

Transformational Leadership and Innovative Work Behavior: the Role of LMX Theory and Employee Voice Behavior

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<https://doi.org/10.5755/j01.ee.36.1.34652>

The aim of the study is to advance the understanding of direct and moderated effect between implemented transformational leadership style and employee innovative work behavior. The mediating role of Leader-member exchange theory and employee voice behavior is tested within the relationship of transformational leadership style and innovative work behavior. Respondents to a survey were 544 employees working in organizations in Serbia. Structural equation modeling was run by using Smart partial least square 3. to test the proposed model. Results suggest that transformational leadership style has significantly influenced employee innovative work behavior directly and through moderators as Leader-member exchange theory and employee voice behavior. This study was the first study in the Serbian business context that reveals a highly effective mediating mechanism like: leader-member exchange theory and voice behavior, which exists with transformational leadership style to increase innovative work behavior of employees. Furthermore, this study reveals additional results, like: transformational leadership style was significantly related to leader-member exchange theory and employees voice behavior, then leader-member exchange theory as well as employee voice behavior were significantly related to employees innovative working behavior.

Keywords: *Transformational Leadership Style; Leader-Member Exchange Theory; Employee Voice Behavior; Innovative Work Behavior.*

Introduction

Today, the question is no longer whether the company is innovative, but how innovative it is and what kind of innovation it is using to meet the increasingly dynamic environment. The focus to answer this question should be the analysis of the innovative work behavior of all employees, which can ensure the realization of a competitive advantage (Shin *et al.*, 2017), organizational sustainability (Scott & Bruce, 1994; Li *et al.*, 2019) and long-term company success (Mytelka & Smith, 2002; Janssen *et al.*, 2004) in a complex business environment. Therefore, it is of great importance to investigate what are the drivers and factors influencing the innovative work behavior of employees (Kim, & Koo, 2017), as well as the underlying mechanisms (Afsar & Umrani, 2020) with the goal to make further improvement in the future. Besides innovative employees, at the beginning of creation chain of a successful innovation-oriented company, there should be a leader who deals with solving unstructured and complex business problems (Mumford *et al.*, 2000). Leaders observe problems from different angles, from a distance, structure them, and transfer such problem-solving approaches to employees who are expected to implement such innovative behaviors when solving problems in practice. The initiator of the change should be a leader who propagates the transformational leadership style (TFL) and advocates that employees achieve their full potential by promoting innovative work behavior (IWB) (Basu & Green, 1997; Pradhan & Jena, 2019; Afsar & Umrani, 2020). The above-

mentioned statement was also supported by the authors Choi *et al.* (2016) who point out that the transformational leadership style supports the innovative behavior of employees more than other leadership styles. We can conclude that leadership is one of the most important indicators of innovation. Even 26 years ago, the authors Basu and Green (1997) pointed out: "understanding of the relationship between leadership and innovation is not only timely but also essential" (p. 477).

However, the authors Pieterse *et al.*, (2010) point out that although the relationship between transformational leadership style and innovative work behavior is significant for today's companies, there is still a research gap because "the relationships of transformational leadership with follower innovative behavior is scarce and inconsistent" (p. 617). Likewise, other authors confirm that the relationship between transformational leadership style and innovative work behavior has not been adequately researched and leads to unclear results (Pradhan & Jena, 2019; Afsar & Umrani, 2020) and that more emphasis was placed on the analysis of creativity as a prerequisite of innovative behavior but not on the actual implementation of such behavior (Jung *et al.*, 2003; Gong *et al.*, 2009; Afsar *et al.*, 2014). Moreover, the authors Gu, Duverger and Yu (2017) state: "the conditions under which leadership can be more or less effective on innovative behavior can be a critical contingency" (p. 146). Therefore, many authors believe that, based on inconsistent results, this relationship should be examined through mediator variables which describe this relationship better and more consistently (Choi *et al.*, 2016; Afsar & Umrani, 2020).

In the paper, the authors chose to analyze mediators arising from social relations reappraisal (Chaoping *et al.*, 2006; Shunlong & Weiming, 2012), such as Leader member exchange theory (LMX theory) and employee voice behavior. LMX theory describes transactions in the leader-follower relationship that can motivate or demotivate employees to implement innovative behavior (Janssen & Yperen, 2004; Karin *et al.*, 2010; Tsai *et al.*, 2015). In addition, the voice behavior of employees, or whether employees will make a positive decision to speak up, largely depends on the style of leadership and the relationship with the leader. A transformational leadership style along with an established high-quality leader-follower relationship motivates employees to suggest innovative ideas, initiate changes, and therefore, they are on a high level of innovative work behavior (Ahmed *et al.*, 2018; Sifatu *et al.*, 2020).

This paper addresses these oversights by proposing a complex framework for understanding the influence of TFL and IWB through two mediators, such as LMX and voice behavior.

Objectives identified for the research are the following:

1. To investigate the impact of TFL on the innovative work behavior of employees in the business context of Serbia.
2. To investigate the mediating role of LMX in the relationship between TFL and innovative work behavior of employees in the business context of Serbia.
3. To investigate the mediating role of voice behavior of employee in the relationship between TFL and innovative work behavior of employees in the business context of Serbia.

The current study has two intended contributions to the theory of leadership and innovation. Firstly, the direct impact of transformational leadership style on employees' innovative work behavior was analyzed in order to clarify the confusion regarding the findings. Secondly, the mediating effects of LMX theory and voice behavior on the relationship between transformational leadership style and employees' innovative work behavior were examined to provide a more detailed explanation and a better understanding of the mentioned relationship.

Literature Review

Transformational leadership, as one of the most desirable and well researched leadership styles (Bass & Avolio, 1990; Siangchokyoo, 2018) within the Full Range Leadership "FRL" theory, is highly needed in today's complex business environment and activities that require constant transformations. As such, it is often called entrepreneurial leadership. An authentic transformational leader should ensure a triple transformation: the transformation of oneself in terms of re-examining previous values, norms and standards, in order to promote moral, ethical and effective behavior; the transformation of values, beliefs and behavior of others, namely their followers, and the transformation of the organization itself through organizational reengineering, establishment of a creative organizational climate, fostering greater organizational innovation and achieving better business performance. The transformational leadership style consists of four components, such as: idealized influence, inspirational motivation, intellectual stimulation, and

individualized consideration (Bass & Avolio, 1990; Avolio & Bass, 1995). Idealized influence refers to employees perceiving the leader as an ideal figure whom they respect, trust, and admire (Afsar *et al.*, 2014). Inspirational motivation is based on the principle that a leader motivates employees by establishing emotional appeals and inspiring them to achieve shared goals and the defined vision of the organization (Howell & Hall-Merenda, 1999). Intellectual stimulation involves the leader setting highly challenging goals for employees to encourage them to think creatively, explore non-traditional approaches, and utilize their full potential. Through this component, the leader stimulates employees to constantly question existing conditions and provide new solutions (Bass & Avolio, 1994). This establishes a relationship-based working environment that minimizes the focus on individual interests and criticizing other team members, thus fostering innovative behavior (Choi *et al.*, 2016). Individualized consideration involves focusing on employee's professional development through coaching and continuous feedback, as well as taking into account the emotions and personal needs of each employee (Afsar *et al.*, 2014).

Although previous research on transformational leadership is comprehensive, there is still a need for more detailed research on this leadership style in the future. This leadership style has been frequently linked to organizational outcomes such as organizational innovation (Overstreet *et al.*, 2013; Ardi *et al.*, 2020; Strugar Jelaca *et al.*, 2020), as well as individual-level outcomes like employee performance, job satisfaction, engagement and commitment of the employees (Risambessy *et al.*, 2012; Mujkic *et al.*, 2014; Besieux *et al.*, 2018). Transformational leaders stimulate employee innovation by promoting a culture of participation, exchange of creative ideas and new knowledge, and freedom in decision-making (Masood & Afsar, 2017).

In addition to analyzing the direct relationship between transformational leadership and other research variables, previous studies have also examined the mediating effects between transformational leadership style and certain research variables. There are three groups of mediating variables when considering transformational leadership: (Chaoping *et al.*, 2006; Shunlong, & Weiming, 2012): 1. mental cognitive repositioning - psychological empowerment, self-coordination, collective efficacy, personal identity, attitude, perception of meaningful work (Pradhan & Jena, 2019); 2. social relations reappraisal - LMX, social exchange, organizational citizenship behavior, trust and business relationship (Li *et al.*, 2019) and 3. the work environment on reinterpreting - job characteristics, perceived psychological security, trust, organizational justice, task complexity, learning motivation and innovation climate (Afsar & Umrani, 2020).

Transformational Leadership And Innovative Work Behavior

Innovative employee behavior arises through a set of activities such as planning, development, and implementation of innovations (Thurlings *et al.*, 2015) in the form of behavior patterns, business procedures (Afsar & Umrani, 2020), products, and services (Baer, 2012). During the planning phase, employees generate new ideas, and at the beginning of

the development phase, they promote their idea to others (Kim & Koo, 2017) to obtain approval for further development and eventual implementation. Ultimately, this type of behavior should yield tangible outputs (Afsar *et al.*, 2014), such as different types of innovations, whether in products, services, or processes, leading to improved organizational performance. Consequently, greater innovativeness influences better business performance (Slogar, 2022).

As transformational leadership encourages employees to think creatively (Sokolović *et al.*, 2022), question assumptions, generate new ideas and develop creative work solutions (Pradhan & Jena, 2019), it can play a significant role in fostering innovative employee behavior (Basu & Green, 1997; Afsar & Umrani, 2020). Sosik (1997) also argues that employees led by a high-level transformational leader exert extra effort, constantly ask questions, understand problems, generate original solutions, perform better, and are more satisfied with their leader compared to employees led by a low-level transformational leadership (p. 460). Transformational leaders are proactive, radical in change, and innovation-oriented (Bass, 1985), expecting their employees to transform while embracing these values. To encourage subordinates to introduce changes into current business practices and implement innovations, leaders must establish a culture of support and trust. Employees who are psychologically and physically supported by their leaders tend to be more innovative (Basu & Green, 1997). Additionally, leaders need to engage in two-way communication so they can fully and clearly convey their business vision to all the employees. On the path of inspiring subordinates to successfully complete work tasks that contribute to realization of the set vision, leaders need to be aware of the strengths and weaknesses of their subordinates. They must identify whether a change in perception and approach to delegated tasks is necessary for more effective completion. Furthermore, leaders should explain to subordinates their role and significance in achieving the established vision, aiming to foster a sense of shared vision (Afsar & Umrani, 2020). Leading with a clear vision presents a challenging task for leaders since every long-term vision requires the implementation of a set of different innovations. In this process, the intellectual stimulation component of transformational leadership becomes essential, as it encourages employees to think outside the box (Felfe & Gohl, 2002) and apply exploratory thinking. Therefore, transformational leaders must stimulate creative thinking among the majority of employees and encourage their synergistic innovative expression. Fostering increasingly innovative employee behavior within a company requires the leader to establish adequate collaboration among all employees and promote a team spirit. Only in this way can innovative employee behavior lead to remarkable innovation performance at the organizational level. Inspirational motivation is also one of the significant components of transformational leadership that supports innovative employee behavior by motivating them to transform existing practices and introduce innovations (Afsar *et al.*, 2014). In addition to stimulating creative thinking, for implementation of innovations by the employees to be effectively carried out, transformational leaders need to empower employees and provide constant

support (Li *et al.*, 2019). It is important not to forget that in the process of realizing innovations, mistakes are common and should not be punished but rather tolerated (Pradhan & Jena, 2019) to avoid stifling employees' innovative potential. In conclusion, all the components that make up transformational leadership are antecedents to innovative employee behavior (Afsar *et al.*, 2014).

Although there is a large number of studies that highlight a statistically significant positive relationship between transformational leadership style and innovative work behavior (Afsar *et al.*, 2014; Afsar & Umrani, 2020; Choi *et al.*, 2016; Grosej *et al.*, 2020; Korcu & Kaya, 2023; Li *et al.*, 2019; Surucu *et al.*, 2021) there are also contradictory results. For example, authors Pieterse, Van Knippenberg, Schippers and Stam (2010), with a sample of 231 participants from a government agency in the Netherlands, found no direct relationship between transformational leadership and employees' innovative behavior, but only through psychological empowerment as a mediator. Likewise, Basu and Green (1997), to their surprise, discovered a negative relationship between transformational leadership and innovative behavior based on a sample of 225 participants from Fortune 500 manufacturing plants. Due to the existence of contradictory results, the following hypothesis is posited in this study:

H1: *Transformational leadership style has a significant influence on innovative work behavior.*

Transformational Leadership Style and LMX Theory

The LMX theory advocates for establishing social exchange and mutual influence in the leader-subordinate relationship. It is necessary to take into account this theory in the context of applying the transformational leadership style because these leaders need to facilitate the transformation of both themselves and their employees, where the possibility of that largely depends on the established quality of the transaction in the leader-follower relationship (Wang *et al.*, 2005). Therefore, the transformational leadership style involves a unilateral, direct influence of the leader on the follower, while the LMX theory explains mutual influence, i.e., transaction, in the leader-follower relationship (Wang *et al.*, 2005). Unlike the transformational leadership style, the LMX theory is based on the principle of transaction, where the leader offers something valuable to the subordinate and, in return, receives things of value to the leader (Basu & Green, 1997). This way, the relationship between leader behavior - subordinate response and subordinate behavior - leader response can be established (Howell & Hall-Merenda, 1999). Additionally, Basu and Green (1997) highlight the need for simultaneous exploration of both transformational leadership and LMX theory.

Established leader-member dyads can have low or high quality. The level of quality depends on the level of social and emotional exchange between the leader and the subordinate. In this exchange (transaction), the leader can provide status, loyalty, influence, support, and assistance to followers, while subordinates can offer authority, freedom, promotion, extra effort, bonuses, and mutual respect in return (Basu & Green, 1997; Schyns & Day, 2010). A high-quality relationship implies that the leader will have a

significant long-term impact on subordinates, who, in reciprocity, will have more freedom, more responsibility, and more challenges (Tsai *et al.*, 2015) in their work activities and decision-making, as well as skill development and self-improvement (Janssen & Yperen, 2004). Low-quality relationships are characterized by a significant distance between the leader and the follower (Tsai *et al.*, 2015), based solely on obligations defined in the employment contract, with no additional effort from the employee to perform new tasks. In this regard, the task of a true transformational leader is to establish high-quality relationships, starting with the assessment of each employee's capacity, promoting and monitoring their professional development to increase their level of authority, delegate responsibility, and create a sense of belonging to the organization. This leadership style should aim to establish a large number of high-quality relationships between the leader and subordinates. In such relationships, the leader trusts subordinates and their abilities, assigns them more challenging tasks, supports, empowers and assists them during work, ultimately recognizing them for well-done tasks (Shunlong & Weiming, 2012).

Until 1999, research on the relationship between transformational leadership and LMX theory was scarce (Howell & Hall-Merenda, 1999), but this trend has changed today. Authors Howell and Hall-Merenda (1999) found a connection between the transformational leadership style and LMX theory. Furthermore, authors Asgari *et al.* (2008) indicate that transformational leadership behaviors, such as articulating vision, role modeling, fostering goal expectation and intellectual stimulation have a statistically significant positive effect on LMX.

Based on the above, the following hypothesis is formulated:

H2: Transformational leadership style has a significant influence on the quality of leader-member exchange dyads.

LMX Theory and Innovative Work Behavior

The LMX theory advocates that leaders have a significant influence on the performance of their subordinates (Kim & Koo, 2017). This theory stimulates innovative employee behavior (Shunlong & Weiming, 2012) by suggesting that leaders who have established high-quality relationships, based on trust, psychological and physical support with their employees, expect higher levels of innovativeness from their employees (Basu & Green, 1997). On the other hand, leaders who have established low-quality relationships, lacking trust and support, expect marginal or even absent innovative behavior from their employees when it comes to performing their existing tasks in a new way. High-quality relationships allow employees to have more frequent contact with their leaders, who grant them greater autonomy, authority, and participation, resulting in more intense idea generation and discussion, with the intention of putting new ideas into practice (Schermyly *et al.*, 2013; Surucu & Sesen, 2019).

However, idea generation is only the initial phase of innovative work behavior, as the output should be its implementation. During the implementation phase, employees with high-quality relationships with their leaders

receive greater support from their leaders while implementing ideas (Schermyly *et al.*, 2013). In such established relationships, followers perceive the organizational environment as a safe space to take risks (Kim & Koo, 2017, p. 3049) in implementing innovative ideas without fear of punishment if the desired results are not achieved. Therefore, high-quality leader-member relationships lead to more effective employee work, to higher satisfaction, and increased innovative performance (Janssen & Yperen, 2004).

Looking at the context of the United States, a study conducted on employees in a large, centralized R&D facility organization found statistically significant positive paths between the quality of leader-member exchange and innovative behavior (Scott & Bruce, 1994). Furthermore, globally there are more studies in which LMX is positively related to innovative behavior (Janssen & Yperen, 2004, Karin *et al.*, 2010; Kim & Koo, 2017; Tsai *et al.*, 2015). Based on the before mentioned research of these two variables, the following hypothesis is formulated:

H3: The quality of Leader-Member-Exchange has a significant influence on innovative work behavior.

The Mediating Role of LMX in Relationship between Transformational Leadership and Innovative Work Behavior

The influence of transformational leadership style on employees' innovative work behavior also depends on the interaction in the leader-member relationship (Afsar & Umrani, 2020). Transformational leaders, through individual consideration, adopt an individual approach to employees and typically possess social and emotional competencies (Barling *et al.*, 2000; Leban & Zulauf, 2004; Downey *et al.*, 2006; Rinfret *et al.*, 2018; Mysirlaki & Paraskeva, 2020), which are related to recognizing, interpreting and responding to its own feelings and the feelings of others (Mura *et al.*, 2021), making it easier for them to establish trust with their subordinates. However, leaders do not always establish adequate relationships and interactions with all employees, which can impact different levels of self-efficacy and job performance. Therefore, it is important to consider and examine the Leader-Member Exchange (LMX) theory through all the relationships and connections established by the leader. The more high-quality relationships there are, the greater the possibility of establishing a climate of trust with a larger number of employees. Trust is an indicator for establishing high-quality relationships and exchanges in the leader-subordinate relationship (Wang *et al.*, 2016). Transformational leaders who have trust in their employees delegate challenging tasks and grant them enough authority to find innovative solutions to problems on their own. Specifically, affective trust enhances the positive impact of transformational leadership on employee job performance (Zhu *et al.*, 2013). It is also believed that trust represents mutual understanding and respect, which helps overcome disagreements in the leader-subordinate relationship (Le & Lei, 2018). When trust is present from the subordinate towards the leader, the subordinate will make more effort in performing tasks, thereby activating their full potential. Therefore, such a relationship between a transformational leader and their subordinates significantly encourages

innovative behavior by the employees. In this regard, the presence of the LMX variable in the research framework can modify the impact of transformational leadership on employees' innovative work behavior (Surucu *et al.*, 2021). For this reason, it can be assumed that LMX may have a mediating influence and strengthen the positive relationship between transformational leadership and employees' innovative work behavior. Thus, as Basu and Green (1997) emphasize, transformational leadership serves as a motivation for employees' innovative behavior, while high-quality leader-member relationships provide conditions for employees to express their innovativeness (p. 484). However, according to the findings of Surucu, Maslakci and Sesen (2021), until 2021, no studies have been conducted that indicated the mediating effect of LMX on the relationship between transformational leadership and employees' innovative work behavior.

Considering the previously identified research gap, the following hypothesis is proposed:

H4: *The quality of Leader-Member-Exchange mediates the relationship between transformational leadership and innovative work behavior.*

The Mediating Role of Employee Voice Behavior in Relationship between Transformational Leadership and Innovative Work Behavior

Employees often find themselves in a dilemma of whether to speak up and express their opinions, additional information, ideas, or even problems, or to keep their thoughts to themselves (Morrison, 2011). The decision to speak up is influenced not only by individual characteristics but also by contextual factors such as organizational structure, organizational culture, leader openness, leadership style, leader-subordinate relationship, etc., which can positively or negatively affect such behavior. If there are factors that limit employees from speaking up, the leader will not receive reliable information on one hand and complete information on the other, which can impact their final decision and overall business operations. According to Sifatu *et al.*, (2020), the strength of employees' voices lies in identifying organizational weaknesses and management errors (p. 727). Therefore, it is crucial to encourage a transparent leader-employee relationship to enable a two-way and comprehensive flow of organizationally relevant information. In today's times, information and suggestions that can influence crisis recovery, overcoming the status quo, and initiating something new are of great importance. In addition to organizational change pursued by transformational leaders, they also aim to elicit the change in employees by uncovering their hidden desires, needs, and emotions (Liu *et al.*, 2010).

The final decision of an employee whether to speak up or not depends mostly on the leader, specifically on how the employee perceives the effectiveness of their voice on one hand and the assurance of not being punished on the other hand (Morrison, 2011). Leaders and employees who have established high-quality relationships within the LMX theory enable employees to make a positive decision to express their opinions, supported by a relationship of mutual transparency and trust. Furthermore, leaders who apply a transformational leadership style and encourage employees

to offer new ideas and transform the organization are assumed to influence a positive decision for employees to speak up. The emphasis in this case is on expressing proposals, different perspectives and ideas that can lead the organization to change. According to Liu, Zhu and Yang (2010), all components of transformational leadership contribute to an employee's positive decision to speak up. Encouraging employees to have their voices heard from the standpoint of new perspectives, suggestions, and innovative ideas can clearly lead to increased innovative expression by employees (Ahmed *et al.*, 2018; Sifatu *et al.*, 2020).

Previous research has examined the direct relationship between transformational leadership and employee voice behavior and confirmed the statistically significant positive relationship between mentioned research variables (Liu *et al.*, 2010). Furthermore, in the studies of Sifatu *et al.* (2020) and Botha and Steyn (2022) it was confirmed the statistically significant relationship between voice behavior and innovative work behavior. In addition to examining direct relationship, previous research has also analyzed voice behavior as a mediator. So far, according to the author's knowledge, only two studies by Sharif, *et al.* (2021) and author Lin (2023) dealt with the mediation of voice behavior between transformational leadership style and innovative work behavior and established the existence of a mediator effect.

Although employee voice is not frequently mentioned as a factor influencing innovative employee behavior, research in this field is intensifying (Botha & Steyn, 2022), aiming to establish the existence of a direct impact as well as the mediating effect of the voice behavior construct on the relationship between transformational leadership and innovative employee behavior. Based on this, the following hypotheses are formulated:

H5: *Transformational leadership has a significant influence on employee voice behavior.*

H6: *Employee voice behavior has a significant influence on innovative work behavior.*

H7: *Employee voice behavior mediates the relationship between transformational leadership and innovative work behavior.*

Methodology

The paper consists of the methodology with the description of the sample and the questionnaire with the statistical software used for data analysis.

Sample

The sample for this study was collected in 2022 from organizations in Serbia. A non-probabilistic sample was applied, so a population list was not used. This type of sample can be used in quantitative research that has an exploratory purpose. Furthermore, a sampling method called convenience and purposeful sampling was used, which is based on the inclusion in the research of the members of the basic set who are available (Fajgelj, 2007). Therefore, the survey was published on the LinkedIn profile for convenience sampling, while it was sent to some via email as a form of purposive sampling. In this study we used the constraint of the minimum sample size needed for complicated mediation

models is 450 respondents (Wolf et al., 2013). The survey was conducted using Google survey (Google forms). All participants were familiar with the general research aims and that obtained data will be confident. Furthermore, they agreed

voluntarily to participate in this research. Out of 800 surveys distributed to employees, 544 surveys were returned, for a response rate of 68 %.

Table 1

Sample Size

Category	Subcategory	N	%
Gender	Male	228	41.91
	Female	316	58.09
Age	less than 25	125	22.98
	25-34 years	140	25.73
	35-44 years	151	27.76
	45-54 years	103	18.93
	More than 55	25	4.6
Education Level	Secondary school	138	25.37
	Bachelor	201	36.95
	Master studies	127	23.34
	Magister	13	2.39
	Ph.D.	10	1.84
Company Size	Micro	61	11.21
	Small	151	27.76
	Medium	163	29.96
	Large	169	31.07
Company Type	Public	263	48.34
	Private	281	51.66
Sector	Household activities as employers	4	0.73
	Production activities	1	0.18
	Other service activities	4	0.73
	Supply of electricity, gas, steam & air	46	8.46
	Processing industry	40	7.35
	Professional, scientific, & innovation	30	5.51
	Education	30	5.51
	Wholesale and retail trade	31	5.7
	Construction	34	6.25
	State administration & defence	34	6.25
	Water supply & wastewater management	34	6.62
	Other sectors	256	Less than 5 % (sum 47.06)

Questionnaire

We measured all the constructs with the existing validated scales.

Multifactor leadership questionnaire (MLQ) by Bass and Avolio, (1996) was used to assess the extent to which employees attribute transformational leadership to their superior on the 5-point Likert scale. This questionnaire has 20 items, capturing the four dimensions of transformational leadership including idealized behaviors, idealized attributes, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Avolio, 1995).

Based on the empirical development of transformational leadership, the subscales were converted into one higher order factor (Afsar et al., 2014; Masood & Afsar, 2017; Afsar & Umrani, 2020).

Following Janssen (2000) innovative work behavior is measured on a nine-item scale. This scale consisted of three dimensions: idea generation, idea promotion and idea realization. The employees were asked to rate the frequency with which they displayed different innovative oriented behaviors on the 5-point Likert scale.

LMX was assessed using Graen and Uhli-Bien (1995) seven-item scale on a 5-point Likert scale. Based on that, the

respondents had the opportunity to indicate to what extent the items characterize the quality of the exchange relationship with their supervisors, for example: “Do you know where you stand with your leader... “, „How well does your leader recognize your potential?“, „I have enough confidence in my leader... “, etc.

A six-item measure for employee voice behavior from Wang et al. (2019) was chosen for this study. For example, a sample item included: „Proactively develop and make suggestions... “, „Proactively suggest new projects... “, „Raise suggestions... “, „Speak up honestly... “etc.

Transformational leadership was presented as a multidimensional, formative higher-order construct. It consists of four reflective constructs: idealized behaviors, idealized attributes, inspirational motivation, intellectual stimulation, and individualized consideration.

The repeated indicator approach (Becker *et al.*, 2012) was applied for TFL estimation using 20 manifest variables of their four underlying lower order constructs. Other constructs, namely innovative work behavior, LMX and voice behavior, were unidimensional reflective constructs. The model was analyzed using SmartPLS software version 3. The measurement scales and their sources are presented in Annex 1.

Results and Discussion

Based on the collected data, the authors performed an analysis in which the first part includes the analysis of the measurement model and the analysis of the structural model, where special attention is directed to the analysis of the higher-order TFL construct. Following Becker et al., (2012) the authors used indicator loadings, internal consistency reliability, convergent validity, and discriminant validity (for reflective constructs) and, for formative higher-order constructs for the validity of the measurement model. Furthermore, the authors analyzed the path coefficients between these constructs and their lower-order constructs and their VIFs. They used bootstrapping to investigate the proposed relationships and mediations in order to validate the structural model.

Measurement Model

According to Hair, Sarstedt, Ringle and Mena (2012) the authors first analyzed reflective constructs through indicator loadings, internal consistency reliability, convergent validity, and discriminant validity. Items whose

internal loadings were below 0.70 were excluded (Hair *et al.*, 2013). From the construct TFL, the following indicators were excluded: TFL2, TFL4, TFL6, TFL7, TFL12, TFL13, TFL15, TFL17, TFL18, TFL19. From other constructs only one indicator for the construct was excluded: IWB4, LMX5. For the construct voice behavior all internal loadings for the items were above 0.70. For the reduced model the authors calculated Cronbach’s alpha value which should be greater than 0.70, composite reliability (CR) which should be higher than or equal to 0.70, and average variance extracted (AVE), which should be higher than or equal to 0.50 (Hair *et al.*, 2012; Hair *et al.*, 2013). These analyses indicate internal consistency reliability and convergent validity of the reduced model. Furthermore, the authors analyzed multicollinearity issues by variance inflator factors, which should not be higher than the value of 5 (Wong, 2016). After that, the authors performed a multicollinearity analysis using the variance inflation factor (VIF). Wong (2016) points out that the VIF values should be less than 5, because if the VIF value is more than 5, a problem may arise in the collinearity of the structural model. The results of the reliability of reflective constructs of the first order after the conducted analysis are presented in table 2.

Table 2

Reliability Validation of the Reflective First-Order Constructs

Factors	Items	Loadings	Cronbach's α	rho_a	CR	AVE	VIF
Idealized attribute and idealized behavior (II)	TFL 5	0.827	0.723	0.737	0.842	0.641	1.374
	TFL 9	0.762					1.419
	TFL 11	0.811					1.484
Inspirational motivation (IM)	TFL 14	0.902	0.786	0.787	0.903	0.824	1.721
	TFL 20	0.913					1.721
Intellectual stimulation (IS)	TFL 1	0.824	0.785	0.785	0.875	0.699	1.596
	TFL 3	0.856					1.776
	TFL 16	0.829					1.592
Individualized consideration (IC)	TFL 8	0.895	0.720	0.725	0.877	0.781	1.464
	TFL 10	0.872					1.779
Innovative work behavior (IWB)	IWB 1	0.884	0.964	0.965	0.970	0.800	4.160
	IWB 2	0.894					4.129
	IWB 3	0.890					4.048
	IWB 5	0.890					3.856
	IWB 6	0.899					4.320
	IWB 7	0.908					4.623
	IWB 8	0.899					4.407
	IWB 9	0.890					4.019
Leader-member exchange (LMX)	LMX 1	0.854	0.937	0.938	0.950	0.761	2.927
	LMX 2	0.879					3.236
	LMX 3	0.886					3.292
	LMX 4	0.880					3.138
	LMX 6	0.853					3.335
	LMX 7	0.883					3.859
	Voice behavior (VB)	VB 1					0.884
VB 2		0.893	3.579				
VB 3		0.898	3.805				
VB 4		0.912	4.351				
VB 5		0.906	4.170				
VB 6		0.807	2.267				

The authors performed the cross-loadings indicator, Fornell – Larcker criterion, and heterotrait – monotrait correlation ratios (HTMT) to analyze discriminant validity. The cross-loadings indicators are presented in Annex 2.

From that table in Annex 2 we can see that the indicator loading for the constructive structure is greater than other construction (Chin, 1998), which means that discriminant validity is achieved.

Table 3

Discriminant Validity Assessment Fornell–Larcker Criterion

	II	IM	IS	IC	IWB	LMX	VB
II	0.800						
IM	0.631	0.908					
IS	0.629	0.710	0.836				
IC	0.641	0.602	0.669	0.884			
IWB	0.352	0.532	0.441	0.392	0.894		
LMX	0.522	0.742	0.691	0.582	0.533	0.873	
VB	0.305	0.461	0.486	0.377	0.733	0.519	0.884

From the data from Table 3, we can conclude that discriminant validity was reached because each construct's

square root of AVE was higher than its correlation with another construct.

Table 4

Discriminant Validity—HTMT

	II	IM	IS	IC	IWB	LMX	VB
II							
IM	0.809						
IS	0.817	0.889					
IC	0.883	0.795	0.888				
IWB	0.401	0.612	0.507	0.471			
LMX	0.611	0.862	0.806	0.705	0.559		
VB	0.350	0.535	0.563	0.456	0.766	0.550	

From Table 4 we can see that the value is below 0.9 and therefore conclude that the discriminant validity was met through HTMT.

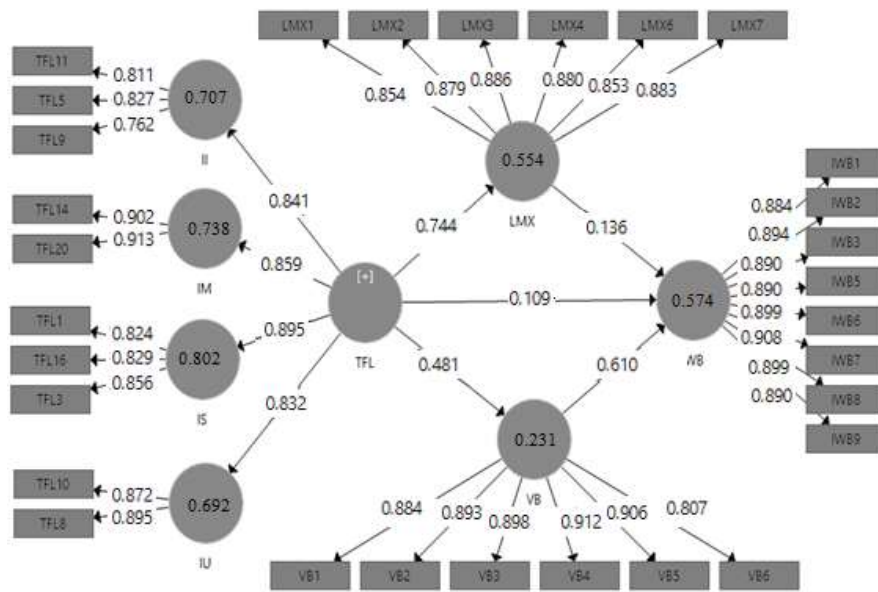


Figure 1. Results of Bootstrapping Analysis

Structural Model

The structural model assessment reveals the results of hypothesis tests shown in Figure 1 and tables. Because our sample size is 544, we used a 5000 sample resample procedure for bootstrapping as suggested by Hair et al., (2021).

The coefficients for PLS-SEM direct relations and their significance are presented in Table 5 for hypothesis 1, hypothesis 2, hypothesis 3, hypothesis 5 and hypothesis 6. We examined the relationship between variables: Transfor-

mational leadership positively and significantly affected innovative work behavior ($\beta = 0.109$; $t = 2.615$; $p < 0.001$), leader-member-exchange ($\beta = 0.744$; $t = 33.210$; $p < 0.001$) and voice behavior ($\beta = 0.481$; $t = 13.415$; $p < 0.001$). In addition, leader-member exchange also positively and significantly affected innovative work behavior ($\beta = 0.136$; $t = 2.766$; $p < 0.001$). Employee voice behavior also positively and significantly affected innovative work behavior ($\beta = 0.610$; $t = 16.027$; $p < 0.001$). Hypothesis 1, hypothesis 2, hypothesis 3, hypothesis 5 and hypothesis 6 were all supported.

Transformational leadership explains 55.4 % of the variance in leader-member-exchange ($R^2 = 0.554$), 57.4 % of the variance in innovative work behavior ($R^2 = 0.574$) and 23.1 % of the variance in employee voice behavior ($R^2 = 0.231$). Effect size (f-square) revealed the remaining variance of R^2 in the dependent variable. The recommended values for F^2 were “ $f^2 < 0.020$: no substantial or small effect; $0.020 \leq$

$f^2 < 0.150$: weak effect size; $0.150 \leq f^2 < 0.350$: medium effect size; and $f^2 \geq 0.350$: large effect size” (Benitez *et al.*, 2020). In our model, the f-square for the TFL-IWB link and LMX-IWB link was less than 0.020 which means there is small effect. For TFL-VB link was 0.301, which means that it has a medium effect size, other links between TFL-LMX and VB-IWB have large effect size.

Table 5

Structural Path Analysis Result - Hypothesis Testing Direct Effects

Constructs relationship	B	t value	f ²	p values	Results
TFL → IWB	0.109	2.615	0.012	0.009	H1 accepted
TFL → LMX	0.744	33.210	1.241	0.000	H2 accepted
LMX → IWB	0.136	2.766	0.018	0.006	H3 accepted
TFL → VB	0.481	13.415	0.301	0.000	H5 accepted
VB → IWB	0.610	16.027	0.620	0.000	H6 accepted

In the table we did Q^2 calculation using blindfolding in order to evaluate the predictive accuracy of PLS path model (Geisser, 1974; Stone, 1974). $Q^2 > 0$ means that the model has predictive relevance, whereas a $Q^2 < 0$ means the model

lacks predictive relevance (Geisser, 1974; Stone, 1974). From the data in the next table, we could conclude that our path model has predictive relevance, since all the values are greater than zero.

Table 6

Blindfolding for Predictive Relevance

	SSO	SSE	Q ²
TFL	5440.000	2573.833	0.527
IWB	4352.000	2374.525	0.454
LMX	3264.000	1879.441	0.424
VB	3264.000	2671.976	0.181

In the study, we have two mediating variables as Leader-Member Exchange and Voice behavior. The authors applied the bootstrapping technique to strengthen the claim, precisely, to give additional credibility to the mediation results. From table 7 we can see the indirect effect of two mediators and the total indirect effect. In the next step, we calculated the VAF to see if multiple specific effects are significant. In structural equation modeling (SEM), the Variance Accounted For (VAF) was used to assess the proportion of indirect effects to

total effects (Wang, 2021). Hari *et al.*, (2017) emphasize that if the VAF is less than 20 %, it indicates that there is no mediation effect, if the VAF is between 20 % and 80 % there is partial mediation, and if the VAF is greater than 80 %, then the full mediation effect of the observed model appears. In table 7 VAF value from table 7 for the mediation effect are 48.1 % and 72.9 % so we can conclude that both mediators, LMX and VB have partial mediation.

Table 7

Mediation Analysis

	TFL→LMX→IWB	TFL→VB→IWB	Total Indirect Effect
Indirect Effect	0.101	0.293	0.394
VAF	0.481	0.729	1.21
95% confidence Interval (LLCI, ULCI)	(0.030, 0.171)	(0.240, 0.348)	

Table 8

Hypothesis Testing Indirect Effects

Constructs relationship	B	t value	p values	Results
TFL → LMX → IWB	0.101	2.752	0.006	H4 Accepted
TFL → VB → IWB	0.293	10.537	0.000	H7 Accepted

Based on the obtained results in Table 8 and the analysis of the indirect effect, we can conclude that there is a partial statistically significant mediation of LMX on the relationship between transformational leadership and innovative work behavior ($\beta = 0.101$; $t = 2.752$; $p < 0.01$), thus confirming Hypothesis 4. Furthermore, there is a partial statistically significant mediation of voice behavior on the relationship between transformational leadership and innovative work behavior ($\beta = 0.293$; $t = 10.537$; $p < 0.001$), indicating that Hypothesis 7 is partially confirmed.

Discussion of Research Findings

The purpose of this empirical research was to analyze the direct relationship between transformational leadership and innovative work behavior on the one hand, and indirect relationship through mediators such as LMX and voice behavior. Given that, according to the author's knowledge, there is no research with the same combination of the researched variables on a sample of organizations from the Republic of Serbia. In the business context of the Republic

of Serbia, LMX theory was mostly analyzed. According to authors Aleksic et al. (2016), sample consisting of 63 respondents from 12 companies point out the high quality of LMX in their companies as well as the interesting notion that the quality of LMX declines as employees gain more years of work experience within the company. Furthermore, the same group of authors indicated a statistically significant difference in the quality of LMX between the manufacturing and service enterprises. At the same time there is no statistically significant difference between the state and private enterprises. In other research on the sample of 129 Serbian companies, it was confirmed that there is a statistically positive relationship between LMX theory and dimensions of organization culture like future, human and performance orientation, while power distance dimension has a negative relationship (Vukonjanski et al., 2015). In the same field, authors Vukonjanski et al. (2012) indicated LMX as the moderator between organizational culture and job satisfaction on a sample of 256 managers in Serbian companies. According to these findings, we can conclude that an investigation of LMX theory with other researched variables in the Serbian business context is very important.

The comparison was carried out with the also scarce empirical results from the region, as well as with the more widely available global results within this topic.

Chronologically, in the last 15 years to date on this topic, results are congruent with the empirical findings by Reuvers et al. (2008), Shunlong & Weiming (2012), Afsar et al. (2014), Choi et al. (2016), Pradhan & Jena, (2019), Afsar & Umrani, (2020) and Korcu & Kaya (2023).

According to the author's knowledge, if we look at the very scarce available research on this topic in the countries of the EU and the neighboring region, a statistically significant correlation between the transformational leadership style and the innovative engagement of employees has been proven. For example, in Slovakia, in a pilot study on a sample of 35 respondents, it was determined that the most innovative engagement is in conditions of a transformational leadership style (Liskova & Drabova, 2019). On the other hand, the authors Groselj and others (2020) on a sample of 126 employees in Slovenia confirmed that psychological empowerment as a moderator increases the positive relationship between transformational leadership style and innovative work behavior. If we look at the global research context, a study conducted with a sample of 251 participants from China by authors Shunlong and Weiming (2012) emphasized that transformational leadership has a statistically significant positive impact on innovative work behavior. Similarly, authors Afsar, Badir and Bin Saeed (2014), within the context of surveying employees and leaders in the five most innovative companies in China according to Forbes 2013 ranking, with a sample of 639 participants, highlighted the positive influence of transformational leadership on employees' innovative work behavior. In Eastern India, authors Pradhan and Jena (2019) confirmed, through two iterations with a sample of 349 and 539 participants, respectively, that transformational leadership significantly influences employees' innovative work behavior. A study conducted in Pakistan with a sample of 338 participants resulted in the finding that transformational leadership has a statistically significant positive impact on innovative work

behavior (Afsar & Umrani, 2020). Furthermore, authors Choi, Kim, Ullah and Kang (2016) confirmed that transformational leadership significantly influences employees' innovative behavior based on a sample of 356 employees working in Korean manufacturing companies. All the previously mentioned studies came to the same result as we did in this research.

Other direct links that were also the subject of this research were analyzed in the papers of authors from this field, and they proved the same results as we did, like the positive influence of TFL on LMX (Asgari et al., 2008; Howell & Hall-Merenda, 1999; Wong & Berntzen, 2019), positive influence of TFL on VB (Liu et al., 2010), VB on IWB (Botha & Steyn, (2022); Sifatu et al., 2020) and LMX on IWB (Karin et al., 2010; Kim & Koo, 2017; Tsai et al., 2015). On a sample of 79 participants from two Norwegian organizations, it was proven that transformational leadership had a positive and significant relationship with LMX (Wong & Berntzen, 2019). Similarly, a study conducted within health clinics in San Diego County on a sample of 363 respondents indicates that transformational leadership has a direct impact on LMX (Fenwick et al., 2019). A study with a sample of 324 participants in China found that transformational leadership has a direct positive impact on voice behavior (Liu et al., 2010). On the other hand, research has also been conducted on the relationship between employee voice and innovative work behavior with a sample of 306 employees in pharmaceutical organizations in Indonesia, revealing a statistically significant influence of employee voice on innovative employee behavior (Sifatu et al., 2020). Furthermore, a study with a sample of 397 employees in organizations in Pakistan established a direct relationship between voice behavior and innovative work behavior (Nazir et al., 2021). Authors Tsai, Chen and Shen (2015), based on a sample of 359 employees from 46 companies in Taiwan, found that leaders with high-quality relationships motivate employees to engage in more innovative behavior. A study conducted on a sample of employees in various hotels in South Korea confirmed that LMX positively influences innovative behavior (Kim & Koo, 2017). Authors Janssen & Yperen (2004), based on a sample of 170 employees in Dutch companies, confirmed that LMX is positively related to innovative job performance. Another study conducted on a sample of 272 employees from four Dutch and German organizations indicated that LMX is positively related to innovative behavior (Karin et al., 2010).

Taking into account the mediating effect of LMX between transformational leadership and innovative work behavior, it can be said that the same combination of variables was not investigated until 2021 (Surucu et al., 2021). Studies from that period proved that there are full or partial mediations between TFL and IWB as the studies by the authors Surucu et al. (2021) and Sharif et al. (2021). As in our empirical research, in the study of authors Surucu et al. (2021), which covered a sample of 281 employees in Turkey, it was confirmed that LMX has a mediating influence on the relationship between transformational leadership and employees' innovative work behavior.

Furthermore, if we look at the mediating effect of voice behavior on the relationship between TFL and IWB, it was proven the existence of it by our research as well as by the

researches of Sharif et al. (2021) and Lin (2023). For example, a study conducted with a sample of 403 employees in Pakistan indicates that voice behavior mediates the relationship between transformational leadership style and innovative work behavior (Sharif, *et al.*, 2021). Furthermore, in a study by Lin (2023) on a sample of employees and managers working in 145 hotels in China, it was determined that employee voice has a mediating effect on the relationship between TFL and IWB. For boosting employees' innovative work behavior, leaders in the company should strive to create as much in-group as possible with employees and establish long-term quality relationships as well as to enable them to speak up, which could help them participate in creative activities that will lead to a greater degree of innovative behavior. All previously mentioned research from the region and from the world came to the same results as our empirical research, which indicates that the transformational leadership style has a positive impact on the innovative behavior of employees, regardless of cultural and business framework of the country. Also, we indicate that LMX theory, as well as the possibility of employees' voice behavior, increase the influence of TFL on IWB.

Conclusions

This study suggests four important conclusions. Firstly, the transformational leadership style stimulates employee innovative work behavior. Employees display innovative work behavior due to the sense of empowerment, respect, increased autonomy, and meaning in the work environment, which depend on the leader's behavior (Afsar *et al.*, 2014). Transformational leaders provide freedom, support, a sense of high value and significance for employees within the organization (Afsar *et al.*, 2014). All components of the transformational leadership style, such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, are of great importance for innovative work behavior in employees.

Secondly, we found a positive relationship between transformational leadership and the quality of leader-member exchange (LMX), which is in accordance with previous studies (Howell & Hall-Merenda, 1999; Asgari *et al.*, 2008; Fenwick *et al.*, 2019; Wong & Berntzen, 2019). A truly transformational leader establishes a relationship of trust with employees through open communication, support, and promotion of their work. High-quality LMX relationships allow employees not only to have the desire to propose innovative concepts, but also to rely on the help of their leaders during their implementation, without fear of criticism or punishment in case of unexpected poor results. Based on this observation, the findings of other studies (Scott & Bruce, 1994; Karin *et al.*, 2010; Kim & Koo, 2017), and the results of this study, the authors conclude that the quality of LMX relationships also influences the level of innovative behavior in the Serbian business context. Therefore, the empirical results of this study indicate that the quality of established LMX relationships has a direct and indirect impact on innovative work behavior, which is consistent with other studies by authors such as Surucu et al. (2021).

Thirdly, our findings demonstrate that the quality of LMX relationships plays a mediating role in the relationship between transformational leadership and innovative work behavior. The

interaction between transformational leadership and the principles of LMX theory promotes employees' extra effort and their desire to express their ideas because they have the freedom and sufficient authority shared by the leader. This extra effort leads to innovation (Basu & Green, 1997). Consistent with the findings of Surucu et al. (2021), we can conclude that the transformational leadership style stimulates employees' innovative behavior with a strong emphasis on LMX. Therefore, employees' responses and their work behavior are largely influenced by the quality of established LMX relationships, where the transformational leadership style has a positive impact on such behavior by naturally fostering the establishment of high-quality LMX relationships.

The fourth point: we also found that voice behavior plays a mediating role in the relationship between transformational leadership and innovative work behavior. Furthermore, consistent with previous studies (Chen *et al.*, 2018; Wang *et al.*, 2018), our results support the idea that transformational leadership has a direct positive influence on voice behavior. Transformational leaders neglect self-interest, show concern for each employee and their vision, and encourage employee voice behavior. Employees' freedom to speak out with their ideas leads to greater innovation (Nazir *et al.*, 2021), as evidenced in this study. Since the research variable of voice behavior is rarely mentioned in the context of innovative work engagement (Botha & Steyn, 2022), the results of this study have significant implications for the existing literature. According to the authors' knowledge, only one study by Sharif et al., (2021) has explored the mediating role of voice behavior in the relationship between transformational leadership and innovative work behavior. Consistent with the results of that study, our empirical research also confirms that voice behavior acts as a mediator in the relationship between transformational leadership and innovative work behavior.

The results of this study make a valuable contribution to the literature on transformational leadership, considering that previous research on the relationship between transformational leadership and innovative work behavior has been scarce and yielded contradictory results (Pieterse *et al.*, 2010; Pradhan & Jena, 2019; Afsar & Umrani, 2020). Furthermore, from a practical standpoint, our results suggest that managers should employ the transformational leadership style to encourage employees' extra effort, leading to innovative outcomes at all levels. Additionally, managers should provide employees with the opportunities to express their concerns and opinions, which will reduce conflicts and unexpected negative results.

The limitation of our study is that we collected data at a single point of time and in one business context using non-probabilistic sampling. The main disadvantage of this sampling method is selection bias because the respondents were selected according to their availability at the time. Furthermore, the disadvantage can be undercoverage bias because we used LinkedIn and some respondents from the whole population maybe do not have LinkedIn or an internet connection. Future research should include longitudinal studies on this topic conducted in different business and cultural contexts in order to allow for further comparisons. Also, using probability sampling will be better for assuming the whole population.

Measurement Scale

Factors	Items	Statement	Citations
Idealized attribute and idealized behavior (II)	TFL 2	TFL 2: My superior instills pride in others for being associated with me.	Bass and Avolio (1996)
	TFL 5	TFL 5 My superior specifies the importance of having a strong sense of purpose.	
	TFL 7	TFL 7: My superior goes beyond his interest for the good of the group.	
	TFL 9	TFL 9 My superior acts in ways that build others respect for him.	
	TFL 11	TFL 11 My superior displays the signs of power and confidence.	
	TFL 12	TFL 12: My superior talks about his most important values and beliefs.	
	TFL 13	TFL 13: My superior considers the moral and ethical consequences of decisions.	
Inspirational motivation (IM)	TFL 4	TFL 4: My superior talks enthusiastically about what needs to be accomplished.	Bass and Avolio (1996)
	TFL 6	TFL 6: My superior expresses confidence that goals will be achieved.	
	TFL 14	TFL 14: My superior talks optimistically about the future.	
	TFL 20	TFL 20: My superior articulates a compelling vision of the future.	
Intellectual stimulation (IS)	TFL 1	TFL 1: My superior seeks differing perspectives when solving problems.	Bass and Avolio (1996)
	TFL 3	TFL 3: My superior re-examines critical assumptions to question whether they are appropriate.	
	TFL 16	TFL 16: My superior suggests new ways of looking at how to complete assignments.	
Individualized consideration (IC)	TFL 8	TFL 8: My superior helps others to develop their strengths.	Bass and Avolio (1996)
	TFL 10	TFL 10: My superior spends time teaching and coaching.	
Innovative work behavior (IWB)	TFL 15	TFL 15: My superior treats others as individuals rather than just as a member of a group.	Janssen (2000)
	TFL 17	TFL 17: My superior considers an individual as having different needs, abilities, and aspirations from others.	
	IWB 1	Creating new ideas for difficult issues.	
	IWB 2	Searching out new work methods, techniques or instruments.	
	IWB 3	Generating original solutions for problems.	
	IWB 4	Mobilizing support for innovative ideas.	
	IWB 5	Acquiring approval for innovative ideas.	
	IWB 6	Making important company members enthusiastic for innovative ideas.	
	IWB 7	Transforming innovative ideas into useful applications.	
IWB 8	Introducing innovative ideas into the work environment in a systematic way.		
Leader-member exchange (LMX)	IWB 9	Evaluating the utility of innovative ideas	Graen and Uhlir (1995)
	LMX 1	Do you know where you stand with your leader (follower) [and] do you usually know how satisfied your leader (follower) is with what you do?	
	LMX 2	How well does your leader (follower) understand your job problems and needs?	
	LMX 3	How well does your leader (follower) recognize your potential?	
	LMX 4	Regardless of how much formal authority your leader (follower) has built into his or her position, what are the chances that your leader (follower) would use his or her power to help you solve problems in your work?	
	LMX 5	My supervisor would come to my defense if I were "attacked" by others.	
	LMX 6	I have enough confidence in my leader (follower) that I would defend and justify his or her decision if he or she were not present to do so.	
LMX 7	How would you characterize your working relationship with your leader (follower)?		
Voice behavior (VB)	VB 1	Proactively develop and make suggestions for issues that may influence the unit	Wang et al. (2019)
	VB 2	Proactively suggest new projects which are beneficial to the work unit	
	VB 3	Raise suggestions to improve the unit's working procedure	
	VB 4	Proactively voice out constructive suggestions that help the unit reach its goals	
	VB 5	Make constructive suggestions to improve the unit's operation	
	VB 6	Speak up honestly with problems that might cause serious loss to the work unit, even when/though dissenting opinions exist	

Discriminant Validity—Cross Loadings

	II	IM	IS	IU	IWB	LMX	VB
TFL5	0.827	0.673	0.599	0.554	0.436	0.571	0.377
TFL9	0.762	0.341	0.378	0.480	0.164	0.288	0.137
TFL11	0.811	0.453	0.505	0.499	0.204	0.353	0.180
TFL14	0.556	0.902	0.620	0.521	0.518	0.608	0.440
TFL20	0.589	0.913	0.667	0.572	0.450	0.735	0.398
TFL1	0.493	0.630	0.824	0.516	0.410	0.642	0.415
TFL3	0.578	0.534	0.856	0.559	0.333	0.525	0.409
TFL16	0.507	0.616	0.829	0.603	0.365	0.568	0.395
TFL8	0.581	0.593	0.617	0.895	0.344	0.563	0.348
TFL10	0.552	0.466	0.564	0.872	0.350	0.461	0.317

	II	IM	IS	IU	IWB	LMX	VB
IWB1	0.302	0.470	0.434	0.349	0.884	0.500	0.693
IWB2	0.291	0.484	0.372	0.305	0.894	0.480	0.663
IWB3	0.304	0.454	0.426	0.334	0.890	0.496	0.671
IWB5	0.280	0.412	0.363	0.335	0.890	0.447	0.641
IWB6	0.334	0.498	0.378	0.387	0.899	0.449	0.646
IWB7	0.335	0.526	0.417	0.379	0.908	0.509	0.655
IWB8	0.322	0.474	0.350	0.329	0.899	0.442	0.635
IWB9	0.354	0.487	0.410	0.389	0.890	0.486	0.634
LMX1	0.455	0.598	0.633	0.524	0.490	0.854	0.510
LMX2	0.500	0.680	0.592	0.489	0.450	0.879	0.430
LMX3	0.452	0.652	0.620	0.507	0.516	0.886	0.509
LMX4	0.480	0.638	0.588	0.542	0.464	0.880	0.442
LMX6	0.404	0.649	0.569	0.487	0.427	0.853	0.406
LMX7	0.440	0.667	0.613	0.495	0.439	0.883	0.415
VB1	0.297	0.477	0.511	0.393	0.666	0.543	0.884
VB2	0.262	0.415	0.386	0.330	0.650	0.457	0.893
VB3	0.277	0.409	0.436	0.317	0.691	0.438	0.898
VB4	0.268	0.391	0.406	0.332	0.647	0.440	0.912
VB5	0.235	0.369	0.424	0.307	0.658	0.427	0.906
VB6	0.276	0.376	0.406	0.317	0.565	0.444	0.807

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The article has been reviewed.

Received in July 2023; accepted in October 2024.



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