



How to Cite This Article: Akhtar, M. S., & Ali, H. (2023). Innovative Work Behavior: An association of Leadership Styles, Job Autonomy, and Employee Proactive Behavior. *Journal of Social Sciences Review*, 3(1), 190–211. <https://doi.org/10.54183/jssr.v3i1.114>



Innovative Work Behavior: An association of Leadership Styles, Job Autonomy, and Employee Proactive Behavior

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Vol. 3, No. 1 (Winter 2023)

Pages: 190 – 211

ISSN (Print): 2789-441X

ISSN (Online): 2789-4428

Key Words

Prestige Leadership Style, Dominance Leadership Style, Job Autonomy, Employee Proactive Behavior, Innovative Work Behavior

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Abstract: The goal of this study is to examine the function of job autonomy, proactive employee behaviour, and prestige & dominance leadership styles as an interpreter of innovative work behaviour. The sample of this research was taken from 269 employees of public power generation plants and independent power producers of Pakistan using a purposive sampling technique. Using Smart-PLS 3.0 as a statistical tool, data was processed, and hypotheses were verified using structural equation modelling (SEM). The results of this study show that all hypotheses are supported, and that employee proactive behavior, job autonomy, and leadership styles that emphasise prestige and dominance all have a positive and significant impact on innovative work behaviour. Findings provided practical understandings for employees in electricity power generation companies of Pakistan to consider prestige leadership style, dominance leadership style, job autonomy, and proactive employee behavior for increasing employee innovative work behavior. This could contribute to improve the innovation index of the country.

Introduction

Innovation is considered an economical professional strategy to ensure the effectiveness of business organizations. Innovation can also be taken as a source of workable affordability in the areas of goods, procedures, and provision of services for business (Lee, WangRo, Choi, Suk Bong, and Kang, Seung-Wan, 2021). Therefore, it is essential for organizations to consider the requirement of innovative work behavior in employees to cope with rapidly changing demands, to safe, maintainable circumstances that make the company profitable continuously, and to live in competitive commercial atmospheres (Lee et al., 2021). On the other hand level of innovativeness in Pakistan is not encouraging. Pakistan is ranked at the bottom because of its weak position in innovation as

compared to the world, as reported by Global Innovation Index (GII), which was publically reported by the World Intellectual Property Organization. The aim of publishing the innovation index is to provide an innovation ranking of around 130 economies. GII report 2020 reveals that Pakistan ranked 107 out of 131 countries (Dutta et al., 2020), while it was ranked 105 in 2019 out of 129 counties. Such a low ranking is mainly because of poor rate of literacy and deficiency in noteworthy intension for improvement of innovation and awareness in the country, which has created a discouraging environment for institutions and formed a condition that restricted the ability to perform physically, mentally, or socially for business organizations of the country (Abbasi et al., 2021).

As innovativeness of countries is associated with the accumulated innovative performances of business organizations. Thus organizations rely on their employees at all levels to achieve any target successfully. Importantly, innovation should not be supposed to be difficult in nature, and it can be attainable only from technological progression or research & development; rather, it emerges from usual activities in the workplace (Chukwuyem 2016). Therefore, the innovative work behavior of employees can play a vibrant role in improving the innovativeness of business organizations, as a result, improvement in the innovation index of the country (Abdullah et al. 2021). Leader's actions affect the behaviors of followers, and innovative behavior is no exception, which eventually improves the maintainable development of the business organization (Ketprapakorn 2019). Researchers focused on styles of leadership as an important elements in enhancing innovative behavior in employees by giving added autonomy and support to the workplace. Among various factors affecting innovation, the style of leaders emerges as a noteworthy characteristic in promoting innovative behavior in employees at the workplace (Carnevale et al., 2017). There are many leadership approaches task-oriented, relationship-oriented, change-oriented, prestige-oriented, dominance oriented etc. Each leadership style has some objectives which align with the determinants of organizational effectiveness (Rahman et al., 2019).

Self-determination theory discusses workers who have been given adequate rights are usually extra motivated and become well energetic in their innovative behavior (Li 2019). Employees with a high level of work autonomy at the workplace give positive results, and employees can have more control over their jobs (Chung, 2017). Giving adequate rights at work is commonly called job autonomy. Autonomy at the job is the degree to which work offers substantial independence to work freely and handle the specific situation according to their correct working approach according to their skill and

knowledge. Autonomy on the job gives employees freedom in planning work and in defining work performing procedures (Yang et al., 2017). Some leaders noticed job autonomy as a good occasion to uphold employees; in contrast, others foresee job autonomy as a mixture of administrative consequences. As per these leaders, in the absence of appropriate supervision, job autonomy can lead to nonconformities in achieving business goals (Lu et al., 2017). Innovative work behavior talks about a behavior of employees who have a tendency to deliberately make known novel and beneficial thoughts about business procedures, product output and dealings within a business organization. Leaders can introduce a suitable environment of principles in which workers can take responsibility for the generation, promotion and implementation of innovation progression. Part of leaders is recognized so often in encouraging workers to grow innovative thoughts (Miao et al., 2018). This study investigated the impact of dominance and prestige leadership styles, job autonomy, and employee proactive work behavior on innovative work behavior by collecting primary data from middle and line management employees of public and private power generation companies of Pakistan.

Literature Review

Prestige Leadership Style:

The role of a leader is very much a point of reference to a great extent in accomplishing goals for his followers. Leadership style is a widespread configuration of a leader's doings, both observable and invisible to the employees. Leadership style describes an unswerving amalgamation of philosophies, expertise, behavioral characteristics, and assertiveness underlying a person's manners (Irwan et al., 2020). There are two diverse leadership styles that individuals use to achieve prominence, both of which meritoriously endorse inspiration and attain the consideration of their followers. These styles have been characterized by prestige and dominance. The prestige leadership style

encompasses the demonstration of knowledge and expertise to gain respect and, without restrictions, selected followership (Engstrom et al., 2020). Prestige leaders wish for the approbation, respect, and deference to raise their position. Prestige leaders are very careful about their relationships with employees in the organization, and they don't intimidate and escape coercion. As a substitute, they attempt to exhibit symbols of wisdom and proficiency with the intention that they can be perceived as a role model for their followers. (Case and Maner, 2017).

Leaders adopting a prestige leadership style have a tendency not to show such employee-harming behaviors, even when their own power is at risk (Case et al., 2018; Maner, 2017). Prestige leadership style refers to the exhibition of knowledge and know-how to harvest respect and, without restrictions, choose followership instead of forced deference (Witkower et al. 2017). Prestige-oriented individuals tend to behave in ways that benefit the team and its members because those behaviors are likely to foster strong feelings of respect and appreciation (Maner and Case, 2016)

Garfield et al. (2019) found that Prestige leaders scored higher than any other leadership style on measures of influence, knowledge, trustworthiness and generosity. Stability in behavior of employees may shape by the prestige leadership style that employees have experienced due to behavioral change. Prestige leaders aim to achieve greater status, recognition and respect from others by displaying and sharing valued knowledge and skills (Han, 2020). Demonstrating competence alone is generally not enough to elicit respect and deference. Employees essentially should feel confident that potential leaders use their skills to benefit companies as well as employees (Anderson et al., 2015). When employees learn new skills and knowledge, they commonly follow the learning actions of Prestige Leaders (Roberts et al., 2019). One other reason that followers might defer to prestige-oriented

leaders is that prestige-based leaders tend to be relatively egalitarian, which is thought to be preferable for most followers (McClanahan 2020). Prestige leaders have a tendency to foster social networks with the likelihood of communal accomplishment in might presentation of governance (Ronay et al., 2020). One of the novelty of this research is that job autonomy and innovative work behaviour rarely originated to explain in current literature with the prestige leadership style.

Dominance Leadership Style

Dominance leadership refers to those who lead with coercion and oppression. Dominant leaders attain their aims by emphasizing the character of a chief and coercing people with warning of punishment (Wang et al. 2018). Dominance is regarded as a wish for authority, control, and power that derives from official positions (Case et al., 2018). Dominance leaders grow with status and make followers by means of bullying and coercion. They required deference as a replacement for permitting it to be freely offered. Dominant leaders attempt to connect their egos to control creditably and overcome connection complications that every so often outcome from their dominant leadership style. Dominant leaders aren't respectable at sighting the world from the standpoint of common fellows (Penttilä, 2021). Taking into consideration the viewpoints of employees can help leaders to identify what motivates employees and others who are frustrated with the way of being dealt with. Leaders having a highly dominant style lean towards incentivizing their employees with bonuses and raises in their positions. In essence, they are less concerned with fostering positive relationships with their team members than they are with getting things done the way they understand it is correct. (Cunha, 2018). Social Dominance Theory argues that when high-dominance persons work together with offensive employees, they face conflict and eventually act in ways concerning ill-treatment and argumentativeness (Graham et al., 2019).

Job Autonomy

A crucial aspect of the workplace that influences employees' attitudes and conduct at work is job autonomy. Job autonomy is defined as the extent to which a job permits substantial independence, freedom of choice, and the ability to conduct work as the worker sees fit in a given situation (Yang et al., 2017). Scholars defined job autonomy as giving employees liberty in job scheduling and job method to deal with their tasks (Lok 2018). Some identify autonomy as an opportunity, while others predict the other way round as they think job autonomy without appropriate administration may lead to objective deviations (Lu et al., 2017). According to Khoshnaw and Alavi (2020), job autonomy is a kind of empowering employees to choose in what manner they perform their work (Abun et al., 2021). Consequently, when work is designed so that employees have adequate autonomy, be apt to feel more accountable for resolving problems and recognize that they can adequately manage their work (I. Shin & Jeung, 2019). Job autonomy gives available employees with occasions to explore numerous approaches to work, procedures, and projects and try out a novel ways (X. Liu et al. 2020). Job autonomy is a working out expert authority, power, and choosing among the best by employee within a control of his/her workplace (Ogunde, 2020).

Proactive Employee Behavior

Employee proactive behavior is taking the initiative in improving present surroundings or producing novel situations, which comprises exciting standing in spite of reflexively adjusting to the current situation. Employee proactive behavior situations in self-initiated, anticipated and change-oriented (Y. Liu et al., 2018). This behavior is exceedingly preferred by business companies as it permits energetic and quickly altering work environments. Researchers indorse that proactive employee behavior has a helpful influence on employees, including assessments, vocational attainment, and innovativeness in organizations (Ouyang et al. 2019). Employee

proactive behavior refers to anticipatory, change-oriented and self-initiated behavior in situations. Employee Proactive behavior aims at changing the inside work atmosphere of the organization (Wabala, 2019). Employee proactive behavior reflects the degree to which an employee engages in self-starting, future-directed behavior to change her or his company and/or the way the organization works (Y. Shin & Kim, 2015). In summary, proactive behavior has three key features, proactive behavior is forecasted ways, it involves acting in advance of a future situation. Proactive behavior is change-oriented means taking control and causing something to happen, instead of adjusting with circumstances and waiting for something to occur. Proactive behavior is self-initiated means the individual does not need to be asked to act but takes actions without requiring instructions.

Innovative Work Behavior

Innovative work behaviour involves the deliberate development, enhancement, and application of innovative concepts for the benefit of businesses. Innovation is a driving force in economic activity and, most of the time, considered important for organizational development (Battistelli et al., 2019). Innovative work behavior comprises three forms of behavior; idea creation, idea promotion, and idea implementation. (Woods et al., 2018). Innovative work behavior highlights an individual's innovation rather than team's innovation. Innovative work behavior interconnects with the knowledge, skills and speciality of individual workers and are therefore demonstrating workers' competencies (Stoffers et al., 2018). Innovative work behavior characteristically includes searching for chances and creation of novel thoughts, but also includes behaviors concentrating towards applying the change, realizing new knowledge, and refining processes to enhance employees' business performance and implementation behavior at the workplace (Mandang 2020). Innovative work behavior may have a variety of from gradual improvements

towards developing novel considerations that affect processes or products (Kahn, 2018). Although the novelty of products is rather rare and only employees working in the research and development domain are able to contribute to improved processes, suggestions even on smaller scale are usual.

Prestige Leadership Style and Innovative Work Behavior

Leader's actions affect follower's behavior, mainly in relation to innovativeness at workplace, which eventually moves sustainable growth of a business (Ketprapakorn, 2019). By granting employees more autonomy and support for their everyday efforts, the researcher focused on leadership style as a key influencing factor in encouraging innovative behaviour of employees. Among numerous factors affecting innovation, the style of leaders appears as a noteworthy characteristic in promoting and supporting innovative behavior of employees in workplace (Carnevale et al., 2017). There are many leadership styles like task-oriented, relationship-oriented, and change-oriented, prestige-oriented, dominance oriented. Each leadership style has some objectives which align with the determinants of organizational effectiveness (Rahman et al., 2019).

Prestige leadership style refers to the presentation of wisdom and expertise to receive respect instead of enforced respect and deference (Witkower et al., 2017). Prestige leaders have a tendency to behave in a way that benefit the department and all employees of the team (Maner & Case, 2016). Theorists have argued that leadership style is crucial to increase innovative behavior among employees of organizations (Bos-Nehles et al., 2017). However, empirical studies reveal findings regarding mixed effects of leadership on innovative behavior: some revealed a positive relationship (Alshoukri, 2019), others disclosed a negative association (Palmer, 2016), and some studies established no connection, e.g. (Rizki et al., 2019). This study looked into how prestige leadership style affected innovative

behavior. The relationship of innovative work behavior with various leadership styles is available in existing knowledge, but its relationship with prestige leadership style is rare, and it is a research gap, therefore, authors hypothesized the following relationships for this study.

***Hypothesis 1:** Prestige leadership style is positively related to the innovative work behavior of employees.*

Dominance Leadership Style and Innovative Work Behavior

Dominance leadership refers to those who lead through intimidation and coercion (Ong et al., 2021). Dominant leaders crave power because power permits them to make decisions. Dominance leaders rise through status and achieve subordinates via bullying and compulsion (D. Redhead et al., 2021). Dominance leadership style is regarded as influencing the people through fear, intimidation, aggression, coercing, compelling, and bullying. Leaders who adopt a dominant leadership style tend to control employees through threatening or even physical violence rather than respect (D. J. Redhead et al., 2019). Dominance is regarded as a wish for the authority, control, and power that comes with formal positions of leadership (Case & Maner, 2017). Dominance leadership is defined as accomplishing an upper status and influencing people through intimidation and coercing (Suessenbach, 2018). Leaders engaging in a dominant style to ask for forceful deference from their subordinates (Case et al., 2018). This study looked into how a dominant leadership style affected innovative work behavior. The authors hypothesised the following associations for this study because there is a relationship between innovative work behaviour and many leadership styles, although it only occasionally has a relationship with dominating leadership style.

***Hypothesis 2:** Dominance leadership style is positively related to the innovative work behavior of employees.*

Job Autonomy and Innovative Work Behavior:

Job autonomy gives workers opportunities to discover numerous approaches to performing their job, the recipe of work and independence to attempt new clarifications (Garg & Dhar, 2017). Job autonomy has numerous advantages for workers. It decreases the pressure of work, motivates them, and consequently improves their work commitment (Choi et al., 2020). Employees with extraordinary job autonomy recognize their self-determined and a smaller amount reliant on outside control, which leads to better innovative work behavior. Moreover, employees with a high level of job autonomy recognize the workplace in a more encouraging approach. They have faith that their job is really meaningful and improves a feeling of responsibility (X. Liu et al., 2020). As a result, they perform their sense of duty effectively and professionally. Employees who have greater job autonomy are more to be expected to diverge and try to find out resources for hunting their innovative ideas.

Hypothesis 3: *Job autonomy is positively related to the innovative work behavior of employees.*

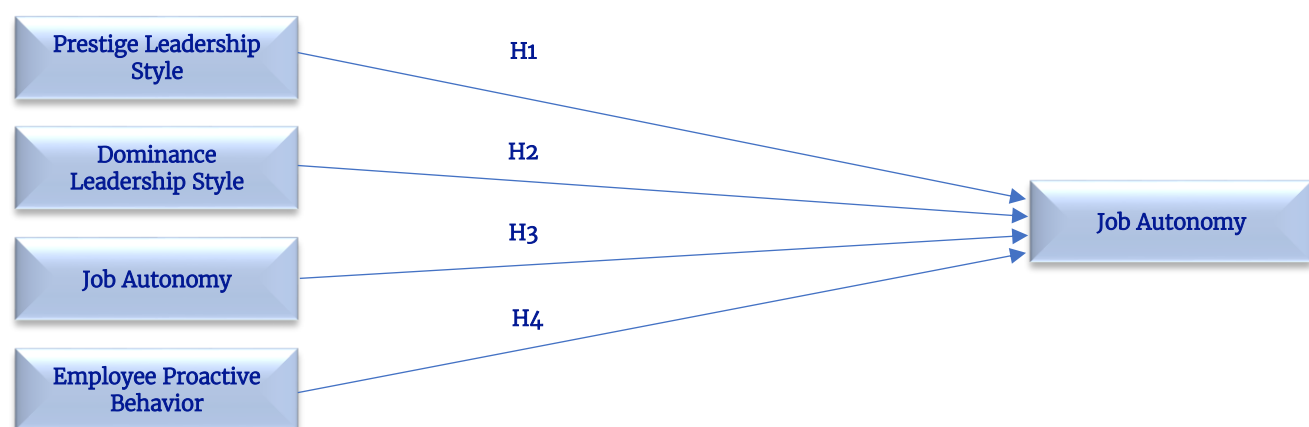
Employee Proactive Behavior and Innovative Work Behavior:

Self-determination theory discusses that people who receive adequate power above their routine

work are characteristically encouraged very well and perform actions with innovative behavior at the workplace. Researchers suggest that employees having proactive behavior at the workplace leave constructive influence on innovative work behavior (W. Lee et al., 2021). Behavior can be changed, and innovativeness may be increased to its maximum capability by providing job autonomy to employees. Job autonomy permits employees to improve their skills, acquaintance and new thoughts (Saleem and Mahmood, 2018). Employees with proactive behavior are comparatively more innovative in their behaviors at work because these employees actively accept change for improvement (Standing et al., 2016). Employee proactive behaviour is positively correlated with innovative work behaviour, as evidenced by the rise in innovative work behaviour when employees are more proactive (Zhang et al., 2021). Employees that are open to change make decisions by considering the advantages and disadvantages of their employment, which may be crucial in developing their inventive work style (Setiawan et al., 2020), therefore it is proposed the following hypothesis:

Hypothesis 4: *Employee proactive behavior is positively related to innovative work behavior of employees.*

Figure 1
Conceptual Model



Methodology

Transparency and Openness:

Authors explained the sampling strategy, altogether data omissions, and all instruments in this study, as well as authors stuck to the Journal openness specification. Data are not available due to it was composed as part of a higher study with the fully agreed variables. Entirely data, program code, and other techniques established by others are properly cited in the transcript and recorded in the reference section of this study (Eby 2022). Data was assessed through SmartPLS 3.0.

Research Design

This research work is conducted as a cross-sectional study instead of a longitudinal study. Cross-sectional research is an investigation which comprises examining information related to the population at a specific point in time. Primary data was collected at the same time from people who are comparable in their characteristics but dissimilar in a main aspect of interest, like age, income levels, or geographic location. The research of this study is basic, which fills in the knowledge gap. It is totally based on new relationships of variables.

Sampling Techniques

Purposive sampling practice was used to gather information from line managers and middle management employees of power generation companies to measure the connection between dominance & prestige leadership style, job autonomy, proactive employee behavior and innovative work behavior. Purposive sampling is a non-probability sampling process that was chosen because of the characteristics of a population and the target of the study (Apag & Sison, 2017). The purposive sampling method makes researchers capable of using the verdict to select cases which are the best facilities to answer the research questions. Power of purposeful sampling helps in selecting information for study

in detail (Wafula et al., 2019). It was tough to approach every management employee to collect reliable information in response to the questionnaire that is why a purposive sample collecting technique was used for this study.

Population

The population of this study was line managers & middle managers of electricity power generation companies in Pakistan. 269 responses were received. The purpose of this study is to evaluate the effects of job autonomy, proactive employee behavior, and leadership style dominance & prestige on innovative work behaviour.

Measuring Instruments

The organized survey was distributed with insurance, and there was an adjustment in responses received from respondents. So, data was collected from respondents through a survey questionnaire. Measuring instruments were adapted from the validated measurements of previous research to measure all variables. Measures used in this study were adapted from previous empirical research, and 7 points Likert scale was used.

Prestige Leadership Style: Prestige leadership style was measured with twelve items scale established by Suessenbach et al. (2015). These self-reporting items were adapted as subordinate reporting. One item having a factor loading less than 0.7 was deleted. Factor loading of remaining 11 items were ranging from 0.715 to 0.795 and Cronbach's Alfa has been stated as 0.918.

Dominance Leadership Style: Dominance leadership style was measured with twelve items scale established by Cheng et al. (2013). These self-reporting items were adapted as subordinate reporting. Leaders are rated for their dominant style by using the following 12 items scale ($\alpha =$

.75): (a) “My leader has control over others in his team,”

Job Autonomy: The job autonomy instrument development study was conducted by Morgeson and Humphrey (2006). By integrating and supplementing existing studies regarding work characteristics, researchers developed a work design questionnaire. This questionnaire includes nine job autonomy items that fall under three factors scheduling, decision-making, and work methods (Brandmo et al., 2021; J. Y. Lee, 2018; Pagdonsolan et al., 2020). Each factor is measured using three items, and an average of nine items' Cronbach's coefficient alphas has been testified as 0.912.

Employee Proactive Behavior: Employee proactive behavior was measured using 12 items scale prepared by Bateman and Crant (1993). Examples, “I am constantly on the lookout for new ways to improve my life,” & “I am great at turning problems into opportunities.” The reliability scrutiny exhibited the scale at acceptable point of $\alpha = .91$ (Jensen 2021).

Innovative Work Behavior: Innovative work behavior was estimated by using 9 items scale prepared by Janssen (2000) which, comprises three dimensions containing idea generation has 3 items, 3 items of idea promotion and finally 3 items of idea realization. Examples are consisting of self-rating items including: (a) I generates original solutions for problems, (b) I acquires sanction for innovative ideas, and (c) I introduces innovative ideas into work atmosphere in a systematic way and Cronbach's coefficient alphas has been testified as 0.940.

Data Collection Methods

Most importantly informations was gathered using self-controlled questionnaire. Questionnaire was distributed among middle and line management employees of electricity power generation companies of Pakistan either through email, google docs, or by post print of the same. Purpose of current study remained to explain the connection between dominance and prestige leadership styles, job autonomy, employee proactive behavior, and innovative work behavior.

Data Analysis Techniques

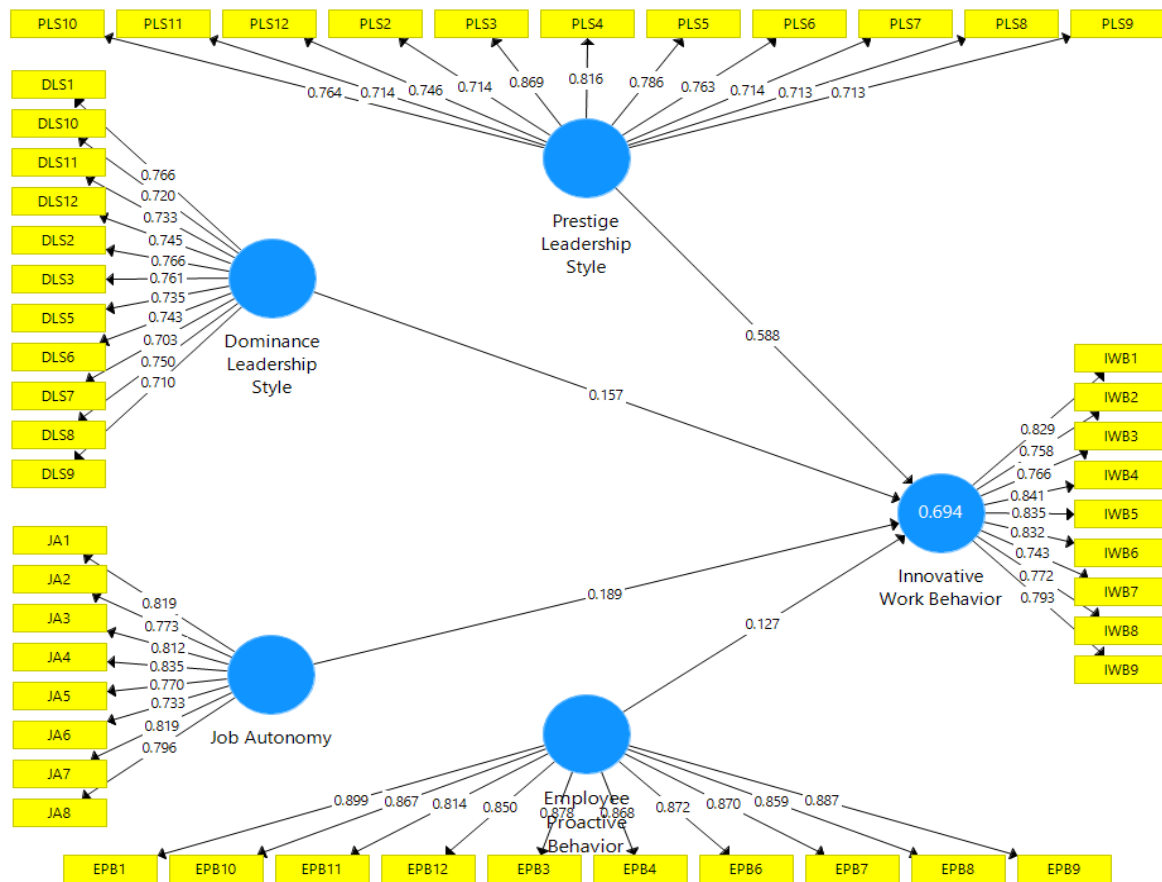
PLS-SEM has been validated by several researchers in investigating diverse relationships among one or more constructs from a combination of one or more independent variables. PLS-SEM was used to examine and confirm hypotheses described motives consisting (Garson, 2016). It is a multivariate method that enables the quick approximation of several calculations. Last but not least, according to Hair et al. (2010), PLS-SEM may successfully combine regression analysis with factor analysis in a single phase of analysis (Hamoudah et al., 2021). The structural equation model enables the representation of complex interactions between several variables. 2019 (Sarstedt & Cheah).

Data Analysis & Result

Measurement Model

Measurement model was being utilized to confirm consistency as well as validity of data. As per explained by Hair et al. (2017) reliability & validity both should have to be confirmed for the assessment of outer measurement. PLS-SEM, version 3.0 was used for data analysis.

Figure 2
Measurement Model



Reliability: Reliability assessment was conducted by using cronbach's alpha, factor loading and composite reliability. Factor loading of each item was checked by performing an outer loading test for all variables. The loading value of each equal to or greater than 0.70 is regarded as reliable (Hair et al., 2016). In this study, outer loading was checked and found values of all items were found greater than 0.70, ranging from 0.710 to 0.899 (see Figure 2), except two items which were removed. Results have established that all measuring items are reliable.

Cronbach's alpha values were utilised to evaluate internal consistency. Cronbach's alpha coefficient typically reveals item consistency. However, Cronbach's alpha alone may not be a suitable measure of reliability (e.g., Ali, 2017 a, b; Hair, Hult, Ringle, & Sarstedt, 2016). This is because it makes the assumption that all items

are equally reliable and that the loadings of indicators on a construct are the same. Researchers claim that reliability can be demonstrated by Cronbach's alpha results that are greater than 0.7. Cronbach's alpha results have given in Table 1, calculated greater than 0.9 for all three construct which showed very good reliability. Internal consistency can be checked by measuring another check named composite reliability by using PLS-SEM (Ali, et al., 2017; Hair et al., 2016). Composite reliability (CR), is the degree to which reflective items indicate construct. Cronbach's alpha (α) and composite reliability values both need to be greater than 0.70. In this study, Cronbach's alpha ranged from 0.917 to 0.963, and composite reliability ranged from 0.928 to 0.949, which are shown in Table 1 and met the criteria of internal consistency.

Table 1

Reliability & Validity Indicators

Variable	α	CR	AVE
Dominance Leadership Style	0.917	0.930	0.547
Employee Proactive Behavior	0.963	0.968	0.751
Innovative Work Behavior	0.928	0.940	0.636
Job Autonomy	0.917	0.932	0.632
Prestige Leadership Style	0.925	0.936	0.574

Validity: Validity can be measured by two kinds of tests, convergent validity and discriminant validity.

Convergent Validity: Convergent validity is the grade at which a response from one indicator correlates with other indicators' replies for the relevant variable (Cooper & Schindler, 2014). To determine convergent validity, Hair et al. (2016) recommended using the Average Variance Extracted (AVE) assessment (Ali et al., 2016). A total amount of variance in an item that is thought to be measuring a construct has an AVE of at least 0.5. (Joseph F Hair Jr et al., 2016). The current study's findings indicate that all measured AVE values are more than the permitted minimum value of 0.5 (see Table 1), leading to the conclusion that convergent validity met all necessary criteria.

Discriminant Validity: To make sure that each theory of each construct is distinct from other constructs, discriminant validity was examined.

This evaluation establishes how a construct correlates with another construct and how many indicators correspond to a certain construct (Hair et al., 2016). This study performed three assessments to verify discriminant validity, which is given below;

- *Fornell & Larcker Criterion.*
- *Hetero-trait Mono-trait Ratio (HTMT)*
- *Cross Loading*

Fornell & Larcker Criterion: Fornell-Larcker principle is an assessment used to verify the validity of the constructs (Hair et al., 2016). The square root of each construct's AVE is required as an acceptable standard to be more than its highest correlation with any other construct. Table 2 displayed the greater AVE squared values for each construct in comparison to the correlation values. Following analysis, the validity of the constructs was confirmed using the Fornell-Larcker criterion validation of the discriminant validity test.

Table 2

Fornell-Larcker Criterion

	Dominance Leadership Style	Employee Proactive Behavior	Innovative Work Behavior	Job Autonomy	Prestige Leadership Style
Dominance Leadership Style	0.740				
Employee Proactive Behavior	0.303	0.867			
Innovative Work Behavior	0.580	0.298	0.797		
Job Autonomy	0.368	0.273	0.566	0.795	
Prestige Leadership Style	0.535	0.121	0.779	0.483	0.757

Discriminant validity is considered to be good if the AVE squared value of all further constructs is >0.7 or if diagonal values exceeds the construct under test and the value of other constructs below all diagonal values (Ghozali, 2014).

Hetero-trait Mono-trait Ratio (HTMT): Another method of establishing discriminant validity of constructs are currently being employed. It was developed by Henseler, Ringle, and Sarstedt

(2015) and is based on the hetero-trait mono-trait (HTMT) ratio (Henseler et al., 2015). To evaluate the correlation between the constructs, HTMT results are used. If the HTMT value is 1, the variables are not similar to one another (Haider et al., 2018). Values of HTMT of all variables used in this study are given in Table 3, which found all readings are <0.835; therefore, discriminant validity is confirmed to be accepted.

Table 3

Hetero-trait Mono-trait criterion

	Dominance Leadership Style	Employee Proactive Behavior	Innovative Work Behavior	Job Autonomy	Prestige Leadership Style
Dominance Leadership Style					
Employee Proactive Behavior	0.320				
Innovative Work Behavior	0.625	0.307			
Job Autonomy	0.395	0.279	0.605		
Prestige Leadership Style	0.575	0.130	0.835	0.516	

Cross-Loading: Cross-loading tests can be used to confirm discriminant validity. Each construct's cross-loading value should be higher than the loadings of all other variables (Hair et al., 2016). If the loadings for other constructs are greater than the loading value for the construct, discriminant validity is compromised (Hair et al.,

2016). The results of loading for all variables are found to be greater than the cross-loading values (see Table 4). Therefore, it is established that values of cross-loading witnessed the validity for the measurement model and demonstrated that this study has a tolerable level of discriminant validity.

Table 4

Discriminant Validity based on Cross Loading Criterion

	Dominance Leadership Style	Employee Proactive Behavior	Innovative Work Behavior	Job Autonomy	Prestige Leadership Style
DLS1	0.766	0.252	0.495	0.292	0.441
DLS10	0.720	0.207	0.451	0.232	0.378
DLS11	0.733	0.252	0.423	0.315	0.423
DLS12	0.745	0.233	0.463	0.321	0.437
DLS2	0.766	0.181	0.449	0.28	0.42
DLS3	0.761	0.231	0.389	0.262	0.369
DLS5	0.735	0.147	0.381	0.196	0.37
DLS6	0.743	0.249	0.410	0.283	0.344
DLS7	0.703	0.249	0.368	0.222	0.346

	Dominance Leadership Style	Employee Proactive Behavior	Innovative Work Behavior	Job Autonomy	Prestige Leadership Style
DLS8	0.750	0.186	0.447	0.288	0.43
DLS9	0.710	0.279	0.412	0.281	0.369
EPB1	0.307	0.899	0.308	0.282	0.147
EPB10	0.179	0.867	0.280	0.279	0.11
EPB11	0.290	0.814	0.260	0.23	0.135
EPB12	0.276	0.850	0.272	0.26	0.099
EPB3	0.295	0.878	0.253	0.233	0.112
EPB4	0.284	0.868	0.216	0.187	0.093
EPB6	0.282	0.872	0.302	0.229	0.122
EPB7	0.267	0.870	0.219	0.244	0.097
EPB8	0.194	0.859	0.200	0.176	0.041
EPB9	0.230	0.887	0.217	0.207	0.058
IWB1	0.498	0.246	0.829	0.448	0.635
IWB2	0.413	0.232	0.758	0.508	0.727
IWB3	0.452	0.227	0.766	0.483	0.583
IWB4	0.446	0.187	0.841	0.503	0.662
IWB5	0.500	0.321	0.835	0.443	0.594
IWB6	0.490	0.288	0.832	0.488	0.623
IWB7	0.461	0.175	0.743	0.333	0.619
IWB8	0.439	0.163	0.772	0.425	0.577
IWB9	0.464	0.288	0.793	0.41	0.554
JA1	0.304	0.272	0.449	0.819	0.408
JA2	0.295	0.219	0.416	0.773	0.395
JA3	0.247	0.166	0.39	0.812	0.296
JA4	0.28	0.236	0.493	0.835	0.376
JA5	0.305	0.211	0.467	0.77	0.38
JA6	0.243	0.118	0.38	0.733	0.252
JA7	0.287	0.158	0.445	0.819	0.422
JA8	0.357	0.317	0.524	0.796	0.497
PLS10	0.378	0.027	0.547	0.339	0.764
PLS11	0.343	0.034	0.559	0.321	0.714
PLS12	0.36	0.138	0.56	0.345	0.746
PLS2	0.469	0.111	0.661	0.364	0.714
PLS3	0.483	0.04	0.641	0.377	0.869
PLS4	0.418	0.121	0.59	0.413	0.816
PLS5	0.37	0.038	0.559	0.366	0.786
PLS6	0.442	0.172	0.53	0.368	0.763
PLS7	0.492	0.155	0.587	0.409	0.714
PLS8	0.35	0.145	0.649	0.395	0.713
PLS9	0.323	0.019	0.561	0.31	0.713

Collinearity Issue

Collinearity is being performed to verify whether the correlation between constructs is strong or within the specified limits. Variance Inflation Factor (VIF) is used to analyze the collinearity issue. (Hair, Hult, Ringle, & Sarstedt, 2014; Garson, 2016). If the VIF value is greater than 5.00, it means a collinearity problem exists in the data; otherwise, there is no collinearity problem (Hair, Hult, Ringle, & Sarstedt, 2014). The collinearity issue was assessed in the structure model for this study, and values of VIF were obtained ranging from 1.158 to 1.642, which are less than 5 resultant, there was little or no collinearity issue in the data. In addition to

checking collinearity, the coefficient of determination (R^2) and effect size (F^2) can be assessed (Ramayah et al., 2018).

Coefficient of determination (R^2)

R^2 : coefficient of determination was calculated. Values of R^2 are shown in table 5, demonstrating the level of variance explained by the other constructs. Standard values of R^2 are 0.250, 0.500 and 0.750, which are respectively denoted as weak, moderate and substantial (Hair et al., 2014). The result of innovative work behavior obtained 0.694 for a level of variance, which means it is substantial.

Table 5

R^2 and Adjusted R^2

	R^2	Adjusted R^2
Innovative Work Behavior	0.694	0.690

Effect Size (f^2) approach

It is essential to examine the effect size f^2 of every other variable on an endogenous variable for path coefficients (Hair et al., 2014). The f^2 is used to calculate the variations in the degree of R^2 while ignoring specific other variables from the research model. Additionally, f^2 values of 0.020, 0.150 and 0.350 are considered small, medium and substantial, respectively. Results are given in

table 6 specified that the influence between prestige leadership style and job autonomy is 0.035, which can be interpreted as moderate. The influence of prestige leadership style with innovative work behavior is 1.448, which means the influence is strong, while the influence of job autonomy with innovative work behavior is 0.022, which can also be interpreted as having a weak influence.

Table 6

Effect Size (f^2) approach

	Dominance Leadership Style	Employee Proactive Behavior	Innovative Work Behavior	Job Autonomy	Prestige Leadership Style
Dominance Leadership Style			0.053		
Employee Proactive Behavior			0.046		
Innovative Work Behavior					
Job Autonomy			0.084		
Prestige Leadership Style			0.690		

Predictive relevance (q^2) approach

Predictive relevance Q^2 is essentially to be calculated to observe the quality of the research model (Hair et al., 2014). The value of Q^2 is

predicted by the endogenous latent constructions' average redundancy index (Hair et al., 2014). The values of f^2 are evaluated as being modest, medium, and considerable, respectively, at 0.02, 0.15, and 0.35.

Table 7

Predictive relevance Q^2 approach

	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Dominance Leadership Style	2959	2959	0.433
Employee Proactive Behavior	2690	2690	
Innovative Work Behavior	2421	1373.7	
Job Autonomy	2152	2152	
Prestige Leadership Style	2959	2959	

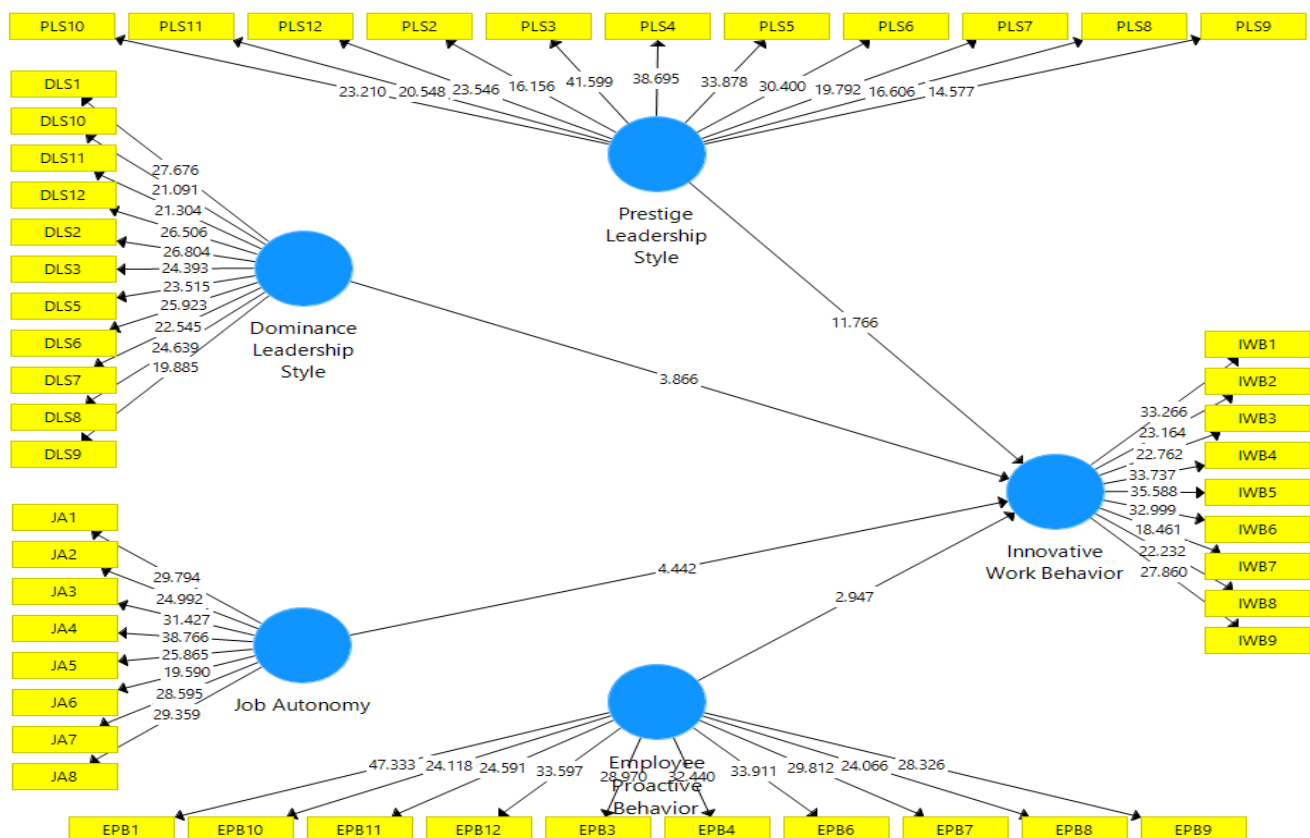
Structural Model Evaluation

Results of the structural model were evaluated to investigate the relationships; either suggested

theories of hypothesized relationship are supported or rejected. The structural model was assessed by checking the results of path coefficient beta, the value of t statistics and p.

Figure 2

Structural Model



Hypotheses Testing

Path Coefficients (β)

Path coefficients of all relationships hypothesized in this study were checked by applying the PLS algorithm. The significance of relationships was calculated through the

bootstrapping test. If the t-value is larger than 1.96 and the p-value is less than 0.05, then there is a significant association between the variables. It can be found through t-statistics values which can be retrieved by testing path coefficients bootstrapping test.

Table 8

Path Coefficient Bootstrapping

H#		Path Coefficients (β)	Sample Mean	Standard Deviation STDEV	t Statistics	P Values	Remarks
H1	PLS -> IWB	0.590	0.587	0.050	11.766	0.000	Supported
H2	DLS -> IWB	0.156	0.158	0.040	3.866	0.000	Supported
H3	JA -> IWB	0.189	0.190	0.043	4.442	0.000	Supported
H4	EPB -> IWB	0.127	0.130	0.043	2.947	0.003	Supported

Note: PLS = Prestige Leadership Style, DLS = Dominance Leadership Style, EPB = Employee Proactive Behavior, JA = Job Autonomy & IWB = Innovative Work Behavior

Hypothesis 1: Prestige leadership style has an effect on the innovative work behavior of employees.

As per the *path coefficient (β) test*, it is found that the original sample result is 0.590, while the *T statistic* is 11.766 which is > 1.96 , and the *P value* is 0.000, which is < 0.05 , it can be established that the prestige leadership style has a positive effect on dependent variable which is innovative work behavior. Thus, results supported H1.

Hypothesis 2: Dominance leadership style has an effect on the innovative work behavior of employees.

Test results *path coefficient* is shown the beta of 0.156, while the *T statistic* is 3.866, which is > 1.96 , along with the *P value* obtained as 0.000, which is < 0.05 ; it can be recognized that innovative work behavior is positively affected by the independent variable, supporting H2.

Hypothesis 3: Job autonomy has effect on the innovative work behavior of employees.

As the results obtained from the path coefficient test, the original sample is 0.189, while the *T statistic* is 4.442, which is > 1.96 , and *P value* is

0.000, which is < 0.05 ; hence it can be determined that innovative work behavior is positively affected by job autonomy. Thus, results supported H3.

Hypothesis 4: Employee proactive behavior has effect on the innovative work behavior of employees.

This hypothesis calculation is intended to determine that how employee proactive behavior affect the innovative work behavior. It can be perceived from the results of analysis, the original sample which is also called beta found 0.127, while the *t statistic* is 2.947 which is greater than required standard value of 1.96 and *P value* is 0.003, which is less than 0.05 for acceptance of hypothesis. Hence it is established that the employee proactive behavior has significant effect on innovative work behavior therefore hypothesis accepted.

Discussion, Implications & Limitations

Discussion

The role of leadership is exceedingly recognized in different sectors of industries like power

generation organizations to promote innovative work behavior. Responsibility of the leader is to create an environment in the favor to raise innovative behavior. Prestige and dominance leadership styles have been identified as important constructs that foster innovative work behavior in employees. This study sought to determine the effects of job autonomy, employee proactive behavior, and leadership styles of prestige and dominance on innovative work behavior (Niqab et al., 2015). The findings of this study show that all four have an immediate favourable influence on this behaviour. According to the study's findings, more prestigious or dominant leadership styles can encourage innovative work behaviour in firms. Additionally, the findings showed that proactive employee behaviour and job autonomy are predictors of innovative work behaviour. The theoretical connections between prestige leadership style, dominance leadership style, employee proactive behaviour, job autonomy, and inventive work behaviour are still not well understood, and this study fills that knowledge gap.

Theoretical Implications

The work has made original theoretical contributions, which have implications for theory. First of all, this is one of the first research to examine the effects of a dominant and prestigious leadership style, job autonomy, and employee proactivity on workers' innovative work behaviour. The conceptual model of this study is unusual as a result of this inclusion because, aside from work autonomy, it hasn't been extensively studied in the past. Second, this study lends credence to the idea that prestige leadership styles that garner wisdom and respect encourage employees to engage in creative work practises. Further, literature about prestige leadership extending the theoretical scope by verifying the theory of social exchange and outcomes of autonomy and innovative behavior in this research. Lastly, intimidation, coercively, attraction of bonuses and fear of punishment

used by dominance oriented leaders also proved in playing role for improvement in innovative work behavior in employees. Hypothetically, the above itemized contributions are significant for research scholars to understand knowledge stream of prestige leadership style, dominance leadership style, employee proactive behavior, job autonomy and innovative work behavior at deeper level.

Managerial Implications

This research study provided few suggestions to business bodies for improving innovativeness in employees. These suggestions could as well be helpful to managerial specialists. This study exhibited the encouragement of dominance as well as prestige leadership style on innovative work behavior of employees. Moreover proactive work behavior of employee and autonomy of the job provided by leadership has a significant positive effect on innovative work behavior. This showed that dominance and prestige leadership styles, along with employee proactive work behavior & autonomy at the job, allow employees who offer appreciated involvement in improving innovative work behavior. Secondly, leaders should give importance to methods of presenting wisdom, and openness, giving value to self-initiation, use of new technologies, new ideas, and products, and showing autonomy at work. Finally, leaders can increase the support to employees like autonomy at work to strengthen more innovative work behavior. Consequently, leaders should have a profound focus on the qualities if they want employees to have better innovative work behavior in the business organizations and hence increase of innovativeness in the country.

Limitations & Future Recommendations

Even though the goal of this research project is to advance both theory and practice, there are some constraints that must be recognised. First, the managerial staff of Pakistani energy generation businesses provided the data for the current

study. Future residents could come from many industries, such as the tourism or service sectors. Furthermore, in the future relationship between prestige and dominant leadership may be investigated, including mediating and moderating variables like optimism, pessimism ratio, and underdog effect, as it possibly will help employees to improve their innovative behavior, which leads to improved innovativeness in employees' hence better innovative index of the country.

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