make a Difference. *Educational Administration Quarterly*, 52(2), 221–258. <https://doi.org/10.1177/0013161X15616863>
- Ding, H., Lin, X., & Su, W. (2020). Employee strengths use and innovative behavior: a moderated mediation model. *Chinese Management Studies*, 15(2), 350–362. <https://doi.org/10.1108/CMS-05-2019-0191>
- Edeh, E., Lo, W.-J., & Khojasteh, J. (2023). Review of Partial Least Squares Structural Equation Modeling (PLS-SEM) Using R: A Workbook. In *Structural Equation Modeling: A Multidisciplinary Journal* (Vol. 30, Issue 1). <https://doi.org/10.1080/10705511.2022.2108813>
- Fischer, T., & Sitkin, S. B. (2022). Leadership Styles: A Comprehensive Assessment and Way Forward. *Academy of Management Annals*, 17(1), 331–372. <https://doi.org/10.5465/annals.2020.0340>
- Findikli, M. A., & Bayarçelik, E. beyza. (2015). Exploring the Outcomes of Electronic Human Resource Management (E-HRM)? *Procedia - Social and*

- Behavioral Sciences*, 207, 424–431.
<https://doi.org/10.1016/j.sbspro.2015.10.112>
- Flett, G. L., Madorsky, D., Hewitt, P. L., & Heisel, M. J. (2002). Perfectionism cognitions, rumination, and psychological distress. *Journal of Rational-Emotive and Cognitive-Behavior Therapy*, 20(1), 33–47.
- Ghosh, D., Huang, X. S., & Sun, L. (2020). Managerial Ability and Employee Productivity*. *Advances in Management Accounting*, 32, 151–180.
<https://doi.org/10.1108/S1474-787120200000032006>
- Gregory, B. (2023). The antecedents and consequences of perceptual fit: an examination of how employees come to understand organizational culture. *International Journal of Organizational Analysis*, ahead-of-p(ahead-of-print).
<https://doi.org/10.1108/IJOA-01-2023-3573>
- Gu, J., Chen, Z., Huang, Q., Liu, H., & Huang, S. (2018). A Multilevel Analysis of the Relationship between Shared Leadership and Creativity in Inter-Organizational Teams. *Journal of Creative Behavior*, 52(2), 109–126.
<https://doi.org/10.1002/jocb.135>
- Hashmi, M. A., Al Ghaithi, A., & Sartawi, K. (2023). Impact of flexible work arrangements on employees' perceived productivity, organisational commitment and perceived work quality: a United Arab Emirates case-study. *Competitiveness Review: An International Business Journal*, 33(2), 332–363. <https://doi.org/10.1108/CR-10-2020-0130>
- Kathleen, M., Sandra, F., & E., C. C. (2017). e-HRM Systems in Support of “Smart” Workforce Management: An Exploratory Case Study of System Success. In T. Bondarouk, H. J. M. Ruël, & E. Parry (Eds.), *Electronic HRM in the Smart Era* (pp. 87–108). Emerald Publishing Limited.
<https://doi.org/10.1108/978-1-78714-315-920161004>
- Lal, P. (2015). Transforming hr in the digital era: Workforce analytics can move people specialists to the center of decision-making. *Human Resource Management International Digest*, 23(3), 1–4.
<https://doi.org/10.1108/HRMID-03-2015-0051>
- Lin, C. (2010). Relationship between job position, job attributes, and workplace friendship: Taiwan and China. *Journal of Technology Management in China*, 5(1), 55–68. <https://doi.org/10.1108/17468771011032796>
- Marikyan, D., Papagiannidis, S., F. Rana, O., & Ranjan, R. (2023). Working in a smart home environment: examining the impact on productivity, well-being and future use intention. *Internet Research*, ahead-of-p(ahead-of-print).
<https://doi.org/10.1108/INTR-12-2021-0931>
- Mostafa, A. M. S. (2019). Transformational leadership and restaurant employees customer-oriented behaviours: The mediating role of organizational social capital and work engagement. *International Journal of Contemporary Hospitality Management*, 31(3), 1166–1182. <https://doi.org/10.1108/IJCHM-02-2018-0123>
- Nazir, S., Shafi, A., Asadullah, M. A., Qun, W., & Khadim, S. (2020). Linking paternalistic leadership to follower's innovative work behavior: the influence of leader-member exchange and employee voice. *European Journal of Innovation Management*. <https://doi.org/10.1108/EJIM-01-2020-0005>
- Omuris, E. (2019). Workplace friendship in hospitality organizations: a scale

- development. *International Journal of Contemporary Hospitality Management*, 31(3), 1390–1411. <https://doi.org/10.1108/IJCHM-10-2017-0658>
- Parry, K. W. (2013). Transformational and Charismatic Leadership: The Road Ahead 10th Anniversary Edition. In *Monographs in Leadership and Management* (Vol. 5). Emerald Group Publishing Limited. <https://doi.org/10.1108/s1479-357120130000005037>
- Quratulain, S., Al-Hawari, M. A., & Bani-Melhem, S. (2020). Perceived organizational customer orientation and frontline employees' innovative behaviors: exploring the role of empowerment and supervisory fairness. *European Journal of Innovation Management*. <https://doi.org/10.1108/EJIM-08-2019-0233>
- Renkema, M., Meijerink, J., & Bondarouk, T. (2022). Routes for employee-driven Innovation: how HRM supports the emergence of Innovation in a formalized context. *International Journal of Human Resource Management*, 33(17), 3526–3559. <https://doi.org/10.1080/09585192.2021.1913625>
- Ringle, C. M., Rigdon, E., & Sarstedt, M. (2018). *On Comparing Results from CB-SEM and PLS-SEM: Five Perspectives and Five Recommendations*.
- Rybnicek, R., Bergner, S., & Gutschelhofer, A. (2019). How individual needs influence motivation effects: a neuroscientific study on McClelland's need theory. *Review of Managerial Science*. <https://doi.org/10.1007/s11846-017-0252-1>
- Saeed, B. Bin, Afsar, B., Cheema, S., & Javed, F. (2019). Leader-member exchange and innovative work behavior: The role of creative process engagement, core self-evaluation, and domain knowledge. *European Journal of Innovation Management*, 22(1), 105–124. <https://doi.org/10.1108/EJIM-11-2017-0158>
- Sharma, P. N., Liengaard, B. D., Hair, J. F., Sarstedt, M., & Ringle, C. M. (2023). Predictive model assessment and selection in composite-based modeling using PLS-SEM: extensions and guidelines for using CVPAT. *European Journal of Marketing*, 57(6), 1662–1677. <https://doi.org/10.1108/EJM-08-2020-0636>
- Shea, T., Usman, S. A., Arivalagan, S., & Parayitam, S. (2023). "Knowledge management practices" as moderator in the relationship between organizational culture and performance in information technology companies in India. *VINE Journal of Information and Knowledge Management Systems*, 53(4), 719–747. <https://doi.org/10.1108/VJIKMS-12-2020-0232>
- Tan, B. S. (2019). In search of the link between organizational culture and performance: A review from the conclusion validity perspective. *Leadership and Organization Development Journal*, 40(3), 356–368. <https://doi.org/10.1108/LODJ-06-2018-0238>
- Wang, M. S., & Lounsbury, M. (2021). Cultural Encounters: A Practice-Driven Institutional Approach to the Study of Organizational Culture. In M. Lounsbury, D. A. Anderson, & P. Spee (Eds.), *On Practice and Institution: New Empirical Directions* (Vol. 71, pp. 165–198). Emerald Publishing Limited. <https://doi.org/10.1108/S0733-558X20200000071007>
- Wills, J., & Raven, K. (2020). The founding five: transformational leadership in the New York League of Advertising Women's club, 1912–1926. *Journal of*

- Historical Research in Marketing*, 12(3), 377–399.
<https://doi.org/10.1108/JHRM-04-2019-0015>
- Xiao, H., Zhang, Z., & Zhang, L. (2020). Is temporal leadership always beneficial? The role of job passion and synchrony preference. *Personnel Review*, 71772052. <https://doi.org/10.1108/PR-02-2020-0078>
- Yang, J., Chang, M., Li, J., Zhou, L., Tian, F., & Zhang, J. J. (2020). Exploring the moderated mediation relationship between leader narcissism and employees' innovative behavior. *Chinese Management Studies*, 15(1), 137–154. <https://doi.org/10.1108/CMS-10-2019-0363>
- Yunus, E. N., & Ernawati, E. (2018). Productivity paradox? The impact of office redesign on employee productivity. *International Journal of Productivity and Performance Management*, 67(9), 1918–1939. <https://doi.org/10.1108/IJPPM-12-2017-0350>
- Zaitouni, M., & Ouakouak, M. L. (2018). The impacts of leadership support and coworkercoworker support on employee creative behavior. *International Journal of Productivity and Performance Management*, 67(9), 1745–1763. <https://doi.org/10.1108/IJPPM-10-2017-0264>