

The influence of leadership style on organisational citizenship behaviours (OCBs)  
for achieving innovation

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## **Abstract**

In a hyper-competitive global economy, innovation has become crucial for organisations to achieve economic stability, relevance and competitive advantage. Business environments demand a consistent culture of dynamism and evolution to respond to market needs, and innovation is central to accomplishing economic and organisational success. Leaders play a strategically essential role in crafting organisational environments that cultivate an innovation mind-set and nurtures creativity.

Current literature positions numerous leadership styles and characteristic of leaders, however, its influence on citizenship behaviours, and how this in turn fosters innovation is not well understood. This study investigates which specific leadership styles and leader behaviours influence the occurrence of organisational citizenship behaviours (OCBs) required to achieve innovation. A qualitative approach was applied where semi-structured interviews were conducted with c-suite executives, heads of divisions, innovation experts and middle managers.

The study substantiates current literature affirming the influence of transformational, authentic and transactional leadership on OCBs. By engendering OCB supporting behaviours, transformational leadership was found to be the most prevalent leadership style, followed by authentic and transactional styles. OCBs influence innovation outcomes in return, when innovation supporting behaviours, equivalent to OCB supporting behaviours, are in place. These prevailing leadership styles also influence innovation outcomes directly by creating a culture of curiosity and by maintaining a future-focused perspective. Notably, it was found that followers were more inclined towards organisation oriented OCBs than inter-personal oriented OCBs. While transformational leadership is renowned for cultivating positive follower behavioural outcomes, negative outcomes also emerged within the context of achieving innovation.

This has facilitated the design of a conceptual framework which may benefit organisations in their pursuit of sustainable innovation practices. The study contributes to the body of knowledge in the fields of leadership and innovation.

**Keywords**

Leadership, leadership style, transformational leadership, authentic leadership, transactional leadership, organisational citizenship behaviours, innovation.

**Declaration**

*I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.*

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## Table of Contents

Chapter 1: Problem Definition and Purpose.....	1
1.1 Introduction .....	1
1.2 Purpose of Research .....	1
1.3 Business Need .....	1
1.4 Theoretical Need.....	2
1.5 The Research Problem.....	3
Chapter 2: Theory & Literature Review .....	5
2.1 Introduction .....	5
2.2 Social Exchange Theory (SET) .....	5
2.3 Defining Innovation .....	7
2.3.1 Innovation Climate .....	9
2.4 Defining Leadership .....	9
2.4.1. Leadership Style .....	11
2.4.1.1 Situational Leadership .....	11
2.4.1.2 Transactional Leadership .....	12
2.4.1.3 Charismatic Leadership .....	12
2.4.1.4 Transformational Leadership.....	13
2.4.1.5 Authentic Leadership .....	14
2.4.1.6 Ethical Leadership .....	14
2.4.1.7 Servant Leadership .....	15
2.4.2 Senior Leadership and Middle Management .....	16
2.5 Organisational Citizenship Behaviours .....	16
2.6 Leadership Style, Organisational Citizenship Behaviours & Innovation .....	17
2.6.1 Leadership Style and Organisational Citizenship Behaviours (OCBs) .....	18
2.6.1.1 Situational Leadership and OCBs.....	18
2.6.1.2 Transactional Leadership and OCBs.....	18

2.6.1.3 Charismatic Leadership and OCBs .....	18
2.6.1.4 Transformational Leadership and OCBs .....	19
2.6.1.5 Authentic Leadership and OCBs .....	20
2.6.1.6 Ethical Leadership and OCBs .....	20
2.6.1.7 Servant Leadership and OCBs .....	21
2.6.2 Organisational Citizenship Behaviours and Innovation .....	21
2.6.3 Leadership and Innovation .....	22
2.7 Conclusion .....	24
Chapter 3: Research Questions .....	27
Chapter 4: Research Methodology .....	28
4.1 Research Methodology and Design .....	28
4.2 Population .....	30
4.3 Sampling Method and Size .....	31
4.4 Units of Analysis .....	32
4.5 Research Instrument .....	33
4.6 Data Collection .....	35
4.7 Data Analysis .....	36
4.8 Data Validity and Reliability .....	38
4.9 Limitations .....	38
Chapter 5: Research Results .....	39
5.1 Introduction .....	39
5.2 Description of the Sample .....	39
5.3. Presentation of Results .....	43
5.4. Results for Research Question 1 .....	43
5.4.1 Identifying the Predominant Leadership Styles in the Sample .....	43
5.4.2 Identifying the Occurrence of Organisational Citizenship Behaviours .....	67
5.5. Results for Research Question 2 .....	80

5.5.1 Organisation 1 .....	86
5.5.2 Organisation 2 .....	87
5.5.3 Organisation 3 .....	88
5.5.4 Organisation 4 .....	88
5.6. Results for Research Question 3.....	89
5.6.1 The Influence of Leadership Style on Innovation.....	90
5.7 Conclusion .....	92
Chapter 6: Discussion of Research Results.....	93
6.1 Introduction .....	93
6.2 Discussion of Results for Research Question 1 .....	93
6.2.1 Identifying the Predominant Leadership Styles.....	94
6.2.2 Identifying the Occurrence of Organisational Citizenship Behaviours .....	96
6.2.3 Conclusive Findings for Research Question 1 .....	99
6.2.4 The Leader-Follower Component of the Conceptual Framework for Achieving Innovation .....	100
6.3 Discussion of Results for Research Question 2 .....	105
6.3.1 Understanding the Innovation Climates of Organisations .....	105
6.3.2 Behaviours that Determine the Prevalent Innovation Climate .....	106
6.3.3 Conclusive Findings for Research Question 2 .....	108
6.3.4 The Follower-Innovation Component of the Conceptual Framework for Achieving Innovation .....	109
6.4 Discussion of Results for Research Question 3.....	111
6.4.1 The Influence of Leadership Style on Innovation.....	111
6.4.2 Conclusive Findings for Research Question 3 .....	112
6.4.3 The Leader-Innovation Component of the Conceptual Framework for Achieving Innovation .....	113
Chapter 7: Conclusion & Recommendations .....	115

7.1 Introduction .....	115
7.2 Creating a Framework for Achieving Innovation in Organisations .....	115
7.2.1 The Process of Developing the ‘Leader-Follower Innovation Framework’ .....	115
7.2.2 A Description of the ‘Leader-Follower’ Framework for Achieving Innovation’ .....	117
7.3 Recommendations for Management .....	120
7.4 Limitations of the Research.....	122
7.5 Suggestions for Future Research.....	122
7.6 Conclusion .....	123
References.....	125
Appendix 1: Consistency Matrix.....	132
Appendix 2: Invitation to Participate in Study.....	133
Appendix 3: Participation Consent Form .....	138
Appendix 4: Ethical Clearance.....	137
Appendix 5: Interview Guide.....	138
Appendix 6: List of Codes.....	139



## List of Figures

Figure 1. Generic model of social exchange .....	7
Figure 2. Definition of Innovation. ....	8
Figure 3. Diagrammatic representation of influences of leadership style, OCBs and innovation as a summary of the literature. ....	25
Figure 4. Leadership Style-OCB-Innovation Achievement Conceptual Model as an outcome of the literature review. ....	26
Figure 5. The Leader Environment as an element of the Leader-Follower Component of the Conceptual Framework .....	102
Figure 6. The Follower Environment as an element of the Leader-Follower Component of the Conceptual Framework. ....	103
Figure 7. The Leader-Follower Component of the Conceptual Framework for Achieving Innovation. ....	104
Figure 8. The Follower-Innovation Component of the Conceptual Framework for Achieving Innovation. ....	110
Figure 9. The Leader-Innovation Component of the Conceptual Framework for Achieving Innovation. ....	114
Figure 10. The 'Leader-Follower' Framework for Achieving Innovation, representing the integrated view of the individualised components presented in Chapter 6. ....	116

## List of Tables

Table 1: Sampling: organisation selection summary.....	31
Table 2: Sampling: interviewee selection rationale. ....	32
Table 3: Interview questions modelled per research question. ....	35
Table 4: Establishing trustworthiness in thematic analysis.....	37
Table 5: Sample selection – organisation description.....	40
Table 6: Information and details of interviewees from the sample.....	41
Table 7: Constructs used to define leadership styles.....	45
Table 8: Organisation 1 – Leadership styles.....	46
Table 9: Transformational leadership behaviours in organisation 1. ....	47
Table 10: Authentic leadership behaviours in organisation 1.....	49
Table 11: Organisation 2 – Leadership styles. ....	51
Table 12: Transformational leadership constructs in organisation 2. ....	52
Table 13: Authentic leadership constructs for organisation 2.....	54
Table 14: Organisation 3 – Leadership styles. ....	55
Table 15: Transformational leadership constructs in organisation 3. ....	56
Table 16: Authentic leadership constructs in organisation 3. ....	58
Table 17: Organisation 4 – Leadership styles. ....	60
Table 18: Authentic leadership constructs in organisation 4.....	60
Table 19: Transformational leadership constructs in organisation 4. ....	62
Table 20: Inter-organisational leadership styles. ....	65
Table 21: Inter-organisational transformational leadership constructs.....	66
Table 22: Inter-organisational authentic leadership constructs.....	67
Table 23: Positive and negative leadership style outcomes.....	69
Table 24: Distribution of leadership style outcomes per organisation. ....	70
Table 25: OCB supporting behaviours in organisation 1. ....	71
Table 26: OCB supporting behaviours in organisation 2. ....	73
Table 27: OCB supporting behaviours in organisation 3. ....	75
Table 28: OCB supporting behaviours in organisation 4. ....	77
Table 29: Inter-organisational OCBO and OCBI factors.....	79
Table 30: Inter-organisational view of innovation supporting descriptors. ....	81
Table 31: Inter-organisational view of innovation diminishing descriptors. ....	83
Table 32: Inter-organisational innovation supporting and diminishing behaviours..	85

Table 33: Aggregated inter-organisational innovation supporting and diminishing behaviours.....	89
Table 34: The influence of leadership styles on innovation outcomes. ....	90

## **CHAPTER 1: PROBLEM DEFINITION AND PURPOSE**

### **1.1 Introduction**

With the advent of the new world of work and competition in response to the Fourth Industrial Revolution, innovation is key in enhancing organisational performance and in providing a competitive advantage. Schumpeter (2017) described innovation as a deliberate, tactical stimulus required to advance economic growth. It “incessantly revolutionizes the economic structure from within, incessantly destroying the old one, incessantly creating a new one” (Schumpeter, 2017, p. 21). Innovation has become critical for all organisations and is considered a vital imperative for an organisation’s expansion and existence. Innovation embodies the fundamental core of change and survival in any organisation (Baregheh, Rowley & Sambrook, 2009).

### **1.2 Purpose of Research**

This exploratory study aimed to gain insights into the role of leadership style in developing organisational citizenship behaviours which are conducive for achieving innovation outcomes in South African corporate companies. In order to develop a sustainable route to innovation for ensuring business relevance, creating competitive advantage and enhancing customer value, there was a strong business need for conducting the study (Khalili, 2016).

### **1.3 Business Need**

In a study conducted by Rooks, Buys, Oerlemans. and Pretorius (2005) almost fifteen years ago to understand the innovative behaviour of South African companies, a comparison was done against companies in the European Union (EU). The results of the study indicate that during the period of the study, only 44% of South African companies had introduced new innovations as technological advancements. While some sectors demonstrated higher percentages of innovation, particularly in the manufacturing, electrical, optical and transport manufacturing equipment sectors, very few other sectors demonstrated innovation. (Rooks, G., Buys, A., Oerlemans, L., & Pretorius, T., 2005). The study further indicated that while the outcome for South Africa, closely compared to the EU, trailing only by 2%, South Africa’s investment in innovation was well below the EU average. Subsequently in South

Africa, the economic conditions have vastly altered, affected by both macro-economic and micro-economic conditions, political and social influences. (Rooks, G., et.al., 2005).

In recent years, studies have indicated that greater emphasis should be placed on developing small and medium enterprises (SMMEs) within the South African context, with the intention of alleviating growing unemployment and poverty. Innovation in the small business environment is also on the rise. It has become essential to intensify the productivity of SMMEs by enhancing their innovation capabilities, and by driving the adoption and application of new technologies to local circumstances (Booyens, 2011). The most recent trends have seen a migration of the innovation advantage from larger organisations to smaller enterprises (Booyens, 2011).

The significant influence of organisational citizenship behaviours (OCB) has also been recognised. The concept of OCB encompasses an array of extra-role behaviours that form part of the organisational environment (Pandey, Wright, & Moynihan, 2008). In practice, OCB is known to enhance organisational efficiencies, and is considered a principal contributor to the transformation of resources. The advancement of innovation and the fostering of adaptability and agility is also needed to address the demands of complex environments where indistinct team-oriented delivery of objectives is required (Huang & You, 2011).

In order to entrench sustainability, it has become crucial for large organisations, and leaders especially, to have the ability to create conducive environments within which innovation can thrive (Booyens, 2011). It has become critical for leaders to understand how they may be able to influence innovation in their organisations, fortifying the critical need for this study to be undertaken.

#### **1.4 Theoretical Need**

While studies have been conducted demonstrating a relationship between transformational leadership and OCBs, and OCBs and innovation, a gap has been identified in understanding how the construct of transformational leadership mediated by OCBs may influence innovation. Transformational leadership is characterised by a collective focus, which motivates followers on a basic level,

inspiring them to perform extra-role behaviours of their own volition, known as OCBs. This leadership style is known to encourage followers to surpass individual goals for organisational goals (Bottomley, Mostafa, Gould-Williams, & León-Cázares, 2016). It has been found that effective relationships in a working environment achieve greater commitment levels from employees, thereby improving OCB of employees and their inclination towards innovative behaviour (Xerri & Brunetto, 2013). In reviewing the extant literature, no conclusive findings have shown how this leadership style influences innovation with OCBs as a mediating factor. The research sought to explore these influences.

The research also sought to contribute to the body of knowledge on Social Exchange Theory (SET). The theory extends across a broad spectrum of fields of study. However, all social exchange theories share commonality in that they comprise reciprocal transactions between parties, occurring in a particular sequence. This reciprocity is the repayment of either positive or negative exchanges and is influenced by the quality of the relationship of the parties involved (Cropanzano, Anthony, Daniels & Hall, 2017). The theory proposes that citizenship behaviour surfaces when employees experience positive feelings and an affinity towards the organisation (Jha, 2016). While some characteristics of transformational leadership creates increased positivity and affective commitment among employees, the relationship between OCB and leadership warrants exploration (Jha, 2016).

### **1.5 The Research Problem**

There are two dimensions of Organisational Citizenship Behaviours (OCBs) to achieve innovation. This innovation “captures the newness of a product or service that can increase organizational performance” (Overall, 2015, p.1). The dimensions of OCBs are qualified as an interpersonal and an organisational orientation. The interpersonal orientation describes an employee’s will or inclination to assist fellow co-workers. The organisational orientation dimension demonstrates an employee’s willingness to provide added effort in achieving organisational goals, outside the requisite realm of delivery (Coxen, van Vaart & Stander 2015).

The challenge lies in stimulating and retaining these employee behaviours in order for them to generate creative ideas and develop innovative solutions, for sustained

organisational effectiveness. These behaviours are characterised by commitment, compliance and innovation, and transcend typical organisational expectations, to go beyond the job description. One of the key reasons for the failure in developing innovation outcomes, lies in not cultivating and sustaining OCBs. The principles of OCBs are underpinned by Social Exchange Theory as a lens whereby workplace relationships support and create the necessary conditions for promoting reciprocity (Xerri & Brunetto, 2013).

In order to remain relevant and competitive, organisations should prioritise and create the ideal environment to foster innovative behaviour (Overall, 2015). This qualitative study of South African corporate companies was conducted to gather insights into the preeminent leadership styles of leaders, the occurrence of citizenship behaviour, and to understand the innovation climates within these organisations. It is hoped that the research achieves an understanding of followers' responsiveness to the prevailing leadership style, their propensity towards organisational citizenship behaviour and the extent to which they participated in and contributed towards innovation initiatives.

This research outlines a review of the key literature relevant to the development of the study in Chapter 2. The narrative sheds light on the subject of leadership style, expanding on the various styles that have been defined by existing studies. Insight is also provided into OCBs and innovation, and assesses the influences that may exist between them.

The research further endeavours to develop a conceptual framework which aims to assist and benefit leaders and organisations in developing sustainable innovation practices.

## **CHAPTER 2: THEORY & LITERATURE REVIEW**

### **2.1 Introduction**

This research is framed using the Social Exchange Theory (SET). Social exchange theories involve a series of sequential transactions between two or more parties (Mitchell, Cropanzano, & Quisenberry, 2012). Reciprocal exchanges are made when one party repays another party. The quality of these exchanges is said to be impacted by the nature of the relationship between the two parties (Cropanzano, Anthony, Daniels, & Hall, 2017). Social Exchange Theory advocates that within the context of an organisation, when employees perceive that they are treated favourably by their leader, they feel a commitment to the organisation and reciprocate the positive behaviour in their work. The relationship that forms between the employee and the organisation is the basis upon which the employee's affective commitment response is explained, when an exchange of resources is perceived as valuable to the recipient. This forms the foundation of the employee to organisation relationship (Elstad, Christophersen & Turmo, 2011). In a quantitative study exploring high performance work-systems, Li and Yu (2017) utilised SET to demonstrate that social exchanges were central to reciprocity. When organisations accorded "support, trust, feedback, resources, opportunities and other tangible or intangible benefits" (p. 3) to employees, they felt compelled to reciprocate what the organisation offered, hereby improving OCB.

The review of academic literature seeks to define and establish the principal constructs of innovation, leadership and organisational citizenship behaviours. This is significant to the research as the concepts underpin the constructs of the study. Furthermore, relevant leadership styles are outlined and the relationships between the concepts will be explored.

### **2.2 Social Exchange Theory (SET)**

Blau (2017) described the definition of social exchange as that which "can be considered to underlie relations between groups as well as those between individuals; both differentiation of power and peer group ties; conflicts between opposing forces as well as cooperation; both intimate attachments and connections



between distant members of a community without direct social contacts” (Blau, 2017, p. 41).

Social Exchange Theory is a broad-based theory that encompasses various socio-scientific disciplines. This includes management, social psychology, and anthropology. The theory cannot be viewed in isolation and involves a chain of consecutive mutual transactions (Mitchell et al., 2012; Cropanzano et al., 2017). Hereby, a reciprocal exchange is experienced when one party will pay back the positive or negative behaviours of the other. The quality of the exchanges is influenced by the relationship between the actor and the target, and economic exchange may resemble a “quid pro quo” (Cropanzano et al., 2017, p. 2), however, as greater trust and flexibility is established, the exchange becomes more open-ended (Cropanzano et al., 2017). This theory is amongst the most widely applicable conceptual frameworks (Cropanzano & Mitchell, 2005), and has been used successfully to analyse organisational citizenship behaviours, commitment, justice as well as supervisory and organisational support (Cropanzano et al., 2017).

The key characteristics of social exchange include an actor’s initial treatment toward a target individual, a target’s reciprocal responses (both attitudinal and behavioural) to the action, as well as relationship formulation. The social exchange process begins when an organisational actor (typically a manager or co-worker) interacts with a target individual either positively or negatively, referred to as “initiating actions” (Cropanzano, et al., 2017, p. 3). In response to the initiating action, the target (a subordinate or co-worker) chooses to reciprocate this treatment with a positive or negative response, termed “reciprocating responses” (Cropanzano, et al., 2017, p. 3). Essentially, Social Exchange Theory envisages that, in response to positive initiating actions, targets react by engaging in similar positive reciprocating responses. “A series of successful reciprocal exchanges may transform an economic exchange relationship into a high-quality social exchange relationship” (Cropanzano, et al., 2017, p. 3). This results in affective commitment to organisations, greater trust and other positive behavioural outcomes.

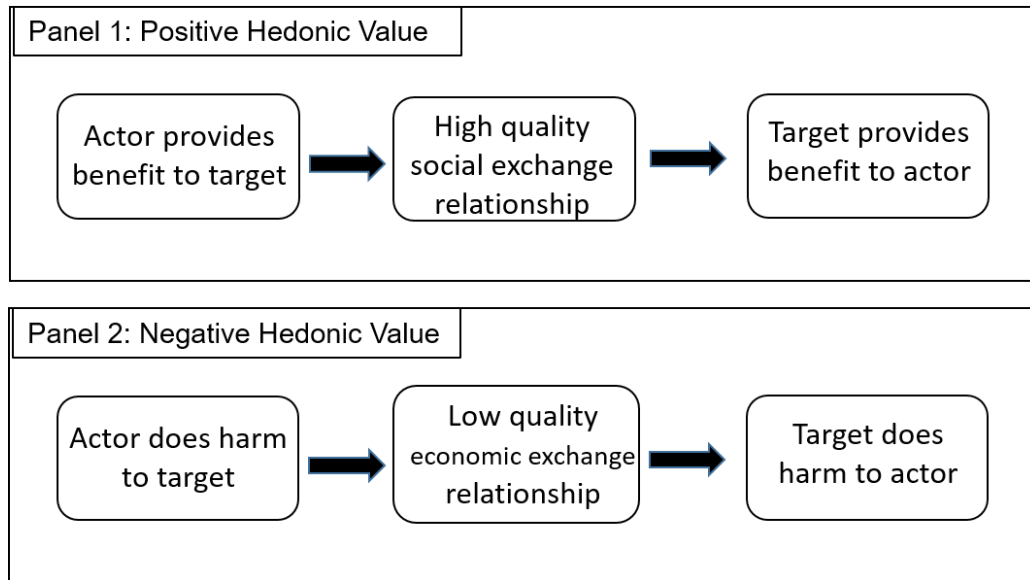


Figure 1. Generic model of social exchange. Redrawn from “Social exchange theory: A critical review with theoretical remedies,” by R. Cropanzano, E.L. Anthony, S.R. Daniels & A.V. Hall, 2017, *Academy of Management Annals*, 11(1), p. 3.

### 2.3 Defining Innovation

The term innovation was first coined by Schumpeter at the beginning of the 20th century (Hana, 2013). Schumpeter defined innovation as “the commercial or industrial application of something new—a new product, process, or method of production; a new market or source of supply; a new form of commercial, business, or financial organization” (Schumpeter, 2017, p. 20). In establishing an all-encompassing definition for innovation, Baregheh, Rowley and Sambrook (2009) generated a representative definition inclusive of multi-disciplinary literature from economics, innovation and entrepreneurship, business and management, and technology, science and engineering. This definition has been developed by conducting a content analysis in order to identify the key attributes that describe innovation (Baregheh et al., 2009). Their findings illustrated that a no singular, authoritative definition of innovation existed, while some intersections between definitions had been found. Zairi (1994) and Cooper (1998) suggested that a general or common definition of innovation undermined its study and understanding where it was debated as to whether innovation should be defined as either a distinct event or as a process. In a further study, Adams, Bessant and Phelps (2006) suggested that it would be beneficial to have a general definition of innovation that could be adapted

to different disciplines, and that as “the term ‘innovation’ is notoriously ambiguous and lacks either a single definition or measure” (Adams et al., 2006, p. 22).

Hereto, a diagrammatic definition of innovation was proposed. This definition encompasses the six common distinguishing factors of the definitions of innovation described across different disciplines (Baregheh et al., 2009). The intention of the model was to contextualise and describe the “essence” of innovation” (Baregheh et al., 2009, p. 12) as a process, irrespective of the context of the organisation or discipline that it could be applied to. In interpreting the diagrammatic definition of innovation, the following was proposed: “Innovation is the multi-stage process whereby organizations transform ideas into new/improved products, service or processes, in order to advance, compete and differentiate themselves successfully in their marketplace” (Baregheh et al., 2009, p. 13). It is important to note that this “multi stage process” ((Baregheh et al., 2009, p. 13) definition encapsulates the various stages of innovation that academic scholars have used in their own independent definitions of innovation. The definition positions that “ideas are used and transformed (together with other means of innovation) to result in “new/improved products, services or processes as the main types of innovation identified together with the level of change they involve” (Baregheh et al., 2009, p. 13). The goal of innovation is primarily to compete and differentiate and this is incorporated into the proposed definition (Baregheh et al., 2009).

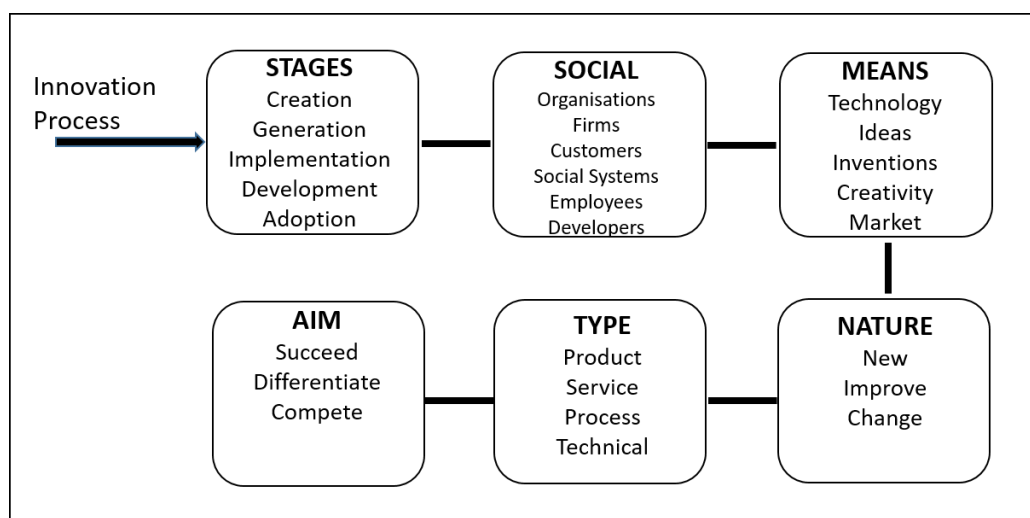


Figure 2. Definition of Innovation. Redrawn from “Towards a multidisciplinary definition of innovation,” by A Baregheh, J Rowley & S Sambrook, 2009, *Management Decision*, 47(8), 1323-1339, p. 12.

In a study conducted to understand the relationship between leadership, creativity and innovation, it was found that “innovation as a broad construct subsumes creativity” (Hughes, Lee, Tian, Newman, & Legood, 2018, ) and that even though most innovation commences with a new idea, it could not be argued that creativity and innovation were synonymous terms, nor that creativity could only “exist as part of an innovation process” (p. 10) and that “not all creative ideas are taken through the implementation process and not all innovative processes require a creativity” (Hughes et al., 2018, p. 10).

### **2.3.1 Innovation Climate**

Litwin and Stringer (1968) provided a definition of organisational climate as “a set of measurable properties of the work environment, perceived directly or indirectly by the people who live and work in this environment and assumed to influence their motivation behaviour” (Litwin & Stringer, 1968, p.1). The climate encompasses followers’ emotions, opinions and behaviours which provide an understanding of one’s perceptions of being part of the organisation. It refers to the understanding of the follower perceptions of processes, policies, practices, events and expectation of the behaviour from the organisation (Khalili, 2016).

In respect of employees’ perceptions of experiencing an innovation-supportive climate, this is regarded as their impression of the organisation towards creativity and innovation. Pitta (2009) suggested that organisations that fail to promote creativity and innovation during the normal course of work are unable to achieve productivity and sustainability, as they cannot establish a dynamic climate which values and fosters creative and innovative behaviours (Pitta, 2009). The environment of the organisation is known to impact creativity and innovation, where a supportive organisational climate is a critical predictor of innovation (Krause, 2004).

### **2.4 Defining Leadership**

There are several definitions of leadership which exist as examined by Silva (2016), who described the concept as being challenging to define. It has been further asserted that not finding an absolute definition is of extreme importance, however, where, in excess of 1400 definitions (Silva, 2016) and conceptions thereof exist

(McCleskey, 2014; Silva, 2016). While some definitions are wide and others narrow, a singular definition is of no consequence, as the accuracy and relevance of the definition is reliant upon the specific area of interest of leadership, to the study (McCleskey, 2014).

Daft (2011) described leadership as a relationship of influence between leaders and followers who “intend real changes and outcomes that reflect their shared purposes. Leadership involves influence, it occurs among people, those people intentionally desire significant changes, and the changes reflect purposes shared by leaders and followers. Influence means that the relationship among people is not passive; that influence is multidirectional and noncoercive” (Daft, 2011, p. 5).

Silva (2016) constructed a new definition which does not only encompass Daft’s (2011) positioning of a relationship based definition, but rather positions leadership as “the process of interactive influence that occurs when, in a given context, some people accept someone as their leader to achieve common goals” (Silva, 2016, p. 3). This incorporates the definitions of various scholars, such as Stogdill, Kotter, Bass, Drucker and Kellerman, amongst others. This proposed definition includes implications that:

- a) Leadership is a process and is not simply a personal quality or characteristic.
- b) This process of leadership is distinguished by not only by the influence of leaders upon followers but by “the interactive influence between the leader and the followers” (Silva, 2016, p. 3).
- c) The leadership process takes place within a specific context and transitions according to this context.
- d) The leadership process requires the acceptance of the leader by followers. This acceptance may be gained forcefully in order to assert influence, or by the sheer willingness of followers to accept the individual as a leader.
- e) “The purpose of the leadership process is to accomplish shared goals between leader and followers” (Silva, 2016, p. 4).

The above definition enables a deeper understanding of what leadership comprises, but specifically excludes the quality of a leadership in respect of effectiveness. Instead, it suggests that positive or negative leadership is dependent on the

outcomes of the leadership process, and this is perceived differently by different people. It further crystallises that the concept of leadership is ever-evolving (Silva, 2016).

#### **2.4.1. Leadership Style**

The examination of literature in the field of leadership identifies various leadership styles that influence organisational culture and performance (Ogbonna & Harris, 2000). Initial research on leadership, described as “trait studies” (Ogbonna & Harris, 2000, p. 2), focused mainly on the personality traits which typified successful leaders. These trait theories suggested that “successful leaders are ‘born’” (Ogbonna & Harris, 2000, p. 2) and that they possess certain inherent qualities that separate them from others (Ogbonna & Harris, 2000). This approach was immensely criticised which created the segue for the ‘style’ and ‘behavioural’ approaches to leadership studies. The emphasis has subsequently shifted from the characteristics of leaders to their behaviour and leadership style (Ogbonna & Harris, 2000).

These studies concluded that the democratic and participative styles of leadership achieved greater success, with emphasis placed mostly on the single-most effective form of leadership. The limitations of these theories gave rise to the inclusion of the role that situations play in determining the effectiveness of leaders. “The ‘situational’ and ‘contingency’ theories of leadership” paved the way for “context-sensitive” leadership (Ogbonna & Harris, 2000, p. 2). The effectiveness of leaders was dependent upon the leader’s ability to diagnose and understand dynamics and nuances of a situation, accompanied by the adoption of the appropriate style in managing each circumstance (Ogbonna & Harris, 2000).

##### **2.4.1.1 Situational Leadership**

Situational leadership is described as “effective leadership that requires a rational understanding of the situation and an appropriate response” (McCleskey, 2014, p. 118). It highlights leader behaviour along a continuum between “task-orientation and relation-orientation”, while observing the maturity of followers to establish the most appropriate leader-follower fit (McCleskey, 2014).

Situational leadership is characterised by the way a leader matches their skill-set to what the organisational situation requires. This is based on the situation the organisation finds itself in, or alternatively it is based on the direction the organisation wishes to take. Depending on either internal or external environmental conditions, the leadership alters “significantly and regularly” (Gandolfi & Stone, 2017, p. 6) over a period of time. Situational leadership theory also considers the readiness of followers to go where the leader would like to guide the organisation (Gandolfi & Stone, 2017).

#### **2.4.1.2 Transactional Leadership**

Transactional leadership is characterised by minimal or incremental improvements and the retaining of current performance on an exchange-based relationship. This type of leadership behaviour is typified by rewards or punishment. Objectives are outlined, roles clarified and tasks and follower expectations are emphasised with the specific aim of increasing follower compliance, reducing resistance, providing rewards and creating a mutual support dependence. Some studies suggest that transactional leadership positively influences the creativity and entrepreneurial orientation of middle-managers (Cheng, Yang & Sheu, 2014), while other studies demonstrate no relationship between this leadership style and innovation, risk-taking or entrepreneurship (Afsar, Badir, Saeed & Hafeez, 2017; Öncer, 2013).

There are three specific constituents of transactional leadership. These are “contingent reward, active management by exception and passive management by exception. Contingent reward is the exchange process between leaders and subordinates” (Yahaya & Ebrahim, 2016, p. 193).

Interactions between leaders and followers enable the achievement of organisational performance goals and efficiencies, completing tasks, and maintaining the status quo. Followers are motivated through contractual obligations, extrinsic reward and risk avoidance. Productivity and cost-saving are core, while ensuring quality. Followers are able to satisfy their own pursuits (McCleskey, 2014).

#### **2.4.1.3 Charismatic Leadership**

Charisma is classically defined as “a set of behaviors and qualities that allow individual leaders to most effectively achieve the goals of an organization (e.g.

increased productivity, employee satisfaction, organizational commitment), and especially over and above the influence of more 'transactional' forms of leadership which emphasize contingent rewards" (Grabo & Van Vugt, 2016, p. 4).

A charismatic leader rises to the fore when "urgent coordination" (Grabo, Spisak & van Vugt, 2017, p. 8) is required. They are able to quickly mobilise collective action, and can influence followers and coordinate a response (Grabo et al., 2017). These leaders persuade their followers using particular signals which comprise attracting attention (even through the use of unique physical attributes), arousing emotions by harnessing rhetorical abilities, controlling external expressions, voice pitch and pace understood by followers as signals of a leader's intelligence, the use of emotive language and the use of creative metaphors. This leadership style is therefore known as an active signalling process (Grabo et al., 2017). They possess the ability to clearly articulate a vision by appealing to "shared values, norms and collective identity" (Grabo et al., 2017, p. 8). Through both verbal and non-verbal prompts, they attract and engage followers and create a vision and provide a sense of identity and belonging behind which followers can rally (Grabo et al., 2017).

Leaders use emotional appeal, symbolic gestures, and influence mechanisms to lead their followers to exceed performance expectations. They are viewed as change agents who convert followers through inspiration and motivation (Mhatre & Riggio, 2014).

#### **2.4.1.4 Transformational Leadership**

"Transformational leadership is imbued with inspirational motivation, collective sense of mission, heightened awareness of goals, and exciting vision and aspiration." (Afsar et al., 2017, p. 4). This style of leadership seeks to alter the follower's personal code of principles and concepts of self, such as self-worth, self-esteem and confidence to elevate them to greater heights. These leaders encourage pushing the boundaries and place collective goals ahead of self-accomplishment. Followers are encouraged to foster a creative and entrepreneurial mind-set. The organisation's operational elements such as systems and processes can also be optimised by these leaders who accord autonomy of decision-making and increased responsibility and commitment to followers. They also nurture an innovative environment by clarifying the organisational vision (Afsar et al 2017). This leadership style promotes "relational



satisfaction” (Men, 2014, p. 4), fostered by a well-proportioned, internal communication approach. These leaders prefer the use of impressive, information-heavy one-on-one networks to direct their messages to followers. This promotes contentment amongst employees (Men, 2014). Employee engagement features prominently with transformational leaders. Leaders displaying this style are attuned to follower’s need for development, empowerment and achievement. They advocate greater responsibility being accorded to staff so that employees are challenged to their highest potential, hereby enhancing the level of work engagement. Followers are encouraged to make greater contributions to the organisation’s performance (Zhu, Avolio, & Walumbwa, 2009).

Charisma has been seen as a component of transformational leadership. This leaders elevates the followers self-awareness and highlights the importance of not just achieving organisational outcomes but the journey to attaining these outcomes as well (McCleskey, 2014), where organisational success supersede personal agendas. Transformational leadership is a method of transcending transactional leadership (Jha, 2016).

#### **2.4.1.5 Authentic Leadership**

Authentic leaders have a strong self-awareness and are attuned to their personal thoughts and behaviours and other’s perceptions of them. They have a deep sense of their personal moral code, their capabilities and strengths as well as the context within which they operate. They display characteristics of confidence, optimism and resilience and uphold a high ethical standard (Avolio, May, Gardner, Luthans & Walumbwa, 2004). This leadership style exhibits as “actions that are guided by the leader’s true self” (Hoch, Bommer, & Dulebohn, 2016, p. 6). This style is entrenched in the leader’s personal belief-system, thoughts and emotions and does not alter in the face of extraneous factors. Similar to transformational leaders, they possess positive psychological capital, visible as resilience, confidence, transparency, optimism and hope (Tonkin, 2013; Hoch et al 2016; Avolio & Gardner, 2005).

#### **2.4.1.6 Ethical Leadership**

Ethical leadership is based on personal values and focusses on the ethical or moral aspect of leadership instead of viewing ethics as a secondary facet of leadership. It embodies the demonstration of appropriate behaviour visible through one’s personal

actions and relationships with others. This conduct is promoted to followers by way of reciprocal communication, reinforcement and making decisions (Brown & Treviño, 2006). It also includes both the trait and behavioural dimensions of leadership which comprise situational and transformational types. Ethical leadership is made visible in the qualities of integrity, social responsibility, impartiality, and understanding the repercussions of one's actions and is also reflected in specific behaviours that promote ethicality (Hoch et al., 2016).

The aim of the ethical leader is to do the right thing, and to conduct themselves ethically in their leadership roles as well as in their personal lives. Ethical leadership is embedded in social learning theory and seeks to influence followers to engage in ethical behaviours and practices by modelling those of their leaders (Hoch et al, 2016; Mayer, Aquino, Greenbaum, & Kuenzi, 2012). Ethics are believed to be the cornerstone of effective leadership, and it is the responsibility of the leader to entrench these behaviours in their environments (Brown & Treviño, 2006).

#### **2.4.1.7 Servant Leadership**

Robert Greenleaf (2002) established the paradoxical ideology of servant leadership which places the needs of followers and stakeholders at its fore. It was further stated that the servant leader prioritises servitude above all else (Hoch et al., 2016). The servant leader possesses the innate need to want to serve others. This type of leadership is described as “ethical, practical, and meaningful” (Hoch et al., 2016, p. 7) and is characterised by ten major behaviours listed as “listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of others, and building community” (Spears, 2010, p. 1). The servant leadership philosophy elaborates that by prioritising the development and well-being of followers, the long-term objectives of an organisation can be achieved. Similarities between servant leadership and transformational leadership exists, the primary difference being their focus. Servant leaders place their attention on their followers, whereas transformational leaders' place emphasis on organisational objectives first, and then the reciprocal follower commitment in achieving these objectives (Hoch et al., 2016).

## **2.4.2 Senior Leadership and Middle Management**

Harding, Lee and Ford (2014) described middle management as a position that is occupied within a hierarchical organisation that centrally located between the “operating core and the apex” (Harding et al., 2014, p. 4) of the structure. They are responsible for a specific business unit at an intermediate level which encompasses the elements residing below the senior-most strategic management level, and are higher than the first level of supervision. Middle managers are responsible for the implementation of senior management plans, by ensuring execution by junior staff (Harding et al., 2014). Middle managers also undertake intricate, multi-faceted processes of sense-making, both formally in respect of relationships with senior management, as well as in lateral, informal relationships in the peer environment despite the insecurity and ambiguous nature of their situation (Kempster & Gregory, 2017).

The inclusion of middle managers in the study is significant in that they are uniquely poised to influence the flow of ideas in an organisation. Their intermediate position can be exploited to access ideas from a wide range of knowledge sources, and work to differentiate and integrate diverse types of knowledge. This includes operational knowledge transferred from supervisors and employees; strategic and tactical inputs from top management; market inputs from customers; best practices from industry partners, competitors and other parts of the value chain, as well as evidence from reports; scientific databases; and organisational and industry guidelines. Simultaneously, middle managers differentiate and prioritise diverse sources of knowledge, using in particular the upwards connections with executive managers (Radaelli & Sitton-kent, 2016).

## **2.5 Organisational Citizenship Behaviours**

Organisational Citizenship Behaviour (OCB), according to Organ (1990) has been described as being discretionary behaviour exercised at the individual level which is not “directly or explicitly” (Jha, 2016, p. 5) acknowledged by an official system of reward and recognition, but has the cumulative effect of positively contributing to organisational progress and effectiveness (Jha, 2016). It describes the resolute, unhindered functioning of followers, as their personal choice and not as a formal role

requirement (Bester, Stander & Van Zyl, 2015). OCB comprises the facets of interpersonal and organisational orientations. The interpersonal orientation refers to employees' inclination to assist co-workers, and organisational orientation is the employees' preparedness to apply additional effort for the organisation (Coxen et al., 2015; Jha, 2016). OCBO is described as the behaviours that benefit an organisation, while OCBI behaviours have the effect of creating immediate benefit to individuals, benefitting the organisation indirectly (Huang & You, 2011).

Al-Sharafi and Rajiani (2013) argued that effective leadership was a precursor for achieving organisational citizenship behaviour.

In a quantitative study conducted by Xerri and Brunetto (2013), through the process of structural equation modelling analysis, they described "positive and statistically significant paths from affective commitment to innovative behaviour, and from OCB with an individual focus (OCBI) to innovative behaviour" (Xerri & Brunetto, 2013, p. 1). The most significant contribution of this research are the latest findings that acknowledged the relationship between OCB and innovative behaviour. Additionally, this study delivered novel insights into the relationship between affective commitment, OCB and innovative behaviour (Xerri & Brunetto, 2013).

This OCB is explained theoretically by Social Exchange Theory (SET), where OCB is a consequence of leader-follower exchange (Elstad et al., 2011) and involves "a series of sequential transactions between two or more parties" (Cropanzano et al., 2017, p. 2). The theory suggests that OCB will be prevalent when an employee experiences positivity and an affinity towards the organisation, which motivates the employee to perform beyond required parameters of work (Jha, 2016).

## **2.6 Leadership Style, Organisational Citizenship Behaviours & Innovation**

In approaching the study, it is imperative to understand the current view of the relationships between the constructs outlined earlier. This section provides insights into the influence of the varied leadership styles and OCBs (Coxen et al., 2015), further detailing the influence of OCBs on innovation (Xerri & Brunetto, 2013), as well as the direct relationship between leadership styles and innovation outcomes.

## **2.6.1 Leadership Style and Organisational Citizenship Behaviours (OCBs)**

In building the argument in respect of some of the studies conducted which provide insight into the relationship between leadership style and OCBs, there is expansion on the influence of OCBs on innovation, as well as the influence of leadership styles on innovation outcomes directly.

### **2.6.1.1 Situational Leadership and OCBs**

Situational leadership theory does not consider the aspect of follower development. It has been criticised for not fostering sustainability in the long-term, and is therefore not the most ideal leadership style. “This is a one-to-one relationship between the leader and the current reality of an organization” (Gandolfi & Stone, 2017, p. 6). In situational leadership, the followers may exert influence on the ‘contextual present’ of the organisation. However, this style does not consider the needs of those who are following the leader toward the organisational mission” (Gandolfi & Stone, 2017).

### **2.6.1.2 Transactional Leadership and OCBs**

Transactional leadership is described as comprising three behavioural constituents, which include contingent reward, active, and passive management by exception (Yahaya & Ebrahim, 2016). In understanding the nature of this exchange relationship of valued benefits of either economic, political or psychological persuasion, each party possesses a related purpose, however the relationship does not extend beyond the exchange of valued benefits. Furthermore, it is unlikely that the relationship would elicit discretionary behaviour from followers. Moreover, the leader and follower are not bound together in a “mutual and continuing pursuit of a higher purpose” (Yahaya & Ebrahim, 2016, p 192).

In an environment where transactional leadership prevails, followers are motivated by rewards and exchange for their work effort, however this exchange “is not likely to produce passion and commitment among followers” (Yahaya & Ebrahim, 2016, p. 193).

### **2.6.1.3 Charismatic Leadership and OCBs**

Shamir, House and Arthur (1993) built on House’s (1977) theory of charismatic leadership where they suggested that the behaviours of charismatic leaders motivate

and influence followers by way of mediating processes, as well the outcomes that follow as a result of this type of leadership. They state that “charismatic leaders achieve transformational effects through implicating the self-concept of followers” (Mhatre & Riggio, 2014, p. 4). These leaders enhance the inherent importance of work objectives and by creating strong, motivating associations to follower’s sense of self (Mhatre & Riggio, 2014). When charismatic leaders express their expectations to followers, relating to higher levels of performance, confidence in their followers’ abilities to achieve these higher performance goals is instilled, resulting in elevated self-efficacy and collective efficacy of followers. These communications take the form of personal values, morals, and ideals, and positions an alignment to purpose and meaningfulness that followers want to be associated with (Mhatre & Riggio, 2014). These forms of identification (social, personal and internal values), used to influence followers, enable them to be defined by a particular category and become embedded in a group or organisation. They develop an affiliation and a sense of pride in being a part of this social category, and accord importance to this affiliation. This heightened level of social identification results in followers surpassing performance in respect of their conventional duties, roles, and responsibilities, and applying extra effort, often exceeding required expectations (Mhatre & Riggio, 2014).

#### **2.6.1.4 Transformational Leadership and OCBs**

Jha (2016) argued that transformational leadership does in fact support OCBs. In this study it was found that transformational leaders do in fact transform follower behaviours, augmenting their positive qualities. These leaders positively encourage the choice of the right path, high moral values and positive virtues, reinforcing OCBs whereby an employee who demonstrates OCBs performs outside of their requisite roles and responsibilities to help others in their jobs as well as assisting with fellow employees’ personal and professional requirements (Jha, 2016).

Transformational leaders set a clear vision that inspires employees to apply discretionary effort, prioritising the objectives of the organisation above their personal pursuits. The OCBs demonstrated by frontline employees results in enhanced customer satisfaction, that is pivotal for the service industry (Jha, 2016).

Overall, the Jha (2016) quantitative study proved the effect on OCBs as being significant and positive. The study further points to the development of organisations

as a result of contributions by both leaders and subordinates. “The moderating effect of psychological empowerment in enhancing the relationship between transformational leadership and OCB has also been recognized and found to be significant” (Jha, 2016, p. 14).

#### **2.6.1.5 Authentic Leadership and OCBs**

The quantitative study undertaken by Coxen et al. (2016) sought to understand the relationship between authentic leadership and OCBs. The results of this study showed that authentic leadership has a significant influence on trust in the organisation, the manager and co-workers. This was also established in an earlier study by Walumbwa, Christensen and Hailey (2011). While trust in the organisation and co-workers positively influenced OCB, authentic leadership did not have a significant influence on OCB. This leadership style did however demonstrate a significant indirect effect on OCB moderated by trust in the organisation and trust in co-workers. Trust in the organisation was found to have the strongest indirect effect on the relationship between authentic leadership and organisational citizenship behaviour (Coxen et al., 2016; Walumbwa et al., 2011). The findings further demonstrated that when employees felt supported in their work environments, and where their need for fairness and reliability were met, and where their performance and abilities were recognised, the likelihood to perform beyond their formal expectations would increase, regardless of whether they were benefitting their co-workers or the organisation (Coxen et al., 2016).

#### **2.6.1.6 Ethical Leadership and OCBs**

In contributing to Social Exchange Theory, the qualitative study undertaken by Newman, Kiazad, Miao and Cooper (2014) sought to complement the emergent works on ethical leadership. They produced and tested a mediation model that explains the process that enables the influence of ethical leaders on follower discretionary work behaviours. They specifically expanded on OCBs directed towards the organisation (OCBO) and individual organisational members (OCBI). They examined the function of trust-based mechanisms in “transmitting the effects of ethical leadership on follower OCBs” (Newman et al., 2014, p. 114). They further argued that followers reciprocate this ethical leadership through OCBs, resultant of the nascent trust relationship of followers in leaders.

“Ethical leadership leads followers to perceive their leaders as competent and of good character (cognitive trust); cognitive trust, in turn, leads to the development of an emotional bond with the leader (affective trust); affective trust leads to follower OCBs as a means to reciprocate the leader’s favourable behaviour” (Newman et al., 2014, p. 120).

In a separate qualitative study conducted by Brown and Trevino (2006), ethical leadership was found to be linked to follower perceptions. The extent of leader fairness and consistency in the decision-making process, and in respecting follower’s rights in the workplace positively enhanced this perception (Brown & Trevino 2006). Followers who experience ethical leadership are likely to view leaders as “dependable, reliable and of integrity” (Newman et al., 2014, p. 115)

#### **2.6.1.7 Servant Leadership and OCBs**

In their study, Panaccio, Henderson, Liden and Wayne (2014) tested the psychological contract (PC) as facilitating a mediating role between servant leader behaviours and two aspects of employee extra-role behaviours. This comprised organisational citizenship behaviours (OCBs) and innovative behaviours. The results of the study proposed that “servant leadership improves followers’ PC fulfillment and, in turn, followers reciprocate with behaviors that benefit the organisation and that go beyond their contractual obligations. These include OCBs and innovative behaviors” (Panaccio et al., 2014, p. 671). Here PC referred to psychological contract, and the findings were aligned to SET as a theory-base.

#### **2.6.2 Organisational Citizenship Behaviours and Innovation**

Xerri and Brunetto (2013) contributed to the understanding of the relationships between affective commitment, OCB and innovative behaviour. The main contribution to SET was conducted by examining a path between OCB and innovative behaviour. Knowledge about innovative behaviour is imperative if a better understanding is to be developed about the factors that contribute to productivity and effectiveness (Xerri & Brunetto, 2013). The positive reciprocal behaviour between employees benefits both individuals directly as well as organisations indirectly, in the form of organisational efficiency. These findings provide insight into SET, reporting that affective commitment influences OCB and innovative behaviour. While there is



no research to empirically suggest a relationship between OCB that directly benefits the organisation and innovative behaviour, it is logical to theorise that such a relationship may exist (Xerri & Brunetto, 2013).

In their multilevel model of employee innovation, Wallace, Butts, Johnson, Stevens, and Smith (2016) built on Carmeli and Spreitzer's (2009) study where three ways by which creativity and innovation could develop, based on the principle of thriving in an environment. These include:

1. Learning and developing at work – employees are ideally suited to identify and implement enhancements. Learning builds expertise, and fosters creativity.
2. When individuals thrive, they are far more motivated and fueled to explore new ideas.
3. Positive emotions enable broad, expansive thought processes and problem-solving abilities, facilitating improved innovation (Wallace et al., 2016)

### **2.6.3 Leadership and Innovation**

Leadership has been positioned as among the most important influencers of innovation. Leaders either impact aspects on an organisation such as the operations, resourcing, structural configuration, strategic foresight, cultural aspects and recognition and reward mechanisms, or by directly impacting employee's creativity and motivation. They can enable an enhanced level of creative ability, and develop an environment that is conducive to creative pursuits, and also maintain a system that recognises and rewards creative work processes, which in turn impacts the innovation outcomes of the organisation (Jung, Chow & Wu, 2003; Gumusluoğlu & Ilsev, 2009).

Elkins and Keller (2003) argued that transformational leaders possess the skills of intellectual stimulation which encourages an explorative mind-set, individualised consideration that renders support where required and inspirational motivation, and charisma that articulates a vision and evokes emotion, which are critical for organizational innovation (Elkins & Keller, 2003, p. 11).

The “championing role” effect of transformational leaders amplifies followers’ “self-confidence, self-efficacy, and self-esteem” (Gumusluoğlu & Ilsev, 2009, p. 267). With their visionary abilities, they inspire and motivate followers hereby improving their “willingness to perform beyond expectations” (Gumusluoğlu & Ilsev, 2009, p. 267), and exercise discretionary behaviours outside of their expected role performance. They are encouraged to venture into uncharted territory, and to apply innovative methods in their work, which enhances both motivation and self-esteem, and the subsequent advancement of innovation within the organisation (Gumusluoğlu & Ilsev, 2009).

It has been argued that transformational is central to the process of transformation and change. They are known to align followers’ needs and desires with the organisation’s objectives, which encourages extra-role behaviours, exceeding expected performance which is an integral requirement for innovative. Transformational leadership has been viewed as an extension of the exchange relationship of transactional leadership behavior (Pieterse, Van Knippenberg, Schippers & Stam, 2010).

Transactional leadership has been argued to negatively influence innovative behaviour as it focusses mostly on in-role performance than on encouraging innovative efforts. Transactional leadership tends towards the clarification of the leader’s expectations and preferences. The resultant perception is that these leader preferences may prevent followers from exploring new ideas and diverts them from their own innovation exploits. Transactional leadership may be deemed controlling and demotivating, resulting in a lesser occurrence of innovative behaviour (Pieterse et al., 2010).

Another study that was conducted suggested some shortcomings with current literature that reviewed leadership, creativity and innovation. Several leadership approaches were correlated with both creativity and innovation, where “‘positive’ leader approaches correlated positively and ‘negative’ leader approaches correlated negatively” (Hughes et al, 2018, p. 49). The propagation of “positive” leadership styles such as servant, authentic, empowering, and ethical leadership demonstrated small to moderate positive correlations between these leadership styles and creativity and innovation. It was pointed out that irrespective of the style of leadership,

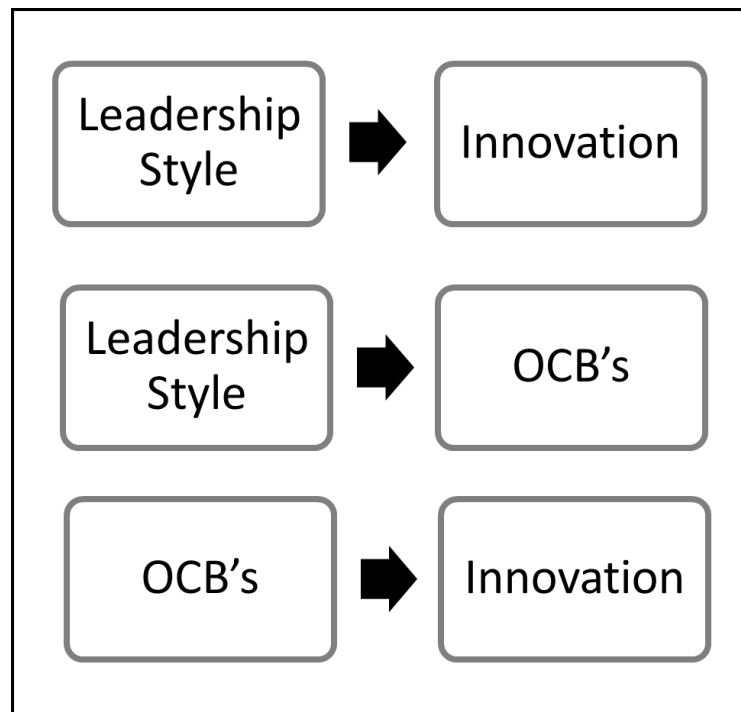
current studies may be measuring general attitudes towards leaders instead of their actual behaviours. It was suggested that future research should seek to provide theoretical clarity by concentrating on the characteristic elements of leadership approaches and their corresponding effects. It was further recommended that studies should deviate from the broad leadership 'styles' and focus on the nuances of behaviours instead, which would add to the depth of meaning and understanding of the foundations of leader influence (Hughes et al., 2018).

In their research, Yidong and Xinxin (2016) explored how ethical leadership, a characteristic of transformational leadership, may affect innovative work behaviour from the intrinsic motivation perspective. They indicated that future research should explore further by incorporating other mediating or even moderating variables, such as self-efficacy, internal locus of control, personality and so on. Additionally, owing to the sample selected in China they claimed, "the external validity of our conclusions was restricted, and recommend that scholars replicate this study in other countries with cultures or contexts different from China to examine and strengthen the validity and generalizability of this research" (Yidong & Xinxin, 2016, 453). As China and South Africa both demonstrate a collectivist attitude described by Hofstede in his study of the four dimensions of national culture (Hofstede, 1983), the study may therefore be conducted in the South African context, considering the additional mediating factors encompassed in OCBs.

## **2.7 Conclusion**

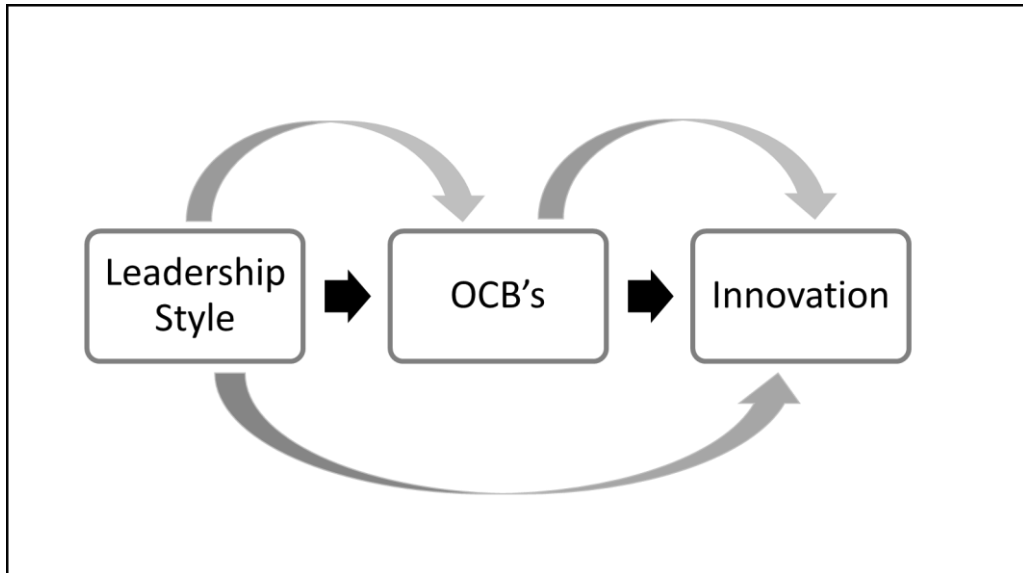
In proposing a conceptual framework for achieving innovation, the model aims to deliver an understanding of how the leadership styles described earlier achieve the highest levels of organisational citizenship behaviours. As these citizenship behaviours also influence innovation outcomes (Elkins & Keller, 2003; Gumusluoğlu & Ilsev, 2009; Pieterse et al., 2010; Hughes et al., 2018) the framework further intends to demonstrate how these OCBs may influence the innovation outcomes for an organisation. Whilst the literature argues that leadership styles may contribute directly to innovation outcomes, the framework explains the relevance of OCBs as a mediating factor in achieving innovation outcomes.

Figure 3 is a visual representation of the constructs outlined in the literature, expressing the influence of leadership style on innovation, the influence of leadership style on OCBs, and the influence of OCBs on innovation. These influences are represented as separate constructs.



*Figure 3.* Diagrammatic representation of influences of leadership style, OCBs and innovation as a summary of the literature, as proposed by the author.

Figure 4 diagrammatically illustrates the effect of leadership styles on OCBs (Jha, 2016; Walumbwa et al., 2011; Coxen et al., 2016), and the mediating causal influence of OCBs on innovation (Xerri & Brunetto, 2013; Wallace et al., 2016). The diagram also depicts the direct effect of leadership style on innovation (Jung et al., 2003; Gumusluoğlu & Ilsev, 2009).



*Figure 4.* Leadership Style-OCB-Innovation Achievement Conceptual Model as an outcome of the literature review, as proposed by the author.

The research seeks to understand how particular leadership styles influence OCBs, and how OCBs in turn influence innovation outcomes. Studies have been conducted which suggest that certain leadership styles derive innovation outcomes. Similarly, it has been demonstrated that OCBs, if levered correctly, also achieve innovation. The influence of leadership styles, OCBs and innovation collectively has not yet been considered. This formed the basis of this study's focus. Additionally, as quantitative studies have primarily been conducted previously, this study was undertaken using an explorative, qualitative design to gain an in-depth understanding of these constructs.

## **CHAPTER 3: RESEARCH QUESTIONS**

This research aimed to answer the below research questions which were derived from the reviewed literature.

### **Research Question 1: How does leadership style influence organisational citizenship behaviours?**

The question looked to understand how the identified leadership style influences the cultivation or hindrance of organisational citizenship behaviours. The citizenship behaviours studied are two dimensional and are represented as organisational orientation (OCBO) and interpersonal orientation (OCBI).

### **Research Question 2: How does organisational citizenship behaviour influence innovation?**

This question aimed to identify if OCBO and OCBI does in fact influence innovation outcomes and if so, what specific behaviours are at play, and how effective are they in achieving innovation outcomes?

### **Research Question 3: How does leadership style influence innovation?**

This questioned explored whether OCBs are a pre-requisite for achieving innovation outcomes or if the prevailing leadership is sufficient to attain the requisite result.

## **CHAPTER 4: RESEARCH METHODOLOGY**

### **4.1 Research Methodology and Design**

The research took an interpretivist approach whereby the social phenomenon of Social Exchange Theory was studied within the context of a business environment. The interplay between the constructs of leadership approach, organisational citizenship behaviours and innovation outcomes were examined.

There are many approaches that researchers can use. Objectivism represents the position that social entities exist in reality external to and independent of social actors, while subjectivism asserts that social phenomena are created from the perceptions and consequent actions of social actors (Saunders, Lewis & Thornhill, 2012). Positivism adopts the philosophical stance of the natural scientist through data collection about an observable reality and the search for regularities and causal relationships to create law-like generalisations like those produced by scientists (Saunders, Lewis & Thornhill, 2012). Realism is another philosophical position which relates to scientific enquiry. The essence of realism is that what we sense is reality – that objects have an existence independent of the human mind.

On the other hand, interpretivism advocates that it is necessary for the researcher to understand differences between humans in our role as social actors. This emphasises the difference between conducting research about people instead of objects. Hereto, the interpretivist philosophy best supported the ontology of the study as the research aimed to understand how leaders interact with their employees to achieve the strategic objective of innovation, by examining their particular style of leadership for this outcome (Saunders, Lewis & Thornhill, 2012.)

An inductive approach was applied for this study as the objective was to utilise a known premise to build theory by identifying themes and patterns to develop a conceptual framework. When research is conducted by collecting data to explore a phenomenon and theory or a conceptual framework is built upon, an inductive approach is suitable. A premise would be established using the data collected for the study, thereby identifying the themes and patterns prevalent in the studied environments. The emanating patterns would then be superimposed over the

examined population to conceive the framework through which further extrapolations of the subjective meanings of the phenomena would be extended. A deductive approach to research commences with theory developed from academic literature. A research strategy is then designed to test the theory. An abductive approach is a combination of both deduction and induction, used to explore a phenomenon, identify themes and explain patterns, and to generate a new, or modify an existing theory tested through additional data collection. For the purposes of this research, the inductive approach was most suited (Saunders, Lewis & Thornhill, 2012). This approach facilitated the extraction of themes and patterns that arose from the data analysis, to conceptualise a framework which would demonstrate the relationships between leadership, organisational citizenship behaviours and resultant innovation outcomes.

Conger (1998) indicated that in applying a methodology for leadership, qualitative studies remained relatively rare. Not only are they time intensive and complex but are also perceived to be fraught with methodological challenges. Despite this, they can offer a depth and richness of study, particularly in shedding light on phenomena as complex as leadership. Qualitative studies are responsible for paradigm shifts, insights into the role of context, and perspectives that other methods cannot provide. It is a paradox given that qualitative research is, in reality, the methodology of choice for topics as contextually rich as leadership.

A qualitative mono-method was therefore deemed best suited to conduct the research, given that alternative methods would not be able to provide the depth of understanding of the phenomena of the study (Saunders et al., 2012; Zikmund, 2000). Research in this area had not been conducted previously, and therefore, this method was warranted to obtain new insights in an unexplored field. The method also facilitated the richness of information and depth of study not afforded by quantitative methods which had previously been applied.

The research design was exploratory, aligned to the primary objective of gaining new insights into leadership style as a phenomenon, availing learnings of inter-personal encounters and the mechanism of leadership in influencing organisational citizenship behaviours for innovation. A descriptive approach could not be used as this is specific to describing an accurate representation of people, events or particular situations. A



causal relationship between variables is an extension of a descriptive approach and was also inappropriate (Saunders et al., 2012.)

Some of the key strategies used in qualitative research include archival research, action research, case study, ethnography, grounded theory, narrative research and in-depth interviews (Zikmund, 2000). The primary strategy that was administered to accomplish the research was in-depth interviews. This approach endeavoured to explore the opinions, experiences, thoughts and feelings of organisation leaders and middle managers in establishing either a culture of innovation or innovation as a strategic goal (Saunders et al., 2012).

A cross-sectional approach for the study was undertaken given the time constraints and nature of the study. This provided a 'snapshot' of the research setting for a particular period. A longitudinal study requires the study of change and development over an extended period. Due to time constraints this type of study could not be conducted.

Semi-structured interviews, characteristic of an exploratory, in-depth interview were conducted to collect primary qualitative data.

## **4.2 Population**

The full set of cases from which a sample is drawn is called the population (Thornhill, Saunders, Lewis & Thornhill, 2012). In order to establish the population parameters, the definitions of leaders and middle managers, as well as their organisational relevance, were established earlier.

For the purposes of this study, and in accordance with the articulated definitions of organisational leaders and middle managers, the population comprised all individuals of private companies within the Republic of South Africa. These organisations spanned across the spectrum of numerous industries, and form part of the corporate business community in South Africa that may operate in other countries or possess either a continental or global footprint. These organisations or their parent companies are listed on the Johannesburg Stock Exchange. The interplay between the constructs of leadership style, OCBs and innovation outcomes within these

organisations was examined by assessing employee responses to leadership style that either cultivate or hinder citizenship behaviours, for innovation outcomes.

### 4.3 Sampling Method and Size

A purposive, quota sampling approach was applied (Saunders & Lewis, 2018). A sample of four organisations were selected from South African based corporate companies. These companies were selected in respect of characteristics and dynamics they demonstrate in either their industry or line of work, outlined in Table 1.

Table 1

*Sampling: Organisation selection summary.*

	Reason for selection
Organisation 1	A destination marketing company that is prominent for being a market leader in the tourism Industry, specifically in terms of forging inroads into unchartered territory, for being a leader in technology displaying a maverick approach to business.
Organisation 2	The insurance division of a large financial institution that is not typically renowned for its innovation, especially due to its 'titanic' nature. It operates independently of the parent organisation and is even located at its own premises.
Organisation 3	A private broadcaster and content distributor that has been confronted with disruption in their industry; the selection was made primarily to understand the innovation response to these disruptors.
Organisation 4	A banking institute that is niche in its offering but also demonstrates significant innovation initiatives that are atypical in relation to the broader industry expectations.

From each of the four organisations, interviewees were selected from differing tiers of leadership within the organisation, as well as from areas of the business where innovation was a primary focus. Accordingly, one organisational leader in either an executive or C-suite position in the organisation was interviewed. Additionally, a single head of division or business unit, an innovation expert as well as a middle manager from these private companies were interviewed, totalling four individuals per organisation (Table 2).

Table 2

*Sampling: Interviewee selection rationale.*

Interviewee	Reason for selection
C-suite/senior executive	The C-suite executives were interviewed to firstly gain intimate insights into the prevailing leadership style existing at the senior-most level of leadership, the influence of this leader on citizens, to understand the strategic intent in respect of innovation within the organisation, as well as how this intent had permeated the organisation across various levels of management.
Head of division	The head of division was selected to review the leadership style of this individual within the context of their team, as well as to derive a comparison between the c-suite executive and head of division's style of leadership. This level of leadership also served as an indicator of any existing citizenship behaviours, as well as a potential point of delivery on any innovation initiatives.
Innovation expert	The interviews with the innovation experts were conducted to derive an understanding of the innovation climate, as well as how leadership styles and OCBs may contribute to these innovation initiatives.
Middle manager	The sample of middle managers were interviewed for the purposes of assessing the extent of penetration of leadership effects to other levels of the organisation and how this potentially translated into innovation outcomes.

This total sample was required to fulfil the criteria of occupying their respective positions for a period of one year with organisation size exceeding 50 staff members, and an annual turnover of more than R10 million. The reason for this was to ensure homogeneity as well as to ensure senior leadership and middle manager viability of the sample. Purposive sampling entails access to key respondents in the field who can assist in contributing rich information towards the study (Suri, 2011). Quota sampling ensures the fulfilment of predetermined criteria that are required to be met by research participants (Saunders & Lewis, 2018). Homogenous samples are particularly suitable for participatory syntheses in which the researcher co-creates the research with practitioners about phenomena that directly impact their environments (Suri, 2011).

#### **4.4 Units of Analysis**

The unit of analysis pertaining to this study was integral to the data collection process and assisted in uncovering pertinent information about the relationship between

established constructs. The research design and methodology aimed to ensure alignment such that it related to the research problem.

For the purposes of the study, the units of analysis were the individual perceptions and opinions of senior organisational leaders, heads of division or business unit, innovation experts and middle managers of private companies.

#### **4.5 Research Instrument**

In-depth, semi-structured interviews were conducted with the sample in a face-to-face setting at the organisation's official premises. An invitation email outlining a brief description of the topic and the criteria for participation was deployed by members of the researcher's personal network to organisations of interest, to ensure matches. The researcher's ethical clearance approval and research participation consent form were appended to the email invitation, legitimising the invitation and the researcher's intent. It also availed participants the opportunity to review the consent form ahead of the scheduled interview. Administrators and executive assistants within each of the organisations were instrumental in arranging appointments with the relevant participants once they had expressed having an appetite to be interviewed. Appointments were arranged for the interviews to be undertaken at mutually agreed dates and times (Zikmund, 2000). Interview questions were not shared with any participants prior to the interview taking place, to ensure the spontaneity of the discussion. An example of the invitation email is provided in Appendix 2.

A pilot interview was conducted with a c-suite executive of an innovation company in order to ascertain the format and appropriate timings of interview sessions, as well as to gauge interview technique (Saunders & Lewis, 2018). The pilot also provided an opportunity to test the interview guide. No changes were made to the interview questions, and this was used for the balance of interviews. Although the interview could have been included in the sample, the balance of interviews within this organisation could not be secured, to proceed. This interview was therefore excluded from the sample.

A total of 16 face-to-face interviews excluding the pilot were conducted at each of the participant's workplaces. They varied in duration, with the longest recorded

interview being one hour and 11 minutes, and the shortest being 28 minutes. The researcher and interviewee exchanged introductions prior to the commencement of each interview. Some generic information about the organisation was shared and understood. Once formal introductions were dispensed with and the participant consent form signed, the interview was launched. An audio-recording of the interview was taken by means of a hand-held recording device with the participant's explicit permission. The data collection was supported by hand-written notes gathered during the interview.

The interview questions were crafted in response to the research questions outlined in Chapter 3. These research questions were derived as an outcome of the literature review expounded in Chapter 2. The 'Leadership Style-OCB-Innovation Achievement' Conceptual Model in Figure 4, resulting from the literature review aimed to position the constructs of leadership styles and OCBs to best achieve innovation outcomes and to answer the research problem identified in Chapter 1. Hereto, specific interview questions were developed to also uncover broader insights that may not have been an initial consideration. The modelling of the questions would support the purposeful validation of the proposed conceptual model, or alternatively enable further development of the same.

The interviews were not conducted in a regimental fashion, and provided the opportunity for the questions to be asked in a way that would facilitate wider conversation. They served as a guideline and were not necessarily presented to participants chronologically (Saunders & Lewis, 2018). The interview guide that was used is referenced in Appendix 3.

Table 3

*Interview questions modelled per research question.*

Research questions from Chapter 3	Interview questions
<b>Research question 1: How does leadership style influence organisational citizenship behaviours?</b>	1. What are the key characteristics and behaviours of your leadership style? 2. What is your understanding of organisational citizenship behaviours? 3. Of the characteristics and behaviours outlined earlier, which of these most influence organisational citizenship behaviours?
<b>Research question 2: How does organisational citizenship behaviour influence innovation?</b>	4. What is the innovation climate of the organisation? 5. How invested are employees in innovation initiatives and outcomes?
<b>Research question 3: How does leadership style influence innovation?</b>	6. How does the current leadership style drive the organisation's innovation outcomes? 7. How do the organisational citizenship behaviours described earlier drive the innovation outcomes of the organisation? 8. What are the pros and cons of the leadership style for achieving innovation?

#### 4.6 Data Collection

Data was collected by way of face-to-face interviews conducted with 16 experts in their respective industries, across four organisations. Within each of these organisations, four individuals were interviewed. The selected sample comprised a c-suite or executive manager, a head of business unit or division, an innovation expert and a middle manager. The design and structure of the interview questions were derived with the specific intent of answering the research questions described in Chapter 3. The questions also enabled a deeper discussion whereby themes could emerge spontaneously from the interview.

Ethical clearances and non-disclosure commitments were provided to each participant prior to the interview, being that it was part of the research process, to ensure integrity and anonymity of the research subjects.

In conducting qualitative interviews, three approaches exist. The first is the informal conversational interview where questions are generated in a spontaneous fashion as part of a natural interaction. When undertaking a general interview guide approach, the interview is more structured than the informal conversational approach but it still allows for greater flexibility. This however does not provide for consistency

in respect of the questions being posed to participants, resulting in inconsistent responses. The researcher therefore conducted standardised open-ended interviews. This approach was extremely structured whereby identical questions were asked to participants, but were worded such that their open-endedness enabled participants to share as much detail as possible. The researcher was also able to probe into aspects that required clarification or elaboration (Turner III, 2010).

In keeping with the exploratory nature of a qualitative study, the interviews were structured to encompass generic themes, however, in order to facilitate an unencumbered discussion and flow of data, the questions were open-ended, with a wide approach. The interview questions were not shared with participants prior to the interviews. With specific reference to the construct of OCBs, most participants were unfamiliar with its meaning and definition, but were afforded the opportunity to state their personal understanding of its meaning. The researcher did provide clarity once the participant's interpretation of the construct was established. The outcome of this content augmented the depth of data that was presented. Following the initial introductions, the interviewer stated the topic of the study and briefly described its business relevance. The interview was then conducted, audio-recorded and later transcribed utilising a conversion software programme. This, combined with hand-written notes gathered during the interviews, encompassed the data for analysis.

The key themes that emerged organically were used to understand the relationships between leadership style, organisational effectiveness, perceived employee citizenship behaviours and organisational innovation expectations. The method further enabled any unconsidered themes to surface.

The face-to-face method alleviated non-response and question bias that may have arisen (Saunders & Lewis, 2018).

#### **4.7 Data Analysis**

In order to analyse the qualitative information, the data of each interview was transcribed into a literal written format. The use of a computer-aided data analysis software tool, ATLAS.ti, was employed, for the purposes of assigning relevant codes for further thematic analysis. Braun and Clarke (2012) claimed that thematic analysis

is a primary method for qualitative analysis, as it provides core skills for conducting a qualitative analysis. It is also considered to be an extremely “flexible approach that can be modified for the needs of many studies, providing a rich and detailed, yet complex account of data” (Nowell, Norris, White & Moules, 2017, p. 2). To ensure the trustworthiness of thematic analysis, Braun and Clarke (2012) and Nowell et al. (2017) established a phased approach for conducting a thematic analysis. This is outlined in Table 4.

Table 4

*Establishing trustworthiness in thematic analysis (Nowell et al., 2017, p. 4).*

<b>Phases of thematic analysis</b>	<b>Means of establishing trustworthiness</b>
1: Familiarising yourself with your data	Prolong engagement with data, triangulate different data collection modes, document theoretical and reflective thoughts, document thoughts about potential codes/themes, store raw data in well-organized archives, keep records of all data field notes, transcripts, and reflexive journals.
2: Generating initial codes	Researcher triangulation, reflexive journaling, use of a coding framework, audit trail of code generation.
3: Searching for themes	Researcher triangulation, diagramming to make sense of theme connections, keep detailed notes about development and hierarchies of concepts and themes.
4: Reviewing themes	Researcher triangulation, themes and subthemes vetting, test for referential adequacy by returning to raw data.
5: Defining and naming themes	Researcher triangulation, establish consistency on themes, documentation of theme naming.
6: Producing the report	Describing process of coding and analysis in sufficient detail, providing thick descriptions of context, describe the audit trail, report on reasons for theoretical, methodological, and analytical choices throughout the entire study.

Data analysis used an inductive approach, enabling the emergence of new ideas that may arise to come to the fore (Saunders et al., 2012).

For this exploratory work, thematic analysis, as a flexible and useful research tool, provided a rich and detailed yet complex account of the data. It involved the



examination for, and identification of common threads that extended across an entire interview or set of interviews (Vaismoradi, Turunen & Bondas, 2013).

#### **4.8 Data Validity and Reliability**

Qualitative research is deemed subjective and is therefore affected by various biases (Saunders & Lewis, 2012). These include interview, interpreter and response biases, during the process of data collection and analysis (Saunders et al., 2012). To prevent this, the sample was selected in strict adherence of the outlined criteria. To ensure the reliability and validity of data, the semi-structured interviews enabled a free flow of information from respondents (Saunders & Lewis, 2018).

#### **4.9 Limitations**

The study of leadership is particularly prone to presentational data and the challenge of discerning between 'operational data' and 'presentational data'. Operational data consists of 'genuine' data generated by spontaneous, candid interactions and activities engaged in and observed by the researcher while in the field. Conversely, presentational data is contrived to maintain a certain public image (Conger, 1998). In addition to using observation as a validity check for presentational data, a coding system was devised to note whether statements had been volunteered or solicited. (Conger, 1998).

A limitation of the study was found in that mostly quantitative studies had been conducted in the study of OCBs and their relationship to innovative behaviours, as well as the study of leadership style and its relationship to OCBs or innovation behaviours. Additional identified limitations were as follows:

- The sample selection would possibly move from judgmental to convenience sampling. This would have a negative impact on the results and could skew the data (Saunders & Lewis, 2018).
- Generalisability of all companies would be maintained as far as possible, however should a sufficiently industry varied or geographically representative sample not be obtained, it would affect the nature of the sample (Saunders et al., 2012).

## **Chapter 5: Research Results**

### **5.1. Introduction**

This chapter presents the results of the data analysis following the outcome of one-on-one, in-depth expert interviews. These interviews were carried out in accordance with the interview guide questions, derived using the consistency matrix, to support the established research questions. The results are presented in response to the research questions. Effort has been made to ensure consistency between the literature review, the derived research questions, the research methodology applied, as well as the analysis of data.

### **5.2 Description of the Sample**

The sample was selected using a non-probability technique. Judgemental sampling was initially used to gain access to the organisational sample profile, as well as the specific individuals who occupied particular leadership roles within those organisations. This was established at the research methodology stage and was communicated to organisations either directly, utilising a cold-calling method, or by accessing personal networks to penetrate these identified organisations. Once a contact was established within an organisation, a snowball sampling method was used to access the specific respondents who met the pre-determined sample criteria. A total of 17 individuals participated in the study, where one participant interview was treated as a pilot. The initial intent was to access four individuals within this organisation, however, due to difficulty in gaining access to three additional individuals within this organisation, this organisation was abandoned. The final sample comprised four organisations of four individuals in each of these companies.

Organisations were selected based on their industry reputation for either demonstrating innovative behaviours, or alternatively for not overtly displaying innovation behaviours at all. These organisations are long-standing, highly-established industry fore-runners with proven track records of financial success. These are large organisations with a staff complement exceeding a thousand employees and therefore exemplify complexity in both function and leadership. A description of each organisation is provided in Table 5.

Table 5

*Sample selection – organisation description.*

	<b>Industry</b>	<b>Description</b>
<b>Organisation 1</b>	Tourism	This organisation has been an industry leader for more than 30 years, with a global footprint that services 46 source markets. The organisation's head office is based in Johannesburg, with a satellite office in Cape Town, with approximately 1000 employees.
<b>Organisation 2</b>	Financial Services	The organisation was established in 1862 and is more than 155 years old. This division of the organisation operates as a separate entity and is located at a separate office park located in the West Rand, Johannesburg when they moved 17 years ago from the head office. They are fairly autonomous from the parent organisation. The staff complement for the division is 3000 employees, with the group employee count exceeding 54 000. They have approximately 8.1 million active retail customers.
<b>Organisation 3</b>	Broadcasting	This organisation was founded 25 years ago and operates a digital satellite television service. It forms part of a larger group of companies and broadcasts in 50 different countries, including Sub-Saharan Africa. The South Africa division employs 3000 people.
<b>Organisation 4</b>	Banking	This organisation is deemed as one of the largest financial services groups in Africa offering wholesale and retail banking services as well as insurance, asset management and wealth management solutions. It was founded in 1888, 131 years ago, and employees in excess of 30 000 people. It is headquartered in Johannesburg.

The sample is further detailed in respect of the individual respondents per organisation. In each organisation, a c-suite executive or executive director was interviewed. A head of division, an innovation expert as well as a middle manager also participated in the study. At each level of leadership, respondents were selected to understand their personal leadership styles. The c-suite or executive leadership tier of respondents provided insight into their strategic intent in respect to innovation, as well as to gauge whether their particular brand of leadership translated into achieving organisational citizenship. The heads of divisions contributed to the understanding of how innovation was being achieved in the organisation, as well as

whether citizenship was in fact prevalent. Individuals that were either in a purely innovation environment or where innovation principles were being used to develop the area of business were also interviewed. This was done to understand the innovation climate of the organisation as well as to identify the staff behaviours that best typified positive innovation outcomes. Middle managers were also selected to gain insights into how senior leadership styles and strategic intentions translated into innovation outcomes. Table 6 summarily describes the profile of each interviewee that participated in the study. Of the 16 individuals, the entire sample consisted of eight male and eight female participants, with the pilot participant being male.

Table 6

*Information and details of interviewees from the sample.*

Organisation	Designation	Description
1	Chief Executive Officer	Started working as a guide and bus-driver in the 1980s, and progressed up the ranks to the position of General Manager, then Divisional Director and eventually to Chief Operations Officer. Is the current Chief Executive for the organisation.
1	Chief Marketing Officer	Has been at the organisation for 19 years and a member of the tourism industry for 28 years, with a skillset spanning marketing, sales and business development.
1	Chief Innovation Officer	Not a traditional technology expert; has developed technology expertise from working with technology experts, and from working and training in Germany.
1	Director for the German key accounts, Director Operations Reservations	A middle manager who is the custodian of a sub-division within the organisation, and is of German descent.
2	Head of General Insurance Division	A senior executive head who is responsible for the short-term insurance division of a large financial services organisation, who has been in the employ of the organisation for 18 years, and reports to the Executive Committee.
2	Account Manager: Accident & Health Insurance	Has been part of the organisation for 17 years, occupying four different roles during this period.

2	Behavioural Science Technician	A first-time team manager, in an innovation space, conveying insights and behavioural science methods for incentivising call-centre staff and improving customer-centricity.
2	Manager: Insurance Risk	A middle manager in the insurance risk team, responsible for entrenching a 'risk culture' within the organisation, as well as ensuring adherence to compliance codes and legislation.
3	Chief Executive Officer: South Africa	Regional/divisional CEO, appointed in 2017. Was formerly the Chief Operating Officer for the same business.
3	Chief Customer Officer	Expertise in marketing, sales and customer experience. Was appointed by the organisation in 2012.
3	Executive Head for Product Innovation	Areas of expertise include business strategy marketing and finance. Has been part of the organisation since 2013 as the Head of Mass Segment division, and moved into the current role in 2018.
3	Customer Value Manager	A middle manager who has been with the organisation for a period of four years. The role is focused on customer retentions.
4	Group Managing Executive of Retail and Business Banking	Joined in the organisation in January 2010 as Group Executive of Group Marketing, Communications and Corporate Affairs, and later that year transitioned into the role of Managing Executive of Consumer Banking in the Retail and Business Banking Cluster.
4	Head: Credit Risk Management & Monitoring	Was appointed into the current role in July 2018, and previously occupied the position of Senior Manager for retail credit risk and monitoring.
4	General Manager: Loyalty & Rewards	Responsibilities consist of developing and implementing a loyalty programme for retail banking clients. The interviewee is skilled in strategy development, finance and banking, value proposition design, development and implementation, behavioural economics and big data. Has grown within the organisation occupying numerous roles since 2007.
4	Executive Head: Retail Risk & Business Banking	Is responsible for all 17 risks in the bank which includes credit, legal risk, operational risk, cyber-crime, conduct risk and reputational risk. The participant has been with the organisation for just over 35 years, and has never occupied the same role for more than five years within this period.

### **5.3. Presentation of Results**

Due to the nature of this study and analogous to the selected sample, an intra-organisational as well as inter-organisational analysis has been provided. The results present an intra-organisational assessment, followed by an inter-organisational perspective.

### **5.4. Results for Research Question 1**

#### **Research Question 1: How does leadership style influence organisational citizenship behaviours?**

The purpose of research question 1 was to understand how the prevailing leadership style in the studied organisations influenced either the development or prevention of organisational citizenship behaviours. The bi-dimensional citizenship behaviours are characterised either by an organisational orientation (OCBO) or an interpersonal orientation (OCBI). In order to gain fair comprehension of the relationship between the leadership style and OCBs, it was necessary to first identify the predominant operative leadership style within an organisation, or alternatively, the combination of varying leadership styles that were evident. These leadership styles would either support or impede OCBs.

#### **5.4.1 Identifying the Predominant Leadership Styles in the Sample**

The interviews sought to extract the foremost behaviours and characteristics of organisational leaders, which would then be mapped against the leadership styles identified in the literature. The literature review positioned seven leadership styles described as situational, transactional, charismatic, transformational, authentic, ethical and servant leadership. The literature further highlighted that charisma as a quality of transformational leadership. Servant leadership closely resembled transformational leadership except for the inherent focus areas which distinguished each. Where servant leadership placed followers first, transformational leadership prioritised organisational objectives above those of followers. Servant leadership also encompassed moral and ethical principles described in ethical leadership, which in turn characterised this as a trait of transformational leadership. Authentic

leadership was typified by its specific inherent features, where ethical leadership was also constituted.

It is important to note that even though specific behaviours or characteristics describe particular leadership styles, points of intersection and overlap do exist. In some instances, a particular leadership style may be an extension of or a sub-set of another. In analysing the data, the researcher endeavoured as far as possible to ensure a clear distinction between the various leadership styles to remain true to the earlier definitions; however, as leadership in itself is not an exact science, commonalities that may have emerged may be categorised as one leadership style that best described a characteristic or behaviour, within the context of the interviews that were conducted.

In terms of determining the leadership style existent in organisations, there was no overt questioning in respect of what each participant believed their personal leadership style to be. Rather, this emerged from the information that was shared during the interview. The behavioural constructs that described the various behaviours were then coded in accordance with what organically emerged from the data sets. This data was then categorised according to the styles that emerged, and in alignment with the characteristics described in the literature (Table 7). This approach was taken so as not to taint the responses, as well as to prevent the interviewees from being prompted toward a particular response.

Table 7

*Constructs used to define leadership styles.*

<b>Authentic</b>	<b>Transactional</b>	<b>Transformational</b>
<ul style="list-style-type: none"> <li>• Being accountable</li> <li>• Authenticity, honesty and integrity</li> <li>• Consistency</li> <li>• Establishing a trust environment</li> <li>• Leader visibility</li> <li>• Personal relationships</li> </ul>	<ul style="list-style-type: none"> <li>• Citizen selection rigour, organisational fit and multi-disciplinarianism</li> <li>• Expectation of performance excellence</li> <li>• Lack of agility</li> <li>• Lack of communication as an innovation deterrent</li> <li>• Managing risk to reward ratio</li> <li>• Micro-management vs arms-length</li> <li>• Solutions-driven</li> <li>• Strict but fair</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to influence and span of control</li> <li>• Adaptability, flexibility, agility and transformation</li> <li>• Ambidexterity</li> <li>• communication and staff engagement</li> <li>• democratic</li> <li>• Fostering individuality and embracing diversity</li> <li>• Instilling autonomy, ownership and accountability</li> <li>• Org dynamic of non-hierarchy</li> <li>• Providing clarity, creating simplicity and being decisive</li> <li>• Organisational culture entrenching staff positivity</li> <li>• Time and space availability</li> <li>• Willingness to learn</li> </ul>
<b>Charismatic</b>	<b>Ethical</b>	<b>Servant</b>
<ul style="list-style-type: none"> <li>• Collaboration</li> <li>• Leading by example</li> <li>• Leading with purpose</li> </ul>	<ul style="list-style-type: none"> <li>• Ethical standards</li> <li>• Transparency</li> </ul>	<ul style="list-style-type: none"> <li>• Coaching and mentorship</li> <li>• Collective ideals</li> <li>• Hands-on</li> <li>• Knowledge sharing</li> </ul>

#### **5.4.1.1 Organisation 1**

In analysing the leadership styles that were identified in organisation 1, it was found that situational leadership did not present itself in any context. Table 8 provides an analysis of the leadership styles of the C-suite executive, head of division, innovation expert and middle manager, within the context of their specific environments.



Table 8

*Organisation 1 – Leadership styles.*

	Organisation 1	C-suite	Innovation expert	Head of division	Middle manager	Totals
Rank	Leadership style	Frequency				
1	Transformational	33	22	12	10	77
2	Authentic	15	4	18	5	42
3	Transactional	6	1	6	1	14
4	Servant	7	1	2	1	11
5	Charismatic	5	0	4	1	10
6	Ethical	4	3	1	0	8

The analysis of the leadership styles in organisation 1 demonstrated an overall prevalence of transformational leadership, followed by authentic leadership and then transactional leadership. The predominant style for the c-suite executive, the innovation expert and middle manager all displayed a major leaning toward a transformational style, combined with a lesser occurrence of authentic leadership. While the c-suite and middle manager's preferred style included a moderate occurrence of servant leadership, the innovation expert showed more inclination toward ethical leadership as a tertiary behaviour. The head of division's predominant leadership style was authentic, followed by transformational characteristics and then transactional. The c-suite executive was also transactional, but secondary to the servant leadership style.

Table 9

*Transformational leadership behaviours in organisation 1.*

	Organisation 1	C-suite	Innovation expert	Head of division	Middle manager	Totals
Rank	Constructs	Frequency				
1	Communication and staff engagement	10	6	3	3	22
2	Organisational culture entrenching staff positivity	8	3	1	1	13
3	Adaptability, flexibility, agility and transformation	2	7	0	2	11
4	Fostering individuality and embracing diversity	6	0	0	1	7
4	Clarity, creating simplicity and being decisive	1	4	1	1	7
5	Instilling autonomy, ownership and accountability	0	0	3	1	4
5	Non-hierarchy dynamic	2	1	1	0	4
5	Time and space availability	3	0	1	0	4
6	Ambidexterity	1	1	0	1	3
7	Ability to influence and span of control	0	0	2	0	2

As presented in Table 9, the most highly-ranked characteristic of transformational leadership was communication and staff engagement. Each organisational leader strongly advocated regular, open communication in both formal and informal engagements. Staff engagement was a priority where an open-plan working environment facilitated visibility, approachability and connection of both peers and organisational leaders. These formal and informal interactions enabled the c-suite executive in particular to “feel the pulse of the business”.

*“We’ve got four times a year, something called ‘CEO Connect’ where people have the ability to ask anonymous questions. To me, in a complex situation, sometimes it’s around, often around race, it’s often around the ability for people to have a career here, it’s often around salaries. It’s often around who got promoted – when, where and how – whatever else we do. And we are not shy to explain and attack those components.” (Org 1\_CS)*

*“We try and get rid of formal processes of having meetings for every single thing. It's more really an open structure. It doesn't matter, the most junior IT technician can ask the most senior IT manager at any time for some advice on something, no one is going to get reprimanded for things that doesn't require meetings. I think it's just the open communication that's really, really important. That's I think the culture that filters down.” (Org 1\_In Ex)*

The ‘organisational culture as a means of entrenching staff positivity’ materialised as a substantial element of transformational leadership in the organisation. The c-suite executive believed that the organisational culture was established at this level, and the sentiment was shared by the innovation expert. This participative culture instilled positivity amongst followers. Members of the organisation were able to actively engage and participate in the industry, elevating the culture of positivity within the organisation. Staff were positively motivated knowing that the most senior leadership not only understood but were involved in the delivery and challenges of the business.

*“The culture I adopt is... absolutely what I get from our CEO. His dealings are quite open and transparent and he's very much a people's person. So that filters down. What culture are we? We are a culture of a tourism company...first and foremost, we not a technology company, although more and more, technology is of course very, very important for our future. But we are a tourism company that has a unique identity.” (Org 1\_In Ex)*

*“It's a fun industry. It's an industry that can be very rewarding. In terms of personal benefit, our consultants have a lot of exposure to the product that they sell, to use it, personally to experience the product and so on. So, that's part of the travel industry. So it's really, it's a positive. It's a culture with a lot of positivity.” (Org 1\_HOD)*

*“It's a culture of participating, it's a culture of being involved and getting your hands dirty.” (Org 1\_MM)*

Authentic leadership was identified as the second-most prevalent leadership style within organisation 1. This is significant in that, even though transformational leadership subsumes some elements of authentic leadership, the aspects of authentic leadership were dealt with independently and not as a sub-set of transformational leadership. As some organisations may only display either transformational or authentic leadership styles, a deliberate delineation was required in order to determine the occurrence of the differing styles. Table 10 below represents the authentic leadership behaviours that have emanated from organisation 1, ordered by rank.

Table 10

*Authentic leadership behaviours in organisation 1.*

	Organisation 1	C-suite	Innovation expert	Head of division	Middle manager	Totals
Rank	Authentic leadership constructs	Frequency				
1	Connection and consistency	3	4	6	0	13
2	Establishing a trust environment	6	0	3	2	11
3	Authenticity, honesty and integrity	3	0	5	2	10
4	Being accountable	0	0	3	0	3
4	Leader visibility	3	0	0	0	3
5	Personal relationship	0	0	1	1	2

Authentic leadership is premised by leaders having the ability to foster sincere personal relationships with followers, and by validating their contributions. Table 10 showed the most highly ranked attribute of authentic leadership as ‘connection and consistency’. This was most significant for the head of division. Notably, in the innovation space, the consistent review of work enabled connection to others. The embedded ethos of consistency was underpinned by the connectedness they felt towards their senior leader. The close physical proximity between leaders and team members nurtured the personal connections and consistent behaviours within the team. Regular social interaction further entrenched close connection with followers and leaders alike. Followers and leaders in the organisation were encouraged to have the consistent mind-set to “always try and reinvent the wheel”.

*“I see this company as my family, as my extended family. I don’t see them as employees. I expect a lot, but I’m prepared to give a lot.” (Org 1\_CS)*

*“His whole EXCO [referring to CEO] have got to consistently be changing the whole time.” (Org 1\_HOD)*

*“You know, we eat, live and sleep that, so even as the CIO, I sit open plan, I sit very close to my software developers. I sit very close to my key people. I like to know when things happen in that moment and not only, when something becomes a problem or is an issue, I like to be there to solve the problem, as it arises.” (Org 1\_In Ex)*

*“He can be flying all over the world, but on a Friday night he is home. So he separates. But during work he doesn’t... He will call his staff to his offices at half-past four every day ‘Come guys, let’s have a drink’.” (Org 1\_HOD)*

The establishment of a trust environment resonated strongly with the senior leadership, but less so with middle management. Not only was there a need to entrench financial stability in the organisation, but follower stability as well. Emphasis was placed on making followers feel safe, and this was attributed to being transparent and visible. From the outset, the recruitment of staff was based on trust, and staff were availed flexibility and independence with trust as the underlining factor. The need to protect followers and build sustainability enhanced the trust factor.

*“My job is to protect a thousand people.” (Org 1\_CS)*

*“...and personal sustainability because we're going somewhere as a business. I mean, over the last two years, I think we are one of the very few DMCs that never retrenched one person despite the strong decline in volume... we just redistributed our skills and our people so people feel at home here and they feel safe here, and that comes as a result of visibility and transparency.”(Org 1\_CS)*

*“My thing is: I'm employing you because I trust you... safe environment. It's trust. And the other thing is I don't rule by fear... My leadership is I empower people.” (Org 1\_HOD)*

*“[Trust] is the basis for a good relationship with the teams...for me really is about practicing it, living it and communicating i.t.” (Org 1\_MM)*

#### **5.4.1.2 Organisation 2**

Similar to organisation 1, transformational leadership was found to be most prominent in organisation 2, followed by authentic leadership. While transactional leadership tracked closely, this was ranked equally with a charismatic leadership style in this organisation. The analysis of data in Table 11 provides a view of the varied leadership styles prevalent in organisation 2, further detailing how the leadership styles were occurring in the different areas of the business, as identified amongst the participants of the study.

Table 11

*Organisation 2 – Leadership styles.*

	<b>Organisation 2</b>	<b>C-suite</b>	<b>Innovation expert</b>	<b>Head of division</b>	<b>Middle manager</b>	<b>Totals</b>
<b>Rank</b>	<b>Leadership style</b>	<b>Frequency</b>				
<b>1</b>	Transformational	7	4	10	5	26
<b>2</b>	Authentic	5	1	2	3	11
<b>3</b>	Charismatic	2	0	2	3	7
<b>3</b>	Transactional	2	3	2	0	7
<b>4</b>	Servant	1	3	0	1	5
<b>5</b>	Ethical	0	0	1	0	1

The head of division fortified a transformational leadership style far more than the c-suite executive. While the c-suite executive seemed to have a far more balanced approach between the transformational and authentic styles, the head of division displayed a major inclination to a transformational approach, interspersed with the same occurrences of authentic, charismatic and transactional methods. Both, however, shared the same degree of charismatic and transactional behaviours. The middle manager and innovation expert also shared transformational leadership as their predominant style. Conversely, the middle manager demonstrated exceedingly in authentic and charismatic approaches, while the innovation expert encompassed transactional and servant methods. The head of division singularly led by way of ethical leadership.

Table 12

*Transformational leadership constructs in organisation 2.*

	Organisation 2	C-suite	Innovation expert	Head of division	Middle manager	Totals
Rank	Transformational leadership constructs	Frequency				
1	Communication and staff engagement	2	1	3	2	8
2	Instilling autonomy, ownership and accountability	3	2	1	1	7
3	Fostering individuality and embracing diversity	2	1	0	0	3
4	Ability to influence and span of control	0	0	1	1	2
4	Adaptability, flexibility, agility and transformation	0	0	2	0	2
4	Org dynamic of non-hierarchy	0	0	2	0	2
5	Democratic	0	0	1	0	1
5	Time and space availability	0	0	0	1	1

Table 12 presents communication and staff engagement as the preeminent behaviour that characterised the transformational leadership trend of organisation 2. An open-door policy was mentioned, and open-honest conversation encouraged. Not only was it important to be present and available, but the tone and style of communication needed to facilitate engagement as well. Some challenges were experienced in respect of delayed communication; however, this could have been attributed to the organisation's size. Informal, negative speak was gravely discouraged in lieu of direct communication. Followers within the organisation felt engaged from being included in platforms where strategic objectives were shared.

*"The leadership style is quite engaging, so they try their best. I mean, it's a big organisation, so they try their best to make sure that the staff is engaged and we know what's going on. Obviously, there's certain things that come out a bit too late, but it's again, it's a big organisation, so you can't expect that one on one attention all the time." (Org 2\_ HOD)*

*"The leadership style, is good in that. It's very communicative. So, when I say communicative, I just mean that there are many engagements with staff*

*across the organisation to talk about the strategy and to talk about where we are in the strategy and what we want to achieve.” (Org 2\_MM)*

*“It’s almost like using a different narrative, and getting, it also forms part into that communication piece to just say using a different narrative, communicating in a specific and more intentional manner.” (Org 2\_In Ex)*

*“We don’t wait for the corridor talks ‘cos it’s again, a big organisation... We’re very open, we’re very honest. We have the critical conversations, the difficult conversations when needed.” (Org 2\_CS)*

Instilling autonomy, ownership and accountability proved pertinent with individuals in organisation 2. The c-suite executive’s expectation was mostly in providing the autonomy to followers, and this would be reciprocated with ownership and accountability. The context differed in the application of this construct. While in some instances this related more specifically to follower’s attitude towards the organisation, in other respects, it surfaced as being more role specific. Particularly in the risk and compliance area, the ownership attribute was significant as the consequences of not behaving in this manner impacted the organisation negatively. A mind-set of ‘founder-ship’ was adopted whereby followers behaved as though they themselves had founded the business. Notably, even as a first-time leader, the innovation expert immediately found that conferring autonomy to followers enabled a more positive working environment, not for the sake of advocating ownership, but from the position that it inferred trust.

*“I am always of the debate that...people who work long hours work harder than people who don’t. I know in today’s day and age it’s – and I don’t work office hours and none of my staff do– And again, back to the honesty, if you’re going to go to the hairdresser and you’re going to be out for an hour and a half, I don’t mind, but let me know. You’ve got a laptop; you can work the time back later. I think we have to get more to the stage where people have to, again take the ownership of what they’re doing. So, you know what you’ve got to deliver on.” (Org 2\_CS)*

*“...well something called founder’s mentality. So...it essentially means that you execute and you operate... in a similar sense to which maybe you’ve actually founded the company. So, if the company were to make losses, you’re also impacted by that. So, you think with that mentality... because you’re thinking of, in terms of the bigger picture.” (Org 2\_MM)*

*“Autonomy really insinuates that you trust the person to be able to do something. And once you feel like, there’s that trust and it also gives you that confidence.” (Org 2\_In Ex)*

The authentic leadership identifiers that were most visible in organisation 2 permeated the organisation in varying degrees. Although this was not the most



significantly ranked leadership style in the organisation, its prominence provides insight into the value of leaders conducting themselves in a genuine, dependable fashion. Table 13 translates the results from organisation 2 that most typifies the authentic leadership trend.

Table 13

*Authentic leadership constructs for organisation 2.*

	Organisation 2	C-suite	Innovation expert	Head of division	Middle manager	Totals
Rank	Authentic leadership constructs	Frequency				
1	Establishing a trust environment	1	1	1	2	5
2	Authenticity, honesty and integrity	3	0	0	0	3
3	Personal relationships	0	0	1	1	2
4	Connection and consistency	1	0	0	0	1

Establishing a trust environment ranked highest in organisation 2, with a frequency count of five. This was most prevalent for the middle manager, potentially necessitated by the specific area of work located in the risk and compliance division of the business. The trust environment provided a platform for free, independent thinking. Followers felt greater confidence to perform tasks in an environment where confidence was developed in individuals. The trust environment entrenched a broader scope of influence, and was a cornerstone for integrity amongst people, supporting a deeper, more authentic personal connection.

*“... when I say trust, it basically refers to trusting your immediate team members... it's sticking to what you say.” (Org 2\_MM)*

*“I want the space to be open. I want people to have an opinion. I don't hold it against you tomorrow. And I want people to think for themselves.” (Org 2\_CS)*

*“You feel trusted. You have the confidence to know that someone's giving me this project and they think that I can do it, so I'm going to have to do it.” (Org 2\_In Ex)*

*“So it's making sure that you've got the trust of the people in the organisation and the people you work with because when you have that, they listen to you*

*and if you have that, they're happy to go over and above for you... trust also speaks to living up to what you have promised.” (Org 2\_MM)*

The aspect of ‘authenticity, honesty and integrity’ was only located at the level of the c-suite executive who encouraged open and honest dialogue. This climate was attributed to the duration of time over which the team had bonded, inferring that tenure played a role in developing an honest exchange, as a building block for organisational citizenship.

*“... within my team and because we've been together for a while, I think it comes down to the honesty, the integrity...” (Org 2\_CS)*

### 5.4.1.3 Organisation 3

The leadership in organisation 3 emulated those prevailing in organisation 1 and 2 for the two most highly ranked styles. While transformational leadership was most overriding with a frequency count of 18, both authentic leadership and transactional leadership recorded as closely adjacent with frequencies of 15 and 14 respectively. Table 14 provides a view of the frequency of occurrence of the varied leadership styles that arose.

Table 14

*Organisation 3 – Leadership styles.*

	Organisation 3	C-suite	Head of division	Innovation expert	Middle manager	Totals
Rank	Leadership style	Frequency				
1	Transformational	12	0	2	4	18
2	Authentic	7	5	2	1	15
3	Transactional	8	3	3	0	14
4	Charismatic	5	4	1	1	11
6	Servant	1	0	1	0	2
6	Ethical	0	1	0	0	1

The c-suite leader presented an overwhelming inclination towards a transformational style. The innovation expert and middle manager were also considered transformational. The head of division’s foremost style exhibited qualities of an authentic style but demonstrated no transformational leadership behaviours. The innovation expert’s style seemed relatively evenly balanced between the various

styles, to the exclusion of ethical leadership. An understanding of how the transformational leadership style had developed is expounded in Table 15.

Table 15

*Transformational leadership constructs in organisation 3.*

	Organisation 3	C-suite	Head of division	Innovation expert	Middle manager	Totals
Rank	Transformational leadership constructs	Frequency				
1	Communication and staff engagement	3	0	1	2	6
1	Instilling autonomy, ownership and accountability	3	0	1	2	6
2	Providing clarity, creating simplicity and being decisive	3	0	0	0	3
3	Ability to influence and span of control	1	0	0	0	1
3	Adaptability, flexibility, agility and transformation	1	0	0	0	1
3	Willingness to learn	1	0	0	0	1

The relevance of the feedback loop within the organisation, and how this impacted the organisation's strategy of customer-centricity was expressed as an important part of 'communication and staff engagement'. The levels of team engagement were good and possibly attributed to the work being visible and open to scrutiny on public platforms. Interestingly, the follower engagement was linked to the fundamental purpose of the organisation, which in turn contributed to their engagement. The open-door policy facilitated better engagement, akin to organisations 1 and 2. The personal narratives that followers offered promoted an enhanced level of inter-personal communication. The cultivating of new ideas was integral to the method, tone and narrative of communications, enhancing follower engagement. Pitfalls in the interpretation of information did however exist in the organisation.

*"... it's also measurable... and I think that sort of feedback loop also improves the clarity of what you do." (Org 3\_CS)*

*"... the team always scores top in the business around engagement, super-, highly engaged. They have an inspiring leader that care about their purpose,*

*they love working for [the organisation] 'cos their work is clear and visible.'*  
(Org 3\_CS)

*"So, very open-door policy, open to suggestions. I'm very big on understanding people's personal stories in life because I believe that contributes a lot in a work environment."* (Org 3\_In Ex)

*"... sometimes it's just the way that you bring it across and you explain the benefits of it, people's behaviour changes the way you want them to behave... where we go wrong is where, you want to enforce your thinking upon the next person and therefore you don't open up yourself to new ideas... you have to be open to new ideas as well, because that's how are we evolve in the business."* (Org 3\_MM)

The construct of 'instilling autonomy, ownership and accountability' ranked equally with the previously described construct with a frequency count of six. Table 15 showed the c-suite executive experiencing a higher incidence, followed by the middle manager and then the innovation expert, in descending frequencies. Changing internal perspectives around the 'founder's' mentality suggested by the middle manager in organisation 2 was challenging. Ownership, however, played a role in proposing new ideas and in fortifying collaborative efforts. Autonomy was of particular importance for decision-making, particularly amongst senior managers.

*"We all have a sense of kind of ownership of the product and the business, which I think is important these days... The gap I'm trying to bridge, is if this was my own business and my own family money, and we could take longer to grow the business or whatever it is, no problem, we would just take a path that every decision is informed by what you've just learned, and we could be a bit more objective."* (Org 3\_CS)

*"I would like them to actually use their own initiative because they tell you, you should get [followers] to think out of the box or be innovative... Open-door policy – you have to come and discuss any issues so that we can sort it out as soon as possible. This is actually a partnership."* (Org 3\_MM)

*"autonomy to make decisions, autonomy to... Basically they need to be self-starters that actually drive their own..."* (Org 3\_In Ex)

The aspects of authentic leadership were significantly visible in organisation 3 as a secondary leadership style. Although this style was not the most prominent, it does not negate its significance, and is practiced together with a transformational style. Table 16 outlines the identifiers of this leadership style.

Table 16

*Authentic leadership constructs in organisation 3.*

	Organisation 3	C-suite	Head of division	Innovation expert	Middle manager	Totals
Rank	Authentic leadership constructs	Frequency				
1	Authenticity, honesty and integrity	2	3	1	1	7
2	Establishing a trust environment	4	2	0	0	6
3	Being accountable	0	0	1	0	1
3	Personal relationships	1	0	0	0	1
4	Connection and consistency	0	0	0	0	0
4	Empathy	0	0	0	0	0
4	Leader visibility	0	0	0	0	0

Authenticity, honesty and integrity, ranked highest with a frequency count of seven amongst the constructs that identify this leadership style. It was most displayed by the head of division who suggested that authenticity was revealed in the way in which one showed up, accepted responsibility and created a respectful environment. Emphasis was placed upon the personal values of honesty and integrity. The c-suite executive's focus was installed in the aspect of honesty as an element of organisational culture, and also expressed self-awareness as a building block of authentic behaviour. The manner in which honest communication was relayed was equally relevant and there existed a responsibility to the organisation in expressing honesty. Integrity was positioned as one of the core values of the organisation, and in the context of wider governance perspective, it was viewed as a microcosm of positive leadership behaviours, required to set an example.

*"...I think there are certain behavioural traits that a leader needs to have. I think you need to show up. I think you need to demonstrate your values and need to have a set of values that you believe in, that, the team sees you, acting and demonstrate, and, what's the word I'm looking for? 'Doing'...So I think how you will show up dictates also how the rest of the team, the dynamics unfold, and also how the rest of the team kind of either grow a trust and a respect for the environment that you've created because you live by those very same principles." (Org 3\_HOD)*

*"Part of the values are around just doing what you say you're going to do. So, in other words, being truthful around your intentions." (Org 3\_HOD)*

*“...and I think being true to yourself...you must manage in this way and it doesn't fit with your own set of behaviours or values. That's a very difficult place to be. So, I think there's something to be said about understanding the 'You' that you want to be and leading in that way.” (Org 3\_CS)*

Establishing a trust environment also ranked consistently with organisation 1, as the second-most frequent construct with a count of six. Only the c-suite executive and head of division exhibited this characteristic. Results showed that the environment facilitated the safety of expression, underpinned by relationships and having the comfort to assert one's thoughts and opinions. Team members were able to express themselves freely, without fear of retribution. This was conveyed within the context of obtaining the best ideas for innovation initiatives.

*“A lot of it is relationship based and everybody must be invested... So we do have a lot of great debate where people hopefully feel safe and comfortable to talk about areas that are not necessarily their domain but to express their opinions.” (Org 3\_CS)*

*“I think the way in which you'd get the best innovations is around harnessing multiple points of view and so we're not saying open consultative style, it's open in the sense that I hopefully provide an environment where people feel that they can participate without any fear or contradiction or I don't know that they have the ability to kind of say their say without any comebacks if you wish.” (Org 3\_HOD)*

#### **5.4.1.4 Organisation 4**

Organisation 4 demonstrated an authentic leadership style ranked at a frequency count of 20, followed by transformational leadership. Transactional leadership ranked closely after transformational leadership, but marginally so. There was also a high occurrence of charismatic leadership. The frequencies of occurrence are provided in Table 17.

Table 17

*Organisation 4 – Leadership styles.*

	Organisation 4	C-suite	Head of division	Innovation expert	Middle manager	Totals
Rank	Leadership style	Frequency				
1	Authentic	7	3	5	5	20
2	Transformational	4	6	4	2	16
3	Transactional	2	2	5	6	15
4	Charismatic	3	2	3	2	10
5	Servant	0	2	1	3	6
6	Ethical	0	2	0	0	2

Authentic leadership was most evident with the c-suite executive, with the innovation expert and middle manager. The head of division also showed incidence of this leadership style. While authentic leadership superseded other styles overall, transformational and transactional leadership styles were far more dominant with the head of division and middle manager respectively. Table 18 indicates the most prevalent attributes which qualify authentic leadership in organisation 4.

Table 18

*Authentic leadership constructs in organisation 4.*

	Organisation 4	C-suite	Head of division	Innovation expert	Middle manager	Totals
Rank	Authentic leadership constructs	Frequency				
1	Authenticity, honesty and integrity	4	0	4	2	10
2	Establishing a trust environment	0	2	1	2	5
3	Connection and consistency	1	1	0	0	2
4	Being accountable	0	0	0	1	1
4	Leader visibility	1	0	0	0	1
4	Personal relationships	1	0	0	0	1

The significance of the construct of 'authenticity, honesty and integrity' transcended that of the other evidenced constructs. The ideology of the 'personal story' was especially noteworthy in that it nurtured openness and vulnerability. Authenticity was further entrenched by the effects of relatability, credibility and empathy. It was also

deemed vital in the context of difficult decision-making. Leading by example inspired others to act in the same authentic way, where being one's authentic self was paramount in contributing most positively to the team and organisational outcomes.

*"I think you can only be authentic if you're going to bring personal stories. Otherwise you're going to be found out. People will find you out or you'll come short, or just you lose credibility. So I think that that's where authenticity comes from... I find earlier I mentioned empathy, you're able to kind of leave an empathy to get people to bring their hearts onto a piece of work and you can only draw empathy from people and let them bring their hearts, if you yourself as a leader is authentic, and people feel your authenticity". (Org 4\_CS)*

*"I think that any person who brings themselves into a work environment, you're already rendering yourself as very vulnerable." (Org 4\_CS)*

*"I think I am who I am. So, I think there's that authenticity to it. I'm not trying to please everyone. So, that's the one thing everyone knows, is that I will make a decision. It's not necessarily going to make everyone happy." (Org 4\_In Ex)*

*"Credibility is actually everything in terms of our dealings with the business as well as externally. So, if we get that wrong, we're in a bit of trouble", and further reiterated that "Integrity has to be there." (Org 4\_MM)*

Establishing a trust environment was a significant imperative of leading within a high-risk environment. Given the nature of the business, and that financial implications were attached to all organisational outcomes, it was natural for apprehension to set in within the team. For one participant, it was a priority to create an environment where 'failing safely' within reason was an option, where decisions, behaviours and experiences could be supported by sound business rationale. The responsibility of achieving and sustaining this type of environment did not rest solely with the leader or leadership team. It was rather a collective obligation where failures and successes were equally shared by leaders and followers alike. At a foundational level, trust needed to be exemplified by senior-most leadership for it to proliferate the rest of the organisation. With trust being so fragile and tenuous to cultivate and sustain, it was not only a top-down imperative, but rather a relationship that existed between and amongst members of the organisation.

*"And I think I have also got to show that it's safe to actually go and do some of those things. And it's also safe to fail fast, because I think having the mandate of risk, I'm always torn between, you can hide behind the mandate and you can say no, they'll shout, 'no you can't do this, you can't do that'." (Org 4\_HOD)*



*“And that responsibility sits with all of us and we're not, it's not going to be, we're going to point fingers at people at the end of the day. And, I think as well on that is we celebrate the successes.”(Org 4\_HOD)*

Transformational leadership ranked immediately after authentic leadership in this organisation. This leadership style held most prominence with the head of division, followed in equal measure by the c-suite executive and innovation expert. The middle manager also displayed traits of this style of leadership. Table 19 provides a ranking of the primary constructs identifying this leadership style.

Table 19

*Transformational leadership constructs in organisation 4.*

	Organisation 4	C-suite	Head of division	Innovation expert	Middle manager	Totals
Rank	Transformational leadership constructs	Frequency				
1	Instilling autonomy, ownership and accountability	2	1	2	1	6
2	Adaptability, flexibility, agility and transformation	0	3	0	0	3
2	Communication and staff engagement	1	1	0	1	3
3	Fostering individuality and embracing diversity	0	0	2	0	2
3	Providing clarity, creating simplicity and being decisive	1	1	0	0	2
3	Time and space availability	1	0	1	0	2

The construct of ‘instilling autonomy, ownership and accountability’ identified transformational leadership most prominently across organisation 4. This aspect was embedded in the empowerment of teams, their success and associated recognition. Autonomy was accorded to followers based on their level of seniority, maturity and expertise. Teams were encouraged to challenge the status quo within the parameters of reason, rationality and compliance.

Accountability was also a fundamental team dynamic where delivery was principal in ensuring the team’s and organisation’s success. Freedom in the form of flexi-hours,

method and location of work conferred to followers was premised by accountability. While providing the team the ability to perform their duties independently, accountability remained a central driver of activities within the business. Hereto, accountability was not merely an optional behaviour but was instilled as a cultural dynamic. Availing followers the opportunity to innovate and challenge ideas within the confines of reasonable business practice was underpinned by accountability and a sense of ownership.

*“So very empowering. Be very clear about expectations to people and allow them to get on with it and encourage as much communication as possible.” (Org 4\_CS)*

*“I’ll talk about in my team. I think it most certainly does drive [innovation]. And I’m also quite a driver, so as much as I’m not going to micromanage you, I’m going to make sure you are accountable to what needs to happen. So, I’ll hold you accountable to what you need to do. And it’s always work-oriented, so it’s never a personal thing... So, it’s giving them the freedom and then holding them accountable.” (Org 4\_In Ex)*

Communication and staff engagement ranked second as part of the identifying factors of transformational leadership and was relevant for all participants in this organisation with the exception of the innovation expert. The c-suite executive actively demonstrated a preference for interpersonal communications, despite managing a significantly large organisation, diminishing any hierarchical perceptions rendered to the role he occupied. Communication aimed to provide support and aide decision-making. Being cognisant of tonality of communication and ensuring that organisational seniority did not displace or drown out opinions emerging from reporting lines suggested the inclusion of diverse views. Where communication and staff engagement were previously problematic, improvements were made and issues addressed.

*“I communicate regularly with my people formally and informally. My own style and my own intonation is very informal. I’m all about informal conversation styles, stand ups, regular meetings, do a little bit of the old diary, but let’s talk as often as possible in between meetings. So, do you not go into meetings to achieve outcomes, get into meetings to make decisions, to find out what people need to be supported and allow them to get on with it.” (Org 4\_CS)*

*“I’m in quite a high position that my voice sometimes drowns out other voices... You’ve got to be very careful being heavy dictatorial...sort of just pushing rules, because I think rules don’t help people think.” (Org 4\_HOD)*

*“One of the things that did come up was the communication from us as a leadership group, that’s between my three direct reports I have and myself,*

*and what's communicated to the rest of the team. So, there were concerns, the team was actually quite interested and complained about the fact that they felt sometimes the communication wasn't there. So, it's become a very important thing to actually now have monthly meetings with the entire team... So, communication style has had to evolve, in so far as more engagement at a relevant level to the entire team.” (Org 4\_MM)*

The question of ‘adaptability, flexibility, agility and transformation’ also arose as a high-ranking second-tier construct, categorising transformational leadership within organisation 4. Surprisingly, this construct was only associated with the head of division who repeatedly reinforced the presence of these behaviours. The participant’s tenure at the organisation and breadth of experience demonstrated the need to adapt to changing circumstances over a significant period of time. Adaptability, flexibility, agility and transformation were dominant drivers of organisational growth, however, buy-in from stakeholders was essential to achieve this.

*“...Through this journey of 35 years I've been through tremendous changes. And none so like the last couple of years...we're going through a whole digital sort of revolution and the way we do banking is not the way we did it 35 years ago. Definitely not the way we did it five years ago and not the way we did it three years ago. So I think for that, you've got to be tough, but you've also gotta have an open mind, and you've got to bring people with you.” (Org 4\_HOD)*

#### **5.4.1.5 The Inter-organisational View of Leadership Styles**

To determine the prevailing leadership styles across each organisation, a comparison was drawn between the participating organisations. This determined which leadership style or combination of styles would achieve organisational citizenship behaviours and innovation outcomes. Accordingly, following the thematic analysis of data, Table 20 provides a summarised view of the most prevalent leadership styles within each of the four surveyed organisations.

Table 20

*Inter-organisational leadership styles.*

Leadership style	Frequency per organisation			
	1	2	3	4
Transformational	77	26	18	18
Authentic	42	11	15	22
Transactional	14	7	14	15
Charismatic	10	7	11	10
Servant	11	5	2	6
Ethical	8	1	1	2
	Highest ranked			
	2nd ranked			

Based on the in-depth intra-organisational analysis, it was apparent that organisations 1, 2 and 3 had each adopted a transformational leadership style as the most prevalent, followed by authentic leadership. Organisation 4, however, displayed an authentic leadership style as the most pervasive, followed by a transformational style. It was interesting to note that a transactional leadership style ranked third, which followed the first two dominant methods of leadership in each organisation. Tables 21 and 22 present a summary of the transformational and authentic leadership constructs, illustrating their frequency of occurrence and ranking when comparing the 4 organisations.

Table 21

*Inter-organisational transformational leadership constructs.*

Rank	Transformational leadership constructs	Frequency per organisation				Totals
		1	2	3	4	
1	Communication and staff engagement	22	8	6	3	39
2	Instilling autonomy, ownership and accountability	4	7	6	6	23
3	Adaptability, flexibility, agility and transformation	11	2	1	3	17
4	Organisational culture entrenching staff positivity	13	0	0	0	13
5	Fostering individuality and embracing diversity	7	3	0	2	12
5	Providing clarity, creating simplicity and being decisive	7	0	3	2	12
6	Time and space availability	4	1	0	2	7
7	Org dynamic of non-hierarchy	4	2	0	0	6
8	Ability to influence and span of control	2	2	1	0	5
9	Ambidexterity	3	0	0	0	3
10	Democratic	0	1	0	0	1
10	Willingness to learn	0	0	1	0	1

Table 22

*Inter-organisational authentic leadership constructs.*

Rank	Authentic leadership constructs	Frequency per organisation				Totals
		1	2	3	4	
1	Authenticity, honesty and integrity	10	3	7	10	30
2	Establishing a trust environment	11	5	6	5	27
3	Connection and consistency	13	1	0	2	16
4	Personal relationships	2	2	1	1	6
5	Being accountable	3	0	1	1	5
6	Leader visibility	3	0	0	1	4
7	Empathy	0	0	0	2	2

#### 5.4.2 Identifying the Occurrence of Organisational Citizenship Behaviours

OCB was established in the literature review as being an individual's behaviour that is discretionary, which results neither directly nor explicitly from a formal organisational contingent reward system. The OCB, as unrestricted employee behaviour, promotes the effective functioning of the organisation. These behaviours are not guided by the formal, contractual requirements of an employee's role, but emanates as a result of the employee's discretion. OCB comprises interpersonal and organisational facets. The interpersonal orientation refers to employees' willingness to assist co-workers, and the organisational orientation is the employees' inclination to apply additional effort for the organisation itself. The primary focus from an innovation perspective was to understand the organisational orientation of employees in respect of OCB.

The concept of OCB is customarily a technical term and most participants demonstrated little or no understanding of what the concept meant when the question was posed. Participants were, however, encouraged to share their interpretation of what they believed the concept constituted. These responses were recorded, and further probing questions were asked to determine whether the behaviours were present in the organisation. The researcher clarified the definition of OCB to participants once they had provided their initial responses to the question. It was found that the majority of definitions offered did not meet the literature definition of

OCB. However, as these behaviours were the outcome of the prevailing leadership styles as well as being legitimate, integrous responses to the question, they could not be negated and were therefore considered and analysed meaningfully. Accordingly, two participants explained the concept to be an element of corporate culture. Another participant openly communicated not having any knowledge of the definition. Another participant expressed an understanding which displayed close alignment to the literature definition and identified the concept as demonstrating affective commitment to the growth and development of the organisation.

*"I think when differentiates more these days around organisational citizenship, into separate topics, I guess historically you would largely have identified it as the corporate culture within the business and the corporate culture then drove the behaviour of the individuals in the business. And that's really the combination." (Org 1\_CS)*

*"I think I have no idea. I think probably it comes down to how do we deal with the new generation?... I don't know, please fill me in? What is it?" (Org2\_CS)*

*"...how they should behave within the organisation? And I suppose, I mean, could that be interpreted as culture?... It's a very academic term."*

*"I think simply it's doing the best for the organisation. I think it's going all out to achieve the best outcomes for the organisation. And it's a deep rooted philosophy... we're here to achieve outcomes for the organisation... and hopefully we can benefit society... at a very simple level, good corporate citizenship at an individual level means when you show up, you bring your very best to achieve outcomes for the organisation, that help move the organization forward." (Org 4\_CS)*

The responses provided by participants expressed particular behaviours as direct outcomes of the predominant leadership styles. The below analysis firstly provides an intra-organisational understanding of these behaviours, followed by an inter-organisational review, which may or may not align to OCB. Even though these behaviours do not necessarily support OCBs, they are valuable in that they contribute to the way in which the organisation is experienced by followers and leaders alike, as well as potentially supporting the organisations' innovation outcomes. It is notable that the constructs that had previously not been considered as either outcomes of leadership styles, or as mediating factors of innovation outcomes, may in fact be relevant, for achieving innovation outcomes.

The data for the outcome of the influence of leadership styles on followers was analysed using a binary analysis or frequency of construct. Codes that were created during the initial analysis of transcripts were grouped into constructs, and later

categorised into outcomes that either support (positive) or diminish (negative) OCB. The intra-organisational view presents a summary view of the supporting and diminishing behaviours, and later details the behaviours that were identified in each organisation. The transition from purely organisational citizenship behaviours to leadership style outcomes that either support (positive) or diminish (negative) OCB was made to widen the scope of behaviours that were identified, so as to encompass behaviours that did not fit the technical literature definition of OCB. A summarised view of the positive and negative behaviours that were identified and categorised are represented in Table 23.

Table 23

*Positive and negative leadership style outcome.*

No.	Positive leadership style outcomes	Negative leadership style outcomes
1	Affective commitment, tenure and loyalty	Aversion to change
2	Autonomy and independence	Difference in generational attitudes
3	Contingent reward and recognition	Hierarchy and bureaucracy as a hindrance to innovation
4	Discretionary behaviour	Pressure as demotivating
5	Establishing a learning organisation	Lack of communication and understanding of purpose
6	Happiness and wellbeing	
7	Lack of communication and understanding of purpose	
8	Lived value-system	
9	Nurturing creativity	
10	Organisational culture	
11	Organisational seniority and innovation	
12	Participation in organisational social environment	
13	Peer-to-peer influence	
14	Professional achievement	
15	Purpose as a motivator	
16	Receiving support	
17	Staff as drivers of organisational success	
18	Work-life integration	

The frequency of mention of positive outcomes far exceeded the negative outcomes in each organisation, and Table 24 illustrates the incidence of both positive and negative behaviours emerging in each organisation. As the positive or supporting



behaviours were most dominant across all organisations, the intra-organisational analysis focussed primarily on the occurrence of these constructs.

Table 24

*Distribution of leadership style outcomes per organisation.*

	Organisation 1	Organisation 2	Organisation 3	Organisation 4
<b>Positive outcomes</b>	68	35	33	32
<b>Negative outcomes</b>	4	4	5	6

#### **5.4.2.1 Organisation 1**

For organisation 1, transformational leadership was identified as the foremost approach, followed by authentic leadership. The resultant follower behaviours are outlined and ranked in order of occurrence. Table 25 illustrates the pervasiveness of these behaviours. It also shows where certain behaviours are absent, and is indicative of the influence of leadership styles in cultivating these behaviours for the purposes of achieving positive organisational citizenship behaviours.

Table 25

*OCB supporting behaviours in organisation 1.*

Rank	Organisation 1	C-suite	Head of division	Innovation expert	Middle manager	Totals
1	Discretionary behaviour	1	1	1	1	4
2	Affective commitment, tenure and loyalty	1	1	1	0	3
2	Autonomy and independence	1	1	0	1	3
2	Contingent reward and recognition	1	1	1	0	3
2	Establishing a learning organisation	1	1	0	1	3
2	Happiness and wellbeing	1	1	1	0	3
2	Lived value-system	1	1	1	0	3
2	Purpose as a motivator	1	1	0	1	3
3	Nurturing creativity	1	1	0	0	2
3	Organisational seniority and innovation	1	1	0	0	2
3	Participation in organisational social environment	1	1	0	0	2
3	Staff as drivers of organisational success	0	1	1	0	2

The above table designates the constructs which developed most strongly. Discretionary behaviour was most prevalent followed immediately by seven constructs that ranked equally. The primary construct was visible across each of the areas of business and amongst each of the organisations' participants. There was an expectation for employees to extend themselves beyond their regular responsibilities. This was further contextualised by the need for the business to remain competitive, and in an age where people are exposed to being replaced by automation, applying additional effort was necessary. Discretionary behaviour was required from a customer-centricity point of view, particularly in this service industry, where the personal touch was still needed in spite of increasing digitalisation. This behaviour was a personal choice and manifested as external social responsibility efforts, and employees educating themselves so that they could contribute more effectively to their roles. Some staff were non-aspirational and were content to remain

within the prescribed parameters of work, rendering them as cultural misfits. The example was set by leadership.

*“We expect people to work beyond the call of duty. You know, eight to five is not good enough for me. I work six till nine. I don't expect people to work six to nine, but I also don't expect them to take an hour's lunch and work eight hours.” (Org 1\_CS)*

*“So there's a lot of discretionary behavior that is continually encouraged because, that's where our strengths comes from. We don't want... to run a business here that has a thousand robots that are all equally programmed. We want a thousand individuals that bring their individual benefits to the business.” (Org 1\_CS)*

*“We need to be going the extra mile in terms of service. Technology is taking over, but technology cannot take over man, the service element of man... the personal stuff. AI [artificial intelligence] can take over a lot of things, but they can't take that personal touch and the personal experience.” (Org 1\_HOD)*

There were several constructs which ranked as secondary, which included ‘affective commitment, tenure and loyalty’, ‘autonomy and independence’, ‘contingent reward and recognition’, ‘establishing a learning organisation’, ‘happiness and wellbeing’, a ‘lived value-system’ and ‘purpose as a motivator’. The organisation demonstrated both formal and informal rewards and recognition where some were modelled financially. The use of competitions and incentivised learning programmes drove a cultural shift towards self-development. Beyond this, the organisational purpose seemed to have a significant appeal to followers as they demonstrated a strong affinity towards the ethos of the organisation and what it represented.

*“We changing the way we pay and create an outcomes based increase principle... we are trying to change the total culture here.” (Org 1\_CS)*

*“It's the learning because now you know, our world is changing at such a fast pace that you've got to constantly be learning. So that's part of the exploration, the learning, exploration, experiencing.” (Org 1\_HOD)*

#### **5.4.2.2 Organisation 2**

Organisation 2, similar to organisation 1, had transformational leadership as the prevailing leadership style followed by authentic leadership. While discretionary behaviour ranked highest for organisation 1, for organisation 2 the most developed behaviours ranking equally were ‘affective commitment, tenure and loyalty’, ‘contingent reward and recognition’ and ‘establishing a learning organisation’. Table 26 displays these behaviours and their pervasiveness. The most prevalent behaviours that ranked first were each absent at the level of the middle manager.

Table 26

*OCB supporting behaviours in organisation 2*

Rank	Organisation 2	C-suite	Head of division	Innovation expert	Middle manager	Totals
1	Affective commitment, tenure and loyalty	1	1	1	0	3
1	Contingent reward and recognition	1	1	1	0	3
1	Establishing a learning organisation	1	1	1	0	3
2	Autonomy and independence	1	1	0	0	2
2	Purpose as a motivator	0	0	1	1	2
3	Discretionary behaviour	1	0	0	0	1
3	Happiness and wellbeing	1	0	0	0	1
3	Nurturing creativity	0	1	0	0	1
3	Staff as drivers of organisational success	0	0	1	0	1

Affective commitment, tenure and loyalty was attributed to followers enjoying their work environment. They demonstrated long-standing commitment where several staff members were part of the organisation for more than ten years. Migration was due to growth opportunities within the organisation itself. Staff turnover seemed extremely low and was indicative of industry norms.

*“There's new people, but there's probably a good three or four who have been there for ten years or longer... And it's how I can grow them.” (Org 1\_CS)*

*“They love their environment. That's why they don't leave... I had a lady that moved four months ago upstairs for a promotion... so it was good for her to move up.” (Org 1\_CS)*

Another dynamic that stood out distinctly was 'contingent reward and recognition', where members of staff were rewarded or recognised, either formally or informally. The prevalence of this particular construct is thought-provoking in that this outcome is characteristic of a transactional leadership style, despite the predominant leadership style being transformational. The rewards and recognition were conditional upon achieving performance levels linked either to formal key performance indicators (KPIs) or for going beyond the normal expectations of the role or environment. This was aspirational and created a competitive spirit within the organisation. These were either financial incentives of marginal value, peer or organisational recognitions. The organisation did, however, institute specific incentives programmes for the advancement of innovation.

*"What I do find is if you reward one person for doing something, you automatically create that culture of, 'Oh, okay, I want to be like her. So, I want to also get something'... So, everybody starts lifting up that, game of theirs."*  
(Org2\_InEx)

*"It's a cash incentive. So, it ranges from R350 to a R1000. And depending on how, how much of worth or merit your, your, anything that you've done... So beyond excellence awards, so it's anything that you do that's outside of your daily functions. And it's, again, it's not guarantee that you're going to get it."*  
(Org2\_HOD)

A learning environment and staff empowerment was encouraged within the organisation. This mind-set of growing and developing team members was also dependent upon the level at which individuals were operating in the business, and their level of readiness to be developed. This alluded to the adaptability of leaders, given the uniqueness of individuals within teams. Informal experiential learning among peers was supported and followers were encouraged to learn from mistakes within the safety of the team.

*"I come from a background of studying and education. I'm a firm believer in getting my staff to study, grow themselves because it is your life. You've got to own it."* (Org 1\_CS)

*"You allow them to make that mistake but also within the team, I also just encourage them to learn from each other. So I sometimes when need be, I handle some situations myself, but most times I just say go ask your colleague who's done it before to show you how to do it, 'cause I think you tend to be more receptive when your peer is telling you something that when someone above you is telling you something."* (Org 1\_InEx)

### 5.4.2.3 Organisation 3

Organisation 3 demonstrated positive behaviour as an outcome of the dominant leadership styles within the organisation. Although transformational leadership was the most established, followed by authentic leadership, the most notable behaviour resulted from the outcomes of transactional leadership, as ‘contingent reward and recognition’. This was akin to organisation 2 which demonstrated a similar trait. Table 27 provides a view of the OCB supporting behaviours, ranked in respect of occurrence within the organisation.

Table 27

*OCB supporting behaviours in organisation 2.*

Rank	Organisation 3	C-suite	Head of division	Innovation expert	Middle manager	Totals
1	Contingent reward and recognition	1	1	1	1	4
2	Purpose as a motivator	1	0	1	1	3
3	Staff as drivers of organisational success	0	0	1	1	2
4	Autonomy and independence	0	0	1	0	1
4	Discretionary behaviour	0	1	0	0	1
4	Establishing a learning organisation	0	0	0	1	1
4	Happiness and wellbeing	0	0	0	1	1
4	Organisational Seniority and innovation	0	0	1	0	1

The facet of ‘contingent reward and recognition’ had filtered throughout the organisation from c-suite to middle management levels. The organisation encouraged both formal and informal reward and recognition schemes. There were financially-driven incentives, with a particular focus on innovation which were substantial in value. While these incentives had proven to be successful in motivating positive behaviours and outcomes from staff, the interviewees suggested that even

though these incentives were actively in place and had yielded some success, there was some ambivalence about the effectiveness of these programmes. Some participants suggested that these incentives had a negative effect in that followers would withhold ideas until the competition came about, where these ideas should ideally have been presented as part of one's ordinary course of work. Alternatively, these pitches were unoriginal ideas, and had merely been regurgitated. Peer-to-peer recognition however, as well as exposure to the executive team, had a wider-reaching positive implication. Personal, authentic recognition was well-received, and immensely appreciated.

*"I don't know if our cash awards and stuff really does it. We run competitions. I mean they're quite generous. Like we ran a competition last year where across the whole of Africa, people had to come present their ideas and the best idea won R100 000, I mean it's not an insignificant amount of money."* (Org 3\_CS)

*"We've developed a little online pay it forward called 'we see you' and like you can give somebody or a team like a virtual high five say... So, I think that works quite well just by being recognised in front of your peers. I think talks to human need to be recognised. So, I think that's a big part of it. Or just even a simple act of getting more junior person to come present today's scrum."* (Org 3\_CS)

*"I think it goes some way towards kind of getting the message across. But I don't think it fundamentally has changed the overall nature of the way in which we innovate. So, there's one or two people that submit things, they get a prize and then there's an email that says they've done this great thing, but everybody else continues to do their daily jobs."* (Org 3\_HOD)

The next-ranking construct of 'purpose as a motivator' entrenched positive follower behavioural outcomes in the organisation. Leaders and followers accorded their primary purpose to their customer-centric approach and having the ability to positively influence the lives of ordinary South Africans through the nature of their work, the organisational success, and the industry they were operating in. The organisational purpose rallied followers toward a unified goal that superseded ordinary financial and operational objectives.

*"To know that what you do matters to the overall bigger picture and to the whole customer experience and success of the company."* (Org 3\_CS)

*"So that for me it's more by about believing what the company's doing, believing you have a part to play in how they're going to change the customer services and happiness and I'm making them feel rewarded, and be rewarded."* (Org 3\_CS)

*“You have an opportunity to influence a lot of people in this business, and you can influence their level of education. You can influence how they... you can influence their motivational happiness and their families, which I think at a product level is something I think we're really privileged to be able to do.” (Org 3\_CS)*

#### 5.4.2.4 Organisation 4

Positive behavioural outcomes as a result of the pre-eminent authentic and transformational leadership styles were found in Organisation 4. Similar to organisation 3, the aspect of ‘contingent reward and recognition’, a characteristic of transactional leadership, featured among the two top-ranking constructs. The construct of ‘establishing a learning organisation’ featured as a primary occurrence as well. Table 28 illustrates the prevalence of behaviours, and how they have been received throughout organisation.

Table 28

*OCB supporting behaviours in organisation 4.*

Rank	Organisation 4	C-suite	Head of division	Innovation expert	Middle manager	Totals
1	Contingent reward and recognition	1	1	1	1	4
1	Establishing a learning organisation	1	1	1	1	4
2	Affective commitment, tenure and loyalty	1	1	1	0	3
2	Discretionary behaviour	1	1	0	1	3
2	Purpose as a motivator	0	1	1	1	3
3	Autonomy and independence	0	0	1	1	2
3	Lived value-system	1	1	0	0	2
4	Happiness and wellbeing	0	0	0	1	1



Interestingly, apart from providing formal monetary rewards in the form of performance bonuses, salary increases and shares, the organisation did not see financial incentives resulting from competitions and the like as the primary driver of performance nor citizenship. While staff were awarded or recognised for high performance, this did not necessarily appeal to everyone. Recognition and reward were based on individual's attitudes, what they valued, and the simple fulfilment of doing good work. Followers were more inclined to respond positively to being authentically recognised for their work, and for being part of meaningful activities. Financial incentives seemed to have more credence for junior staff members or where the staff member was the sole provider of their family unit. Peer recognition was also deemed of high importance, and recognition of teams was in some instances more necessary than celebrating individual successes. Formal recognition programmes were actively engaged by followers in the organisation.

*"Giving them the limelight, in whichever form that may be. You don't take it as the leader... That's all they want from you. They don't want you to do anything else." (Org 4\_CS)*

*"People are driven by different incentives. So not all incentives are financial... Points don't necessarily get the behaviour you want. So, what you find is altruistic stuff tends to get people to change their behaviour in a lot better way than just giving them money." (Org 4\_InEx)*

*"Recognising people and some people lead it, but there's often, it's everybody in the team that makes it happen. So, you've got to celebrate the whole team. And I think that's the danger is if you don't celebrate the whole team, you can have a bit of a disconnect. So, celebrating those within the whole team is very important for us." (Org 4\_HOD)*

*"I think it's not just localised to the team. I do know of certain individuals where it's critical to encourage them at that particular level. And some of it based on individual needs, some of it based on ego. So, if people have families or they're the sole bread-winner as an example, reward becomes a huge thing. And when I talk about reward, I am including remuneration in that component." (Org 4\_MM)*

Immense emphasis was placed on staff empowerment and 'establishing a learning organisation' from a personal and professional development perspective. Formal learning and growth opportunities were made available to staff members. From a future-proofing perspective, the organisation had pre-empted the requirement of certain skills and introduced programmes to upskill and reskill followers to ensure their relevance in the organisation for impending roles, however it remained at the discretion of staff to pursue these avenues. Gaining experience in other areas of

work in order to expand one's scope of skills was emphasised, also underlined by threat of obsolescence in a dynamic environment. There were also no role-based parameters imposed on the type of learning initiatives staff could undertake, unless it was completely misaligned to the organisation's objectives.

*"I'd say definitely empowerment... and then the second piece is really around how do we build our people? How do we make sure that they get better at what they're doing? How do they become better people? So that would definitely be my style. So, it's a keen interest in developing people as individuals, not necessarily always as employees of the company." (Org 4\_InEx)*

*"I'm always fearful of philanthropy, that you could fall behind in terms of becoming obsolete. So, it's imperative that we change, but there are, and they're training courses have been identified from our learning development team to make it equal. Even within our environment, either to upskill or to reskill... All that's available. Even 365 training, we've got it. It's there. Whether or not it's fully embedded?" (Org 4\_MM)*

#### 5.4.2.5 The Inter-Organisational View of OCB Supporting Behaviours

In respect of the behaviours that were identified, Table 29 indicates the OCBO and OCBI outcomes that were at play in each organisation, represented by a combined, frequency of construct across the four organisations.

Table 29

*Inter-Organisational OCBO and OCBI factors.*

Rank	OCBO	Frequency
1	Contingent reward and recognition	14
2	Establishing a learning organisation	11
2	Purpose as a motivator	11
3	Happiness and wellbeing	6
4	Nurturing creativity	3
4	Organisational seniority and innovation	3
5	Participation in organisational social environment	2
5	Staff as drivers of organisational success	2
Rank	OCBI	Frequency
1	Discretionary behaviour	9
1	Affective commitment, tenure and loyalty	9
2	Autonomy and independence	8
3	Lived value-system	5

Reviewing the data and identifying the most prevalent leadership styles, it was established that transformational leadership and authentic leadership were dominant

in three of the four organisations, with authentic leadership as the principal style in organisation 4. Transactional leadership traits were also visible, but was not as prominent as the previously identified styles. While servant, charismatic and ethical leadership styles were also present in each organisation in varying frequencies, situational leadership was absent in its entirety.

In understanding the outcomes of the identified leadership styles, the data showed a stronger inclination towards the positive leadership outcomes (Table 24). Of these, the outcomes that most supported organisational citizenship, which ranked most highly across the four organisations were identified as 'discretionary behaviour', 'affective commitment, tenure and loyalty', 'contingent reward and recognition', 'purpose as a motivator' and 'establishing a learning organisation'. By categorising the OCB supporting behaviours into organisational and interpersonal orientations, for OCBO it was found that 'contingent reward and recognition' was the most highly ranked, consistently occurring behaviour across all organisations. Ranking equally, 'establishing a learning organisation' was also identified as a primary construct, with 'purpose as a motivator' and 'happiness and wellbeing' located closely thereafter. In terms of OCBI, the defining constructs of 'discretionary behaviour' and 'affective commitment' of OCBI were ranked first, with 'autonomy and independence ranking immediately thereafter. Affective commitment was combined with 'tenure and loyalty' for the purposes of the study. The 'lived value-system' construct ranked third with a moderate frequency of five.

## **5.5. Results for Research Question 2**

### **Research Question 2: How does organisational citizenship behaviour influence innovation?**

Utilising the data established in response to research question 1, the purpose of research question 2 was to develop an understanding of how OCBO and OCBI contributed to the advancement of innovation in an organisation. Participants provided insight into the innovation environments experienced in each of the four organisations. The responses were coded and categorised into themes that described the innovation climate in each organisation. These themes were further grouped into 'innovation supporting' and 'innovation diminishing' sub-themes. A

binary analysis was used to test occurrence or frequency of construct. The constructs were ranked to obtain a holistic view of those that were most established within and between organisations.

In order to ascertain the extent of supporting or diminishing influences that described the innovation climate, the occurrence of the sub-categorised descriptors per organisation was totalled. Tables 30 and 31 distinguish the supporting and diminishing attributes per organisation. The sum of occurrence per sub-category (supporting and diminishing) are also reflected, demonstrating the extent of support or lack thereof, for innovation.

Table 30

*Inter-Organisational view of innovation supporting descriptors.*

Rank	Supporting descriptors of innovation climate	Org 1	Org 2	Org 3	Org 4	Totals
1	Innovation as a differentiator	1	1	1	1	4
1	Leaders as drivers of innovation	1	1	1	1	4
1	Localised organisational innovation	1	1	1	1	4
1	Structured approach to innovation	1	1	1	1	4
2	Combination top-down and bottom up innovation approach	0	1	1	1	3
2	Innovation for market leadership	1	0	1	1	3
3	Balance between experimentation and business objectives	0	1	0	1	2
3	Codified innovation	0	1	0	1	2
3	Embedded, organic innovation	0	0	1	1	2
3	Organisational structure supporting innovation	0	0	1	1	2
3	Technology-driven innovation	1	0	0	1	2
4	Innovation as a discipline	1	0	0	0	1
	<b>Total for supporting descriptors per organisation</b>	<b>7</b>	<b>7</b>	<b>8</b>	<b>11</b>	

In respect of the identifiers which support innovation, it is notable that each organisation demonstrated the occurrence of 'innovation as a differentiator', 'leaders

as drivers of innovation', 'localised organisational innovation', and a 'structured approach to innovation'. Organisation 1 showed no occurrence of a 'combination top-down and bottom-up innovation approach', and organisations 3 and 4 were the only ones that operated in an 'organisational structure supporting innovation'. The organisations that demonstrated 'technology-driven' innovation were organisations 1 and 2, and the only organisation which instituted 'innovation as a discipline' was organisation 1.

In each organisation, innovation was described as a means of differentiation. Organisations focussed their innovation initiatives on positioning organisational offerings to differentiate their products or services from competitors. One participant related the use of innovation to updating products that had reached obsolescence. Another participant articulated that differentiation stemmed from improving the client experience, as another form of innovation. Two of the participating organisations utilised atypical skillsets that would not ordinarily be utilised in the traditional industry context. This brought alternative perspectives and approaches to the business environment. Another participating organisation shared how innovation practices were applied to develop a peripheral business, non-core to their primary focus but had the effect of differentiating and diversifying the organisation.

*"A lot of our products are quite stale. They're quite suited to a market that no longer exists. So, when it comes time to innovate... we look around and you look at what your competitors are doing... but we're not even covering anything that's material now." (Org 2\_HOD)*

*"I think what we do is actually very innovative, because the thinking is different. So, the thinking is unlike any other place in the [organisation]. There's huge amounts of understanding how the brain works, how the neuro-chemistry works. Why do people do the certain things they do? What are the chemicals that get released when this happens? What, so there's lots of that kind of thinking. And so that's very innovative and very different for [organisation name]..and so I think from that perspective, we are very innovative." (Org 4\_InEx)*

In unpacking the innovation climate of each organisation, 'localised organisational innovation' described an innovation environment where the organisation had set up a dedicated innovation hub or area of business with innovation initiatives and projects as the sole focus. Each organisation demonstrated innovation as a priority focus by ensuring its sustained advancement by deploying staff, finances, infrastructure and strategic direction. While some localised teams were established and grouped

according to similar skillsets, other teams in different organisations harnessed the skills of multi-disciplinary teams to execute innovation objectives.

*“We’ve got innovation hubs. We’ve got what they call the rubber ducks, which essentially is supposed to describe the fact that you on a ship and that ship could be sinking and therefore you go out with these rubber dinghies, or rubber ducks, and you’ve go out there to explore and navigate the seas and look for opportunities for survival and hopefully to thrive.” (Org 4\_MM)*

*“It has to because otherwise innovation dies. Today’s drama will always kill today’s fire. And that’s why the incubator is there. Now, the incubator currently is very focused on IT development and technology development because we’ve got to automate certain business processes integrated into our customer base and we’ve got to give our customers the tools in order to combat the current digital threat because we believe in the sustainability of a B2B distribution.” (Org 1\_CS)*

*“There’s one team that looks at new ideas and that looks at innovation and that is localised at the top.” (Org 2\_MM)*

*“We’ve got what we call something that we call N-WOW, which is ‘New Ways of Work’, which are agile principles. Where a multi-disciplinary squad from tech developers, marketing people, sales people, designers, UX people, all sit together and they go and take that project forward. And they have a three-month cycle to take it from approval to landing.” (Org 4\_CS)*

Table 31

*Inter-Organisational view of innovation diminishing descriptors.*

Rank	Diminishing descriptors of innovation climate	Org 1	Org 2	Org 3	Org 4	Totals
1	Legacy systems as a hindrance to innovation	0	1	1	1	3
2	Disconnect between strategy and execution	0	1	0	1	2
2	Time and capacity constraints for innovation	0	1	1	0	2
3	Governance and bureaucracy	0	0	1	0	1
3	Intermittent needs-based innovation	0	0	1	0	1
3	Unstructured innovation	1	0	0	0	1
	<b>Total for diminishing descriptors</b>	<b>1</b>	<b>3</b>	<b>4</b>	<b>2</b>	

In describing the innovation climate, there were diminishing factors at play, which hindered innovation initiatives in each organisation. The most prominent issue was that of ‘legacy systems as a hindrance to innovation’. This was most prominent in the

larger organisations that had been in existence for an extended period of time, and where existing systems were well entrenched into the operations.

*“So, the execution, and again it’s just, you know, you work for, for a company that’s an old company or built up company or well-established company. So, changing processes... your systems can’t handle what that change is that you want to implement. But from an innovation point of view, I think we’ve got a very, we’ve got a culture of let’s do things differently, always.” (Org 2\_HOD)*

*“Well we’ve got legacy systems that don’t provide us with the kind of agile product innovation and go to market as much as we’d like. So, we are taking a view around how do we change all of those systems so that process is underway, takes a long time to get there, of course.” (Org 3\_HOD)*

*“With a big organisation that’s got legacy people, legacy systems, etc. translating that is incredibly hard work and everybody has competing agendas. So, what I mean by that is, a business wants to go in a certain direction, say [name of division] and personnel wants to achieve that direction, but through a different way. Now, those things compete and that’s where friction arises.” (Org 4\_MM)*

A key hindrance to innovation that arose specifically at two of the four organisations was a ‘disconnect between strategy and execution’. The shared thinking of innovation objectives was deficient. At one organisation, even though they had been mandated to execute on innovation projects, competing organisational activities did not support this, and this led to a less robust innovation strategy. The lack of a clearly articulated strategy coupled with undefined areas of accountability also exacerbated frustrations. In a case where strategies were in fact clearly outlined, execution constraints were a challenge.

*“If you’ve organisationally structured the functions so that innovation is foremost in the minds of what they do, then absolutely it will engender to itself that there you go, it will exhibit the innovation you’re looking for. My only question is whether or not, again, we are talking about the end to end view. Has that been achieved? And unfortunately, I think that’s where the execution component sometimes is lacking. So, in part is my response. It has led itself to that.” (Org 4\_MM)*

*“I think, from a leadership culture point of view, we do have that we’ve got an innovative culture here. It’s just how we execute, it’s our bottleneck.” (Org 2\_HOD)*

The level of investment followers experienced in the innovation initiatives and outcomes of their respective organisations was determined from the prevailing follower behaviours that were expressed by research participants. As this could not be calculated empirically from the qualitative data, the constructs that were established as outcomes of leadership styles in each organisation were sub-

categorised as either ‘Innovation Supporting Behaviours’ or ‘Innovation Diminishing Behaviours’. The ‘supporting behaviours’ showed the behaviours that supported innovation outcomes, while the ‘diminishing behaviours’ suggested the behaviours that did not foster the advancement of innovation. The occurrence of these behaviours was represented as frequency of construct per organisation (binarised), to reflect the occurrence of the sub-categorised behaviours, for each organisation. These behaviours were ranked to illustrate the most commonly occurring behaviours in Table 32. The sub-categories of supporting and diminishing behaviours were aggregated per organisation, to demonstrate the extent to which followers were invested in innovation outcomes.

Table 32

*Inter-organisational innovation supporting and diminishing behaviours.*

Rank	Supporting behaviours	Org 1	Org 2	Org 3	Org 4
1	Contingent reward and recognition	3	3	4	4
2	Establishing a learning organisation	3	3	1	4
2	Purpose as a motivator	3	2	3	3
3	Affective commitment, tenure and loyalty	3	3	0	3
3	Belongingness, passion and pride	4	2	2	1
3	Discretionary behaviour	4	1	1	3
4	Autonomy and independence	3	2	1	2
5	Happiness and wellbeing	3	1	1	1
6	Lived value-system	3	0	0	2
6	Organisational culture	0	2	1	2
6	Staff as drivers of organisational success	2	1	2	0
7	Nurturing creativity	2	1	0	0
7	Peer-to-peer influence	0	2	0	1
8	Participation in organisational social environment	2	0	0	0
9	Professional achievement	0	0	0	1
9	Receiving support	0	0	1	0
9	Work-life integration	0	1	0	0
	<b>Total of Supporting Behaviours per Organisation</b>	<b>35</b>	<b>24</b>	<b>17</b>	<b>27</b>



Rank	Diminishing behaviours	Org 1	Org 2	Org 3	Org 4
1	Aversion to change	2	2	1	2
2	Lack of communication and understanding of purpose	0	1	2	1
3	Difference in generational attitudes	0	0	0	1
3	Hierarchy and bureaucracy as a hindrance to innovation	0	1	0	0
3	Pressure as demotivating	0	1	0	0
	<b>Total of Diminishing Behaviours per Organisation 2</b>	<b>2</b>	<b>5</b>	<b>3</b>	<b>4</b>
	<b>Overall Supporting less Diminishing</b>	<b>33</b>	<b>19</b>	<b>14</b>	<b>23</b>

Results showed that organisation 4 experienced the highest level of support for innovation outcomes, followed by organisation 2, then organisation 3 and organisation 1, in descending order. The diminishing behaviours displayed a different trend whereby Organisation 2 presented the most occurring diminishing behaviours followed by Organisation 4, then organisations 3 and 1 in descending order. In expressing the difference, Organisation 4 showed having the most innovative overall climate with organisation 3, experiencing the least innovative climate.

### 5.5.1 Organisation 1

Innovation was led by the organisation's leadership with a focus to differentiate the business as well as establish it as a market leader. They applied an ambidextrous approach by localising innovation within a particular area of the business, and instituted their innovation objectives as an organisational discipline. Even though the organisation entertained some element of unstructured innovation which was categorised as a diminishing factor, overall they applied a structured, well thought-out approach. Technology-related innovation was a predominant focus in this environment.

In respect of the follower attitudes and behaviours, there was some resistance to change, however, the organisation's core purpose motivated staff to actively engage the innovation initiatives, and this instilled a sense of passion and pride in the organisation as well as a sense of belonging. Staff expressed a commitment and loyalty to the organisation, evident from the long tenures. They extended themselves by performing extra-role behaviours. High performance was recognised both formally and informally. This included financial incentives.

### **5.5.2 Organisation 2**

Organisation 2 experienced innovation as a means of differentiation, led by organisational leadership. Innovation initiatives were located at a particular division of the business, and was executed in a structured manner, although innovation ideas were encouraged and driven utilising a top-down and bottom-up method. Innovation was codified or organised within the organisation, but a balance was required to be maintained between the experimental aspects of innovation and the business objectives.

The follower attitudes that supported innovation that occurred in organisation 1 were also present in organisation 2, with the addition of the influence between peers. Followers demonstrated belongingness, passion and loyalty towards the organisation, and were willing to exercise discretionary behaviour. They further displayed commitment, tenure and loyalty towards the organisation. They were motivated by the purpose the organisation stood for and bought into the company culture. Accordingly, followers were rewarded and recognised for high performance, or for making valuable contributions towards innovation. The organisation demonstrated the most diminishing behaviours compared with the other organisations. This presented as aversion to change. Additionally, followers sometimes misunderstood the organisation purpose and believed this was insufficiently communicated. The bureaucratic environment and hierarchical organisational structure hindered the progression of innovation. Followers who experienced pressure to deliver on certain outcomes were demotivated by this.

### **5.5.3 Organisation 3**

This organisation's innovation drive was led by senior-most leadership who supported a structured strategic approach to these initiatives. This was further supported by the organisational structure from the way in which business lines were arranged, as well as from a resourcing and reporting perspective. A combined top-down and bottom-up, methodology was applied but also allowed for organic innovation ideas to emerge, as the innovation mind-set was well embedded in the organisation. There were also specific, localised initiatives that mandated a specific focus, and these were specifically geared towards differentiating the organisation and establishing it as a market leader.

Organisation 3 experienced the same supporting behaviours as Organisation 1 in terms of top-ranking behaviours, however in respect of secondary rated behaviours, while affective commitment, loyalty and tenure was absent, the effects of the organisational culture was visible. Followers found that receiving support also lent positively to their investment in innovation outcomes. The diminishing behaviours were limited to followers being averse to change and experiencing a lack of understanding and communication when it came to organisational purpose.

### **5.5.4 Organisation 4**

Organisation 4 demonstrated the highest occurrence of supporting behaviours of all the organisations. Of the supporting behaviours, only 'innovation as a discipline' was absent. This organisation held a strong leadership mandate to drive innovation and demonstrated a well-established structured approach to their innovation initiatives. The organisational structure, level of resourcing and expertise fortified this objective, facilitating a top-down and bottom up flow of innovation ideas. While the organisation was well poised from a market leadership and market differentiation perspective, they were required to strike a balance between the level of experimentation and the business objectives, comprehensively governed by industry compliance measures. The codified approach further entrenched an advanced technology driven focus.

The occurrence of diminishing behaviours was also low, with only those of 'legacy systems as a hindrance to innovation' and the 'disconnect between strategy and

execution' being identified, perhaps attributed to the large organisation size. This suggests that organisation 4 demonstrated the most ideal innovation climate of the four researched organisations, however, improvements could still be administered to further enhance the innovation environment.

Table 33

*Aggregated inter-organisational innovation supporting and diminishing behaviours.*

<b>Rank</b>	<b>Supporting behaviours</b>	<b>Totals</b>
1	Contingent reward and recognition	14
2	Establishing a learning organisation	11
2	Purpose as a motivator	11
3	Affective commitment, tenure and loyalty	9
3	Belongingness, passion and pride	9
3	Discretionary behaviour	9
4	Autonomy and independence	8
5	Happiness and wellbeing	6
6	Lived value-system	5
6	Organisational culture	5
6	Staff as drivers of organisational success	5
7	Nurturing creativity	3
7	Peer-to-peer influence	3
8	Participation in organisational social environment	2
9	Professional achievement	1
9	Receiving support	1
9	Work-life integration	1
<b>Rank</b>	<b>Diminishing behaviours</b>	<b>Totals</b>
1	Aversion to change	7
2	Lack of communication and understanding of purpose	4
3	Difference in generational attitudes	1
3	Hierarchy and bureaucracy as a hindrance to innovation	1
3	Pressure as demotivating	1

## 5.6. Results for Research Question 3

### Research Question 3: How does leadership style influence innovation?

While the literature established that OCBs do in fact achieve innovation outcomes, research question 3 aimed to understand if OCBs were a pre-requisite for achieving innovation.

### 5.6.1 The Influence of Leadership Style on Innovation

Given that literature also asserted that certain leadership styles directly influenced innovation outcomes, the question sought to understand if innovation outcomes could be directly achieved, whether or not OCBs were present in an environment. This would lend credibility to the mediating effects of OCB for innovation. Table 34 provides insight into the innovation outcomes of leadership styles. The frequency of construct was measured across the four organisations. These were then ranked to determine the most accentuated outcomes for each organisation, and how they compared with each other.

Table 34

*The influence of leadership styles on innovation outcomes.*

Rank	Leadership to innovation constructs	Organisation				Totals
		1	2	3	4	
1	Future-proofing	1	1	1	1	4
2	Culture of curiosity	1	1	0	1	3
3	Disconnect between senior leaders and lower-rung staff	0	0	0	1	1
3	Lack of readiness	0	0	0	1	1
3	Need for authentic leadership and connectedness	0	0	0	1	1
3	Pitfalls of fast-paced innovation	1	0	0	0	1
3	Conversion to innovation	1	0	0	0	1

The foremost-ranking construct of ‘future-proofing’ was a high priority for each organisation. One participant evaluated their leadership role as their responsibility towards creating a sustainable future versus their responsibility of the day-to-day grind. It was paramount to create a sustainable future for the business, especially to ensure relevance of their staff base and “focusing on what business [they’re] in versus what business [they] should be in”.

*“We need to be future-orientated, we need to bring in all these aspects when we want to survive... And you obviously still want to have a job in five years’ time with all the technology that happens within the world. I mean there’s so much that you can already do and replace people with machines in all sorts*

*of industries. You don't want to be there. You want to be still be relevant in that period of time and going forward and into the future.” (Org 1\_MM)*

The second-rated construct of ‘culture of curiosity’ was prevalent in three of the four organisations. The organisations demonstrated a mind-set of natural curiosity, critical thinking, questioning and thinking outside normative modes. Followers were encouraged to overcome constraints, hereby thinking and behaving innovatively not simply for the purpose of deriving an innovative outcome, but to also develop and experience innovative processes towards innovation outcomes.

*“I'm constantly trying to foster a mind-set that says... So if we were starting off today, and we didn't have any constraints. What would it look like?...So a lot of it is, how do you facilitate change, and how do you make people feel comfortable with change? And how do you test them in terms of being a little bit on the edge.” (Org 4\_HOD)*

*“I said, ‘when was the last time you read a Cosmo magazine?’ It's like, ‘what, why do you want me to do that?’ Well, because it gives you a different perspective... So do the things that make you uncomfortable because who knows, you may just learn something out of there.” (Org 4\_InEx)*

The direct effect of leadership styles on follower behaviours also derived some negative outcomes where one organisation raised the concern around the ‘pitfalls of fast-paced innovation’ suggesting:

*“It's the agility, which can be a[n] advantage and a disadvantage. The agility can also be dangerous in that you perhaps tackle too many things and you tackle too many things at the same time. Because you feel you need to be agile in so many areas. Whereas it would create a lack of focus”. (Org 1\_InEx)*

A concern raised was the ‘lack of readiness’ within the organisation where certain parts of the business had not yet adopted an innovation mentality, and were lagging behind compared with followers who were immersed in areas of innovation.

*“Certain people can pick it up because they're certainly used it and designed a naturally designed for that and it works. And there are certain areas that, for example, our operational areas are not necessarily quite there yet, but there has been a push from certain areas to try and even change the way in terms of which the way operations are done and automate them. Upskill or change people or repurpose what they're doing at the moment, to maybe even a sales environment so they can focus on that while we can take away the more mundane tasks away from them. But it's a challenge”. (Org 4\_MM)*

Interestingly, even though the predominant leadership style in organisation 4 was that of authenticity, followers articulated some lack of connectedness and authenticity from senior leadership. There was also a disconnect between senior

leaders and followers at lower levels of management. While these constructs may be deemed to be similar, they were nuanced marginally differently and were therefore held separately.

*“Part of the problem is the detachment from what people are feeling on the ground. So connection I think is the word. And I think with leadership, connectivity is critical. It always has, I think it's even more so now. And do we have a connection across the organization, top down, bottom up that people truly understand who we are?” (Org 4\_MM)*

## **5.7 Conclusion**

The results for the three research questions were presented in this section. The data that was presented was aligned to the literature review in Chapter 2. This was specifically in terms of leadership styles, organisational citizenship behaviours and innovation and how these behaviours emerged amongst participants and the studied organisations. New insights and findings that have arisen may contribute to the current understanding of the subject matter. In Chapter 6, a detailed discussion of the results as well as a components of a proposed conceptual model are presented.

## **Chapter 6: Discussion of Research Results**

### **6.1 Introduction**

This exploratory research sought to understand the influence of leadership styles on organisational citizenship behaviour and innovation achievement. This chapter considers the qualitative data derived from the 16 semi-structured interviews that were conducted within four organisations at varying levels of leadership. The insights obtained in response to the research questions established in Chapter 3 are aligned and contrasted to the existing literature which was presented in Chapter 2. The aim of the findings is to obtain a deeper understanding of the constructs of leadership style (Ogbonna & Harris, 2000), OCB (Coxen et al., 2015; Jha, 2016) and innovation (Baregheh et al., 2009; Hughes et al., 2018), and to verify the relevance of the conceptual model positioned in Chapter 2.

### **6.2 Discussion of Results for Research Question 1**

#### **Research Question 1: How does leadership style influence organisational citizenship behaviours?**

The aim of this research question was to identify the leadership style most prevalent in organisations, and to establish the influence of this leadership style on organisational citizenship behaviours (OCBs) (Coxen et al., 2015). The research question further endeavoured to confirm the influence of leadership style on OCBs in consideration of both the dimensions of organisational (OCBO) and interpersonal orientations (OCBI), as established in the literature (Coxen et al., 2015; Jha, 2016). The literature described the complexity of defining leadership, as there was no single, consistent definition (McClesky, 2014). A new, holistic definition was developed by Silva (2016).

While various leadership styles were identified, resulting from trait studies, these theories were disparaged in favour of a behavioural approach to leadership. The emphasis had transitioned from the characteristics of leaders to the behaviours and styles instead and suggested that role and situational factors needed to be considered in order to determine the effectiveness of leaders and positioned a 'context-sensitive' approach (Ogbonna & Harris, 2000).



### **6.2.1 Identifying the Predominant Leadership Styles**

Data derived from the interviews sought to understand the preeminent leadership style within each organisation, thereby establishing the most prevalent leadership style across all the researched organisations. Leadership style was first identified for each organisation, followed by a comparative analysis between the four organisations. It was found that transformational leadership was the most prevalent across three of the four studied organisations, with authentic leadership as the secondary leadership style. The three organisations demonstrated aggregated frequencies of 77, 26 and 18 respectively. One organisation demonstrated authentic leadership as its most dominant leadership style with a frequency of 22, and transformational leadership as its second-most occurring with a frequency of 18 (Table 20). Transactional leadership was also highly visible as the tertiary leadership style across all organisations. It can therefore be inferred that the predominant leadership style was that of transformational leadership, interspersed with elements of authentic and transactional attributes.

The identifying behaviours of each leadership style were also determined to understand which behaviours occurred most prominently. These identifiers were grouped according to the seven leadership styles described in the literature as either situational, transactional, charismatic, transformational, authentic ethical or servant leadership. Behavioural constructs that emerged from participants' responses were categorised in accordance with the leadership style that they best aligned with. Table 7 illustrates the categorisation of descriptors into the identified leadership styles.

There emerged 12 behaviours that identified and most confirmed the occurrence of transformational leadership, as outlined in Table 7. The primary construct of 'communication and staff engagement' with an aggregated frequency count of 39 emerged as highest-ranked, referenced by Table 21. This behaviour was presented across each organisation and was consistent with the characteristics of transformational leadership which fosters open, honest communication in both formal and informal contexts. Each of the studied organisations encouraged open-door policies and an open-plan office structure that facilitated leader visibility, approachability and an enhanced work engagement (Men, 2014; Zhu, Avolio & Walumbwa, 2009). The aspect of 'instilling autonomy, ownership and accountability'

which further entrenched a transformational leadership style showed alignment to Afsar et al. (2017) positioning regarding autonomy and increased responsibility. 'Adaptability, flexibility, agility and transformation' that typifies a transformational style was ranked third with a frequency count of 17 across each of the organisations. This behaviour was evidenced by leaders' ability to adapt to changing environments and circumstances and driving organisational transformation as a principal agenda, cultivating innovation outcomes (Afsar et al., 2017). The lower-ranked constructs that had emerged in identifying this style of leadership were congruent with the factors that enabled categorisation of this style, and no new characteristics emerged that added to the identification of this leadership style. Interestingly, the charismatic aspects of a transformational leader were supported by the constructs of 'organisational culture entrenching staff positivity', 'fostering individuality and embracing diversity' and the 'ability to influence and span of control' which were buttressed by McClesky (2014), where attaining organisational objectives were placed above those of the individual. The transformational style of leadership has been fortified by the findings of the study and positively reinforced by literature.

An authentic leadership style, identified by six identifiers (Table 7), was also found to be highly prevalent as it ranked second in each of the organisations, with one organisation demonstrating this style as its most dominant, supported by the aggregated frequency count of 22 (Table 20). This style of leadership was identified primarily by the construct of 'authenticity, honesty and integrity', as a high ethical standard that is set by this leader. Leaders were found to be integrous in their approach where their personal values and belief-systems infused their leadership style. This behaviour was articulated by Avolio et al. (2004), as well as by Hoch et al. (2016). In an authentic leadership environment, it was important to 'establish trust' in order to foster the freedom for followers to bring their authentic selves to the environment. This instilled greater confidence in team members and enhanced personal connections between leaders, teams and peers. These behaviours further demonstrated the positive psychological capital that leaders possessed (Tonkin, 2013; Hoch et al. 2016; Avolio & Gardner, 2005). The constructs of 'connection and consistency', 'personal relationships', 'being accountable', 'leader visibility' and 'empathy' reiterated the proliferation of this leadership style.

A transactional leadership style was also present across each organisation identified by eight identifying descriptors (Table 7), and presented as a tertiary ranked style with a frequency count of 15 represented in Table 20. Although this was not the dominant leadership style, it suggested that even though leadership had evolved to either a transformational (Jha, 2016) or authentic approach, elements of the transactional style of leadership still remained entrenched, and was presented in the exchange-based reward mechanisms of organisational functioning (Cheng et al., 2014).

While charismatic, servant and ethical leadership were present in each organisation in varying degrees, they only presented with frequency counts of 10, 6 and 2 respectively (Table 20). These aspects of leadership would, however, form subsets of transformational (Mhatre & Riggio, 2014; Jha, 2016) and authentic leadership (Tonkin, 2013; Hoch et al., 2016; Avolio & Gardner, 2005). Situational leadership was not visible in any of the organisations but could not overtly be detected due to the nuanced nature of “situational favourability” (Gandolfi & Stone, 2017, p. 6), which suggests that the leader would match their skill-set to a situation that the organisation required at a particular point in time (Gandolfi & Stone, 2017).

### **6.2.2 Identifying the Occurrence of Organisational Citizenship Behaviours**

In determining the occurrence of OCBs, it was found that most participants had no knowledge of the term, nor what it represented, but offered their personal understanding of the concept instead. The responses derived from the data expressed behaviours that emanated as outcomes of the prevailing leadership styles, and provided an understanding of the way in which leaders and followers perceived the environment. The data was analysed utilising aggregated frequency of construct, however, these constructs were first categorised into outcomes that either supported (positive outcomes) or diminished (negative outcomes) OCBs, as illustrated in Table 23. In evaluating the occurrence of these positive and negative outcomes, the positive or supporting outcomes of OCBs far exceeded the negative or diminishing outcomes.

Literature premised that leadership style had the effect of influencing OCBs (Al-Sharafi & Rajjani, 2013; Coxen et al., 2016). With transformational leadership being

identified as the most prevalent style of leadership, this approach was known to support OCBs. These leaders have the effect of transforming follower behaviours by accentuating their positive qualities, and inspiring them to perform beyond expected role requirements (Jha, 2016; Mhatre & Riggio, 2014). Authentic leadership also has a major influence on developing organisational trust and trust between managers and subordinates. However, it was found that authentic leadership did not significantly influence OCB directly, but a significant indirect effect on OCB was argued, moderated by trust (Coxen et al., 2016; Walumbwa et al., 2011).

Of the outcomes that resulted from the transformational and authentic leadership styles across the organisations, a key finding was that the positive outcomes far exceeded the negative outcomes. Table 24 illustrates the frequency of mention of the positive and negative constructs. The specific outcomes were tabulated in Table 23 where five negative outcomes emerged. This is a significant finding in that transformational leadership is said to augment follower's positive qualities (Jha, 2016), and serves to promote employee satisfaction (Men, 2014), thereby advocating and promoting enhanced engagement (Zhu et al., 2009). While in some respects this may be true for transformational leadership, it does not explain the occurrence of negative outcomes such as 'aversion to change', the 'difference in generational attitudes', the 'pressure as demotivating' and the 'lack of communication and understanding of purpose', in some instances. The aspect of 'hierarchy and bureaucracy as a hindrance to innovation' may present a remnant of transactional leadership, which suggests that a distinguishing feature of transformational leadership to change systems and processes has not proliferated the operational structures and functions of organisations.

An inter-organisational view of the OCB supporting behaviours illustrated in Table 29 provides an aggregated view of how these constructs emerged. These behaviours were categorised into the bi-dimensional OCBO and OCBI aspects where OCBO are the behaviours that benefit an organisation (organisational orientation), and OCBI are the behaviours that benefit individual (inter-personal orientation), thus benefitting the organisation indirectly (Huang & You, 2011).

In respect of the OCBO supporting behaviours, the highest ranked across all organisations with a frequency count of 14 was that of 'contingent reward and

recognition'. This is significant as this particular construct is primarily an outcome of transactional leadership (Yahaya & Ebrahim, 2016; McClesky, 2014), which suggests that even though transformational and authentic leadership styles were found to be most prevalent, that aspects of transactional leadership immensely influenced follower behaviour, where they were most motivated by extrinsic rewards in the form of financial, formal and informal recognition. This construct of 'contingent reward and recognition' was advanced further by competition amongst followers, yet still contributed positively to OCB.

The aspect of 'establishing a learning organisation' is intrinsically typified by transformational leadership whereby these leaders promote the growth, self-esteem and self-worth of followers (Afsar et al., 2017). This aspect ranked second as an OCBO supporting behaviour with a frequency count of 11. Growth and development, experiential learning, formal training and peer-to-peer environment advocated enhanced OCBO. Organisations that saw 'purpose as a motivator' showed a higher occurrence of OCBO. This construct ranked equally with the construct of establishing a learning organisation' and a frequency count of 11 across all organisations. The organisational purpose created a collective mission and an aspirational vision for followers, perpetuating a positive OCBO (Afsar et al. 2017; Jha, 2016).

It is a noteworthy finding that these OCBO supporting behaviours ranked higher than the OCBI supporting factors of 'discretionary behaviour', 'affective commitment, tenure and loyalty' and 'autonomy and independence'. This suggests that followers were more inclined towards the organisational orientation of OCB which contributed to organisations directly and explicitly, as opposed to the inter-personal or individual orientation which contributed to organisations in an indirect manner.

In reviewing the findings for OCBI, it was found that 'discretionary behaviour' and 'affective commitment, tenure and loyalty' ranked first and equally with a frequency count of 9. The occurrence of these constructs were consistent with current literature whereby discretionary behaviour was the individual orientation of performing outside formal role requirements as a personal choice, to indirectly or inexplicitly positively contribute to the organisation (Bester et al., 2015; Coxen et al., 2016; Jha, 2016). The aspect of affective commitment was supported by Xerri and Brunetto (2013), where it was theorised that this behaviour positively influenced OCB. These

behaviours were a natural outcome of transformational leadership given the propensity for followers to be inspired to perform outside their requisite roles, as well as express affective commitment by remaining loyal, and maintaining their tenure at the organisation (Mhatre & Riggio, 2014). The aspect of affective trust, an attribute of authentic leadership, further entrenched this commitment (Walumbwa et al., 2011). The construct of 'autonomy and independence' ranked second for OCBI with a frequency count of 8. This behaviour was consistent with the outcomes of transformational leadership whereby increased responsibility and autonomy of decision-making was accorded to followers (Afsar et al., 2017). The aspect of discretionary effort was also closely linked to psychological empowerment and independence (Jha. 2016).

### **6.2.3 Conclusive Findings for Research Question 1**

The results indicated that the most prevalent leadership style was that of transformational leadership. This was closely followed by authentic leadership and interspersed with aspects of a transactional leadership style. Transformational leadership was identified by the high occurrence of 'communication and staff engagement', as well as by these leaders' ability to instil 'autonomy, ownership and accountability'. The transformative attributes of 'adaptability, flexibility, agility and transformation' were also present.

The results contested literature where it was found that although transformational leadership is extolled to promote employee satisfaction (Men, 2014), negative outcomes of the predominant leadership style arose as part of the study. These negative outcomes were identified as 'aversion to change', the 'difference in generational attitudes', 'hierarchy and bureaucracy as a hindrance to innovation', 'pressure as demotivating' and the 'lack of communication and understanding of purpose'. The occurrence of this particular construct was seemingly contradictory given that followers did in fact feel motivated by the organisational purpose. The occurrence of positive behavioural outcomes exceedingly outweighed the occurrence of negative behavioural outcomes.

It was found that each of the identified predominant leadership styles contributed positively to behavioural outcomes that support organisational citizenship

behaviours, which encompassed both organisational and inter-personal orientations. Interestingly, the foremost OCBO supporting behaviours occurred at a higher frequency than the primary OCBI supporting behaviours. Furthermore, the highest occurring OCBO supporting behaviour of 'contingent reward and recognition' was attributed as an outcome of transactional leadership. The main supporting OCBO and OCBI behaviours as illustrated in Table 29 are:

OCBO:

1. Contingent reward and recognition
2. Establishing a learning organisation
3. Purpose as a motivator

OCBI:

1. Discretionary behaviour
2. Affective commitment, tenure and loyalty
3. Autonomy and independence

#### **6.2.4 The Leader-Follower Component of the Conceptual Framework for Achieving Innovation**

The findings for research question 1 provide the starting point for the development of a conceptual model or framework that aims to enable leaders to achieve innovation outcomes in their organisations. In Chapter 2, Figure 3 illustrated the influence of leadership style on OCBs. Literature concurred that leadership style had an effect on the way citizens or followers behaved in organisations. Principally, transformational leadership was seen to support OCBs (Gandolfi & Stone, 2017; Yahaya & Ebrahim, 2016; Jha, 2016; Coxen et al., 2016). OCB is underpinned by Social Exchange Theory (SET) which describes it as resulting from the exchange between leaders and followers, and comprises a sequence of transactions between parties (Elstad et al., 2011; Cropanzano, et al., 2017).

#### **6.2.4.1 The Leader Environment**

Based on the results articulated in Table 20 and the subsequent discussion in the current section, it was found that a transformational leadership style was most prevalent across organisations, followed by authentic leadership and then transactional leadership. While transformational leadership was the most dominant, leaders demonstrated each of the three leadership styles, and their combined effect influenced certain follower behaviours. The most influential to least influential styles are depicted in Figure 5.

The identifiers of the prevailing leadership styles were expressed as leader behaviours, given that each style could only be attributed to the way each leader behaved. The descriptors in Table 7 provide the groupings of these behaviours into the relevant leadership styles. The highest ranking transformational leadership and authentic leadership behaviours were articulated in Tables 21 and 22, providing insight into the way in which leaders presented as transformational and authentic in the organisation. These were represented as outcomes of the prevailing leadership styles and were discussed in detail in section 6.2.1. These constructs have been incorporated into the Leader-Follower Component of the conceptual framework, indicating these behaviours as a direct outcome of the prevailing leadership styles. The 'Leadership Style' and 'Leader Behaviours' have further been grouped to distinguish the 'Leader Environment' that resides within the context of an 'Innovation Organisation'.



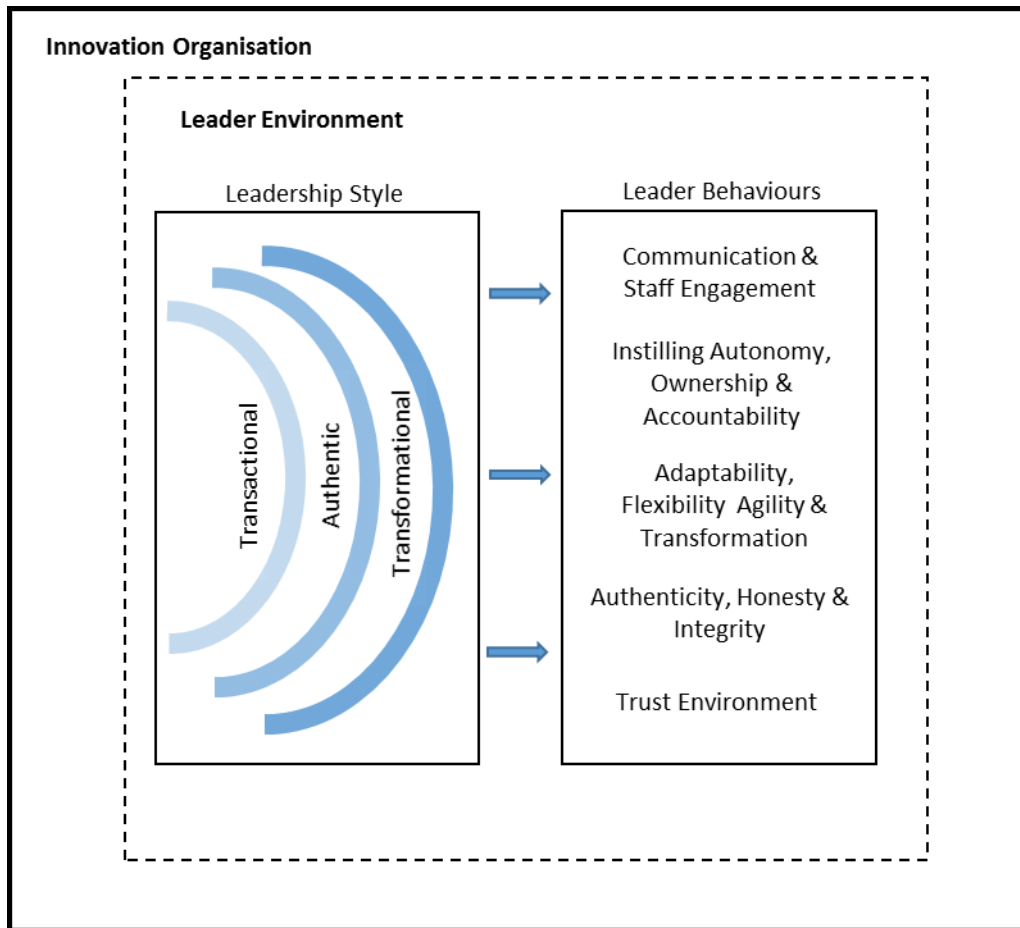


Figure 5. The Leader Environment as an element of the Leader-Follower Component of the Conceptual Framework as proposed by the author.

#### 6.2.4.2 The Follower Environment

Section 6.2.2 comprehensively discusses the occurrence of OCBs in organisations. The findings highlighted the presence of organisational citizenship supporting and diminishing behaviours, as both positive and negative outcomes of the prevailing leadership styles. These behaviours displayed both organisational (OCBO) and inter-personal orientations (OCBI) (Xerri & Brunetto, 2013).

The OCBO and OCBI supporting behaviours that ranked highest in accordance with the results reflected in Table 29 were consequently grouped to demonstrate the specific orientations of these behaviours. The behaviours of 'purpose as a motivator', 'establishing a learning organisation' and 'contingent reward and recognition' were found as OCBO supporting behaviours. Participants advised that 'contingent reward and recognition' was not sustainable in the long-term and – should an authentic,

meaningful organisational purpose prevail through the organisation – followers would be far more inclined to buy into this higher purpose, and forego personal reward in its stead. This response merited further consideration and, therefore, as part of the proposed framework, an authentic organisational purpose is of prime significance in fortifying OCBs. The learning organisation was also raised as a critical imperative for followers. The aspect of ‘contingent reward and recognition’ has been reframed to reflect authentic personal recognition, as the findings revealed that followers valued personal acknowledgement far more highly than financial rewards. The OCBI supporting behaviours have also been included with the foremost outcomes being a positive contributor to the OCB within the follower environment, along with the OCBO supporting behaviours. The contribution of these supporting behaviours in enhancing OCBs is represented in Figure 6, within the ‘Follower Environment’ which exists within the organisational sphere.

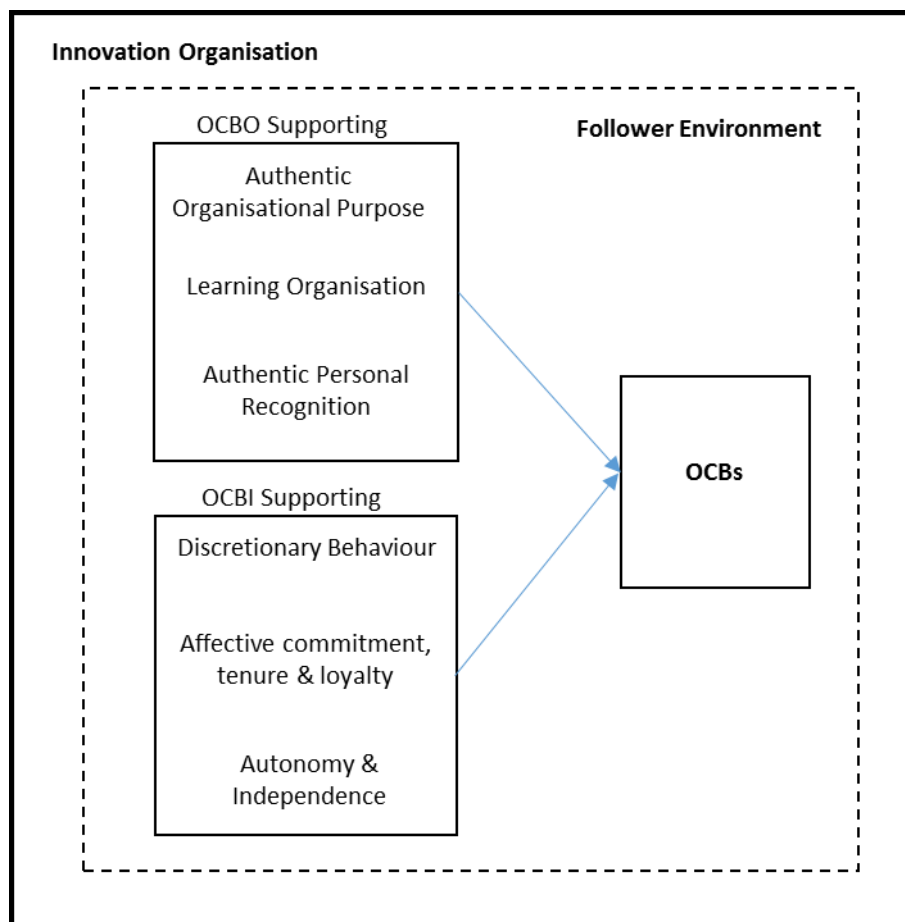


Figure 6. The Follower Environment as an element of the Leader-Follower Component of the Conceptual Framework as proposed by the author.

### 6.2.4.3 The Leader-Follower Component of the Conceptual Framework

Literature has definitively established the efficacy of increased levels of OCB presenting in organisations, when followers experience positivity and like-mindedness towards the organisation (Gandolfi & Stone, 2017; Yahaya & Ebrahim, 2016; Jha, 2016; Coxen et al., 2016). This occurrence, underpinned by the Social Exchange Theory, is represented in the ‘Leader-Follower’ component of the conceptual framework. This component of the framework firstly illustrates the influence of the ‘Leader Environment’ on the ‘Follower Environment’. Within the ‘Leader Environment’, the ‘Leader Behaviours’ emanates from the prevailing ‘Leadership Styles’. The ‘Follower Environment’ details the ‘OCBO Supporting’ and ‘OCBI Supporting’ behaviours required to advance OCBs. This component of the framework finally displays the influence that the leader environment has on the follower environment, and further suggests that these environments are not impervious to the reciprocal effects of the individual environments, nor to the effects of the organisation they exist in.

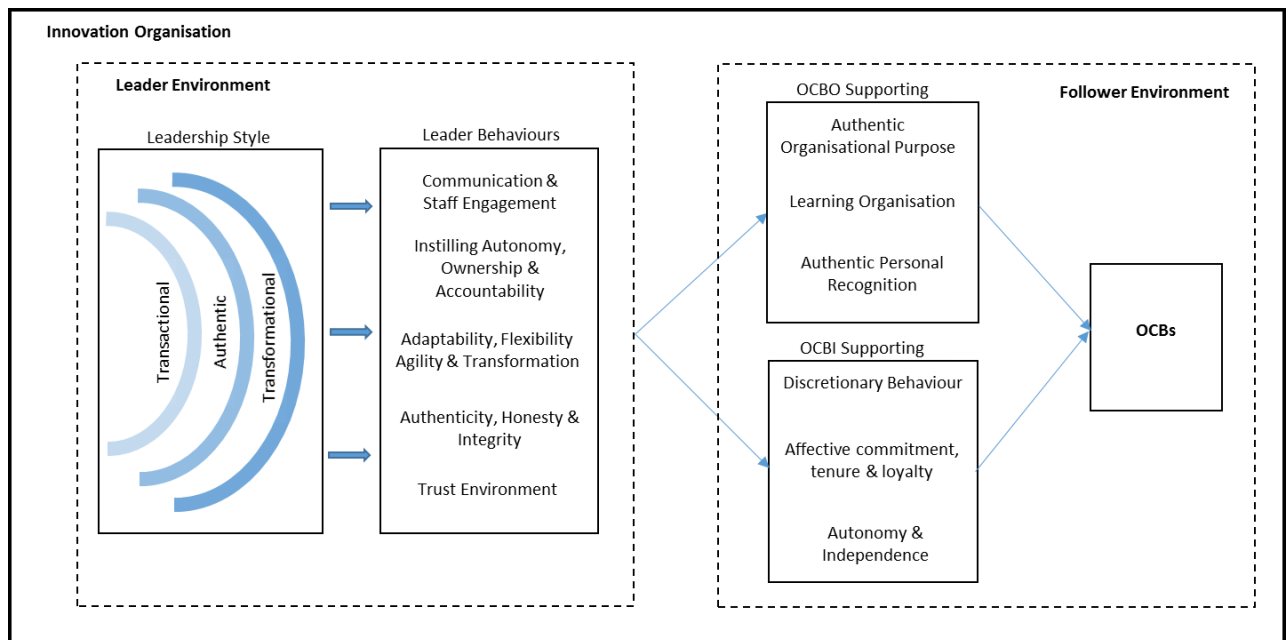


Figure 7. The Leader-Follower Component of the Conceptual Framework for Achieving Innovation as proposed by the author.

## **6.3 Discussion of Results for Research Question 2**

### **Research Question 2: How does organisational citizenship behaviour influence innovation?**

The purpose of research question 2 was to determine if OCBO and OCBI had an influence on the innovation outcomes of an organisation. The research first sought to understand the innovation climates of each of the organisations from descriptions provided by participants. Utilising the OCB supporting and diminishing behaviours described as outcomes of the prevailing leadership styles in section 5.5, these constructs further indicated the level of innovation investment utilising innovation supporting and diminishing behaviours of followers.

#### **6.3.1 Understanding the Innovation Climates of Organisations**

The responses provided by participants in describing the innovation climate of their organisations provided data that was first coded, then grouped into themes. These themes were categorised into either 'innovation supporting' or 'innovation diminishing' descriptors (Krause, 2004; Pitta, 2009). Table 30 illustrates the data that was analysed using an aggregated view of the binarised frequency of construct, ranked in descending order of occurrence.

There were four highest-ranking constructs in Table 30 with a frequency of 4, which described the innovation-supportive climate of each organisation (Pitta, 2009). The climate refers to followers' understanding of the organisation's operational and cultural behaviours which include policies, systems, events and behavioural expectancy (Khalili, 2016). It was found that all organisations saw the function of 'innovation as a differentiator', whereby innovation was used to position organisations ahead of their competitors. The construct of 'leaders as drivers of innovation' saw innovation strategies being driven and led from the senior-most tiers of leadership. These organisations demonstrated 'localised organisational innovation' where initiatives were undertaken and developed within a particular business unit or area of the organisation, and given a specific strategic focus. Each organisation applied a 'structured approach to innovation' initiatives, whereby the strategy, structures and organisational policies supported these initiatives. It was

interesting to note that one organisation evidenced the presence of all the supporting descriptors with the exception of the construct of 'innovation as a discipline'.

In respect of the innovation-diminishing constructs that described the innovation climates of the organisations, it was found that 'legacy systems as a hindrance to innovation' ranked highest with a frequency count of 3 (Table 31). This was followed by the construct expressing a 'disconnect between strategy and execution' with a frequency count of 2, suggesting that even though innovation initiatives are considered a strategic imperative, the execution element was deemed deficient.

### **6.3.2 Behaviours that Determine the Prevalent Innovation Climate**

To determine the behaviours that contribute to the prevailing innovation climates of the organisation sample, participant responses that were derived as outcomes of organisation leadership styles were categorised as either innovation-supporting behaviours or innovation-diminishing behaviours. Supporting behaviours presented the behaviours that support innovation initiatives and outcomes, whereas diminishing behaviours revealed behaviours that hindered the advancement of innovation initiatives. Table 33 provides an aggregated view across the researched organisations of the most occurring innovation-supporting and -diminishing behaviours.

Of the supporting behaviours, the highest ranked emerged as 'contingent reward and recognition' with a frequency count of 14. This construct is supported by literature as an outcome of transactional leadership, but contradicts the current literature which suggests that transactional leadership does not positively influence innovative behaviour, as the focus of transactional leadership is primarily placed on performance instead of innovation outcomes (Pieterse et al., 2010). A later study showed that when followers are said to flourish, they are more enthused to explore uncharted territory and delve into new modes of thinking and ideas (Wallace et al., 2016). The aspect of 'contingent reward and recognition' when applied positively, may be symptomatic of followers progressing and experiencing positive feelings, to be motivated to explore new ideas.

The supporting behaviour of 'establishing a learning organisation' ranked second with a frequency count of 11. It was found that encouraging followers to learn, explore and develop through formal, informal and experiential practices fostered a positive innovation climate (Wallace et al., 2016; Jha, 2016; Mhatre & Riggio, 2014).

The construct of 'purpose as a motivator' co-ranked second with a frequency count of 11, which fortified the motivational drivers of innovation, whereby followers that were motivated, irrespective of the source of motivation, were more inclined to pursue creative and innovation initiatives. This was further linked to the nurturing of positive emotions amongst followers (Wallace et al., 2016). It is interesting to note that one organisation placed greater emphasis on establishing 'purpose as a motivator' to drive innovation, suggesting that financial rewards were not sustainable in the long term to develop and maintain the consistent pursuit of innovation. Even though substantial financial incentives were offered to followers, authentic recognition and being affiliated to a higher purpose was far more valued.

Interestingly, the first- and second-ranked behaviours demonstrated an organisational orientation while the predominant inter-personal orientation behaviours ranked thereafter, suggesting that there was greater affinity towards organisational oriented behaviours compared to the inter-personal oriented behaviours.

The behaviours of 'affective commitment, tenure and loyalty' and 'discretionary behaviour' ranked third with a frequency count of 9. Both these behaviours are positively supported by prevailing literature and are foundational to the concept of OCB (Xerri & Brunetto, 2013; Bester et al., 2015; Jha, 2016). Interestingly, the construct of 'belongingness, passion and pride', having an inter-personal orientation, ranked third with a frequency count of 9. While this behaviour may superficially be deemed a residual effect of 'purpose as a motivator', it can be argued that although followers may buy into an organisational purpose on a cerebral level, the cultivation of an emotive response is a personal inclination, to which varied meanings can be accorded to different individuals. This particular behaviour preceded 'autonomy and independence', 'happiness and wellbeing', a 'lived value-system' and 'organisational culture', providing insight into the degree of importance this behaviour bears both

from an organisational citizenship point of view, as well as from the standpoint of developing a positive, thriving innovation climate.

The diminishing behaviours were also reflected in Table 33. It was found that the foremost diminishing behaviour was an 'aversion to change' with a frequency count of 7. This behaviour had the effect of negatively influencing the innovation climate of an organisation. Even though followers were motivated by the organisational purpose, there was some deficiency experienced in communication and understanding, reflected in the construct which ranked second with a frequency count of 4. The 'difference in generational attitudes' was also a diminishing behaviour and may be deemed an aspect of, or contributor to the 'aversion to change'. 'Organisational hierarchy and bureaucracy' was also considered a hindrance to innovation, and followers found 'pressure as demotivating' as this did not foster a creative or innovative environment.

### **6.3.3 Conclusive Findings for Research Question 2**

The results showed that the innovation climates of organisations were determined by either innovation-supporting or innovation-diminishing descriptors, which can either hinder or advance innovation initiatives. In determining follower investment in innovation outcomes, it was found that the occurrence of supporting behaviours can counter the occurrence of diminishing behaviours provided that the diminishing descriptors are addressed, or alternatively, should the effect of supporting behaviours exceed the effect of the diminishing behaviours, the diminishing behaviours can be negated.

The results further indicated that OCBs do influence innovation outcomes in organisations. Notably, the innovation-supporting behaviours reflect that organisational oriented behaviours were far more established and of greater significance than the inter-personal oriented behaviours. These supporting behaviours are congruent with the OCB supporting behaviours reflected in section 6.2.3, but also seeks to include the inter-personal oriented behaviour of 'belongingness, passion and pride' given the relevance accorded to this construct. These are highlighted as follows:

Organisation Oriented Innovation Supporting Behaviours:

1. Contingent reward and recognition
2. Establishing a learning organisation
3. Purpose as a motivator

Inter-personal Oriented Innovation Supporting Behaviours:

1. Discretionary behaviour
2. Affective commitment, tenure and loyalty
3. Belongingness, passion and pride
4. Autonomy and independence

#### **6.3.4 The Follower-Innovation Component of the Conceptual Framework for Achieving Innovation**

Xerri and Brunetto (2013) theorised that OCB positively contributed to the advancement of innovation in organisations. The results in Table 33 were reflective of the 'innovation-supporting' and 'innovation-diminishing' behaviours, emanating from the prevailing leadership styles, as behavioural outcomes. The categorisation, ranking of the results, and subsequent discussion of the primary supporting and diminishing constructs elucidated the significance of these behaviours' influence on innovation. For the purposes of the conceptual framework, the diminishing behaviours were addressed and reversed to reflect a positive orientation, as a means to counter these diminishing behaviours. Accordingly, the constructs have been converted and categorised as either an organisational or inter-personal orientation, and then incorporated into the 'Follower-Innovation' component of the model.

Organisational Orientation (O) – Innovation Supporting:

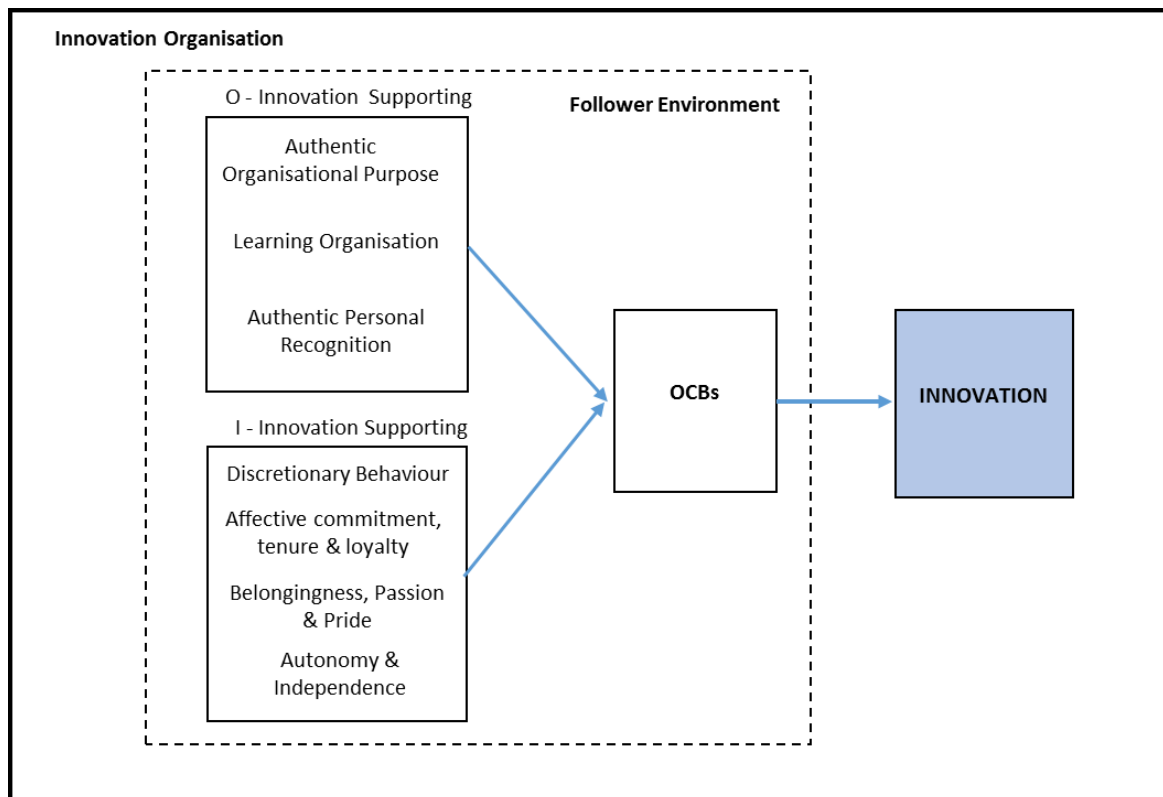
1. 'Change Management', to counter 'aversion to change'
2. 'Flat Structure and Adhocracy', to counter 'hierarchy and bureaucracy'
3. 'Authentic Personal Recognition', to counter 'contingent reward and recognition'



## Inter-personal Orientation (I) – Innovation Supporting

### 1. Stress Management, to counter 'pressure as demotivating'

As the identified innovation-supporting behaviours were found to be congruent with the OCB supporting behaviours identified in section 6.2.2, they have been combined to represent the relevant OCBO and OCBI supporting behaviours, which contribute to organisational citizenship behaviour, as it exists within the 'Follower Environment, as part of the 'Follower-Innovation' component of the conceptual framework. This component of the framework additionally depicts the influence of OCB on innovation that may occur in various modes within the organisational domain, found in Figure 8. These modes may encompass a centralised or localised approach to innovation, or may occur at various levels and parts of the business, emerging either organically or within the confines of a structured, strategic focus.



*Figure 8.* The Follower-Innovation Component of the Conceptual Framework for Achieving Innovation as proposed by the author.

## **6.4 Discussion of Results for Research Question 3**

### **Research Question 3: How does leadership style influence innovation?**

Research question 3 aimed to determine how the predominant leadership style identified in research question 1 influenced innovation. The outcome of the results would also assist in ascertaining the relevance of OCBs for innovation and if OCBs were a pre-requisite for achieving innovation in organisations. Hereto, participants were asked to explain how their leadership style drove the innovation outcomes of the organisation. These responses were coded and categorised into themes, and then analysed using frequency of construct, to determine the occurrence of innovation outcomes for each organisation.

#### **6.4.1 The Influence of Leadership Style on Innovation**

The predominant leadership style, or combination thereof, was established in section 6.2.1. Transformational leadership was found to be the most prominent, followed by authentic leadership and then transactional leadership. The current literature supports the view that leadership is vital in influencing innovation in organisations (Jung et al., 2003; Gumusluoğlu & Ilsev, 2009).

The results demonstrated the areas of influence of the prevailing leadership styles, pertaining specifically to innovation. It was found that ‘future-proofing’ was of paramount importance and occurred consistently across each organisation, with the highest-ranking frequency of 4, as illustrated in Table 34. This construct demonstrated the application of a primary strategic focus by organisational leaders to ensure organisational, product or service, and staff relevance. There was a strong drive towards ensuring sustainability and longevity using innovation and innovative practices to deliver these outcomes, to secure the organisation’s future. This outcome is aligned to the characteristic of transformation and change, typified by a transformational leadership style (Pieterse et al., 2010).

Organisational leaders were found to be responsible for fostering a ‘culture of curiosity’. This construct ranked second, with a frequency count of 3, suggesting that only three of the four organisations in the sample demonstrated this characteristic. This culture of curiosity was defined by the nurturing of natural curiosity, enquiry,

lateral thinking and critique. This requires a mind-set that favours exploration and new ideas, attributed to transformational leadership (Elkins & Keller, 2003; Gumusluoğlu & Ilsev, 2009).

While leadership style was shown to influence innovation positively, some negative outcomes arose. Four of the five third-ranking constructs were negative outcomes, while the construct of 'conversion to innovation' was deemed neutral. These negative outcomes presented as the 'lack of readiness' within the organisation, either attributed to follower and leader attitudes, or due to operational constraints. In some instances, a 'disconnect between senior leaders and followers' was expressed. The speed with which innovation initiatives were driven posed a further issue whereby 'pitfalls of fast-paced' innovation was raised as a challenge. This construct could also be linked to the construct of 'lack of readiness' which indicates that the pace at which innovation initiatives are undertaken needs to consider the level of preparedness and willingness of followers, as well as the capacity and resources of the organisation. Furthermore, even though organisations demonstrated varying manifestations of authentic leadership, the need for connectedness and authentic leadership was still conveyed, suggesting that not all followers experienced the degree of authenticity that leaders perceived this to be.

#### **6.4.2 Conclusive Findings for Research Question 3**

The results demonstrated that the identified predominant leadership styles of transformational, authentic and transactional did influence innovation outcomes. These outcomes however, emerged as both positive and negative. Success can be achieved in driving the strategic agenda for future-proofing, and creating a culture of curiosity. However, organisations need to be mindful of the lack of readiness to innovate, attributed either to follower attitudes, operations, processes and structures, the pace at which innovation takes place, and having the ability as leaders to authentically connect with followers are integral components for advancing innovation outcomes.

### **6.4.3 The Leader-Innovation Component of the Conceptual Framework for Achieving Innovation**

It has been argued that leadership style, particularly the attributes of transformational leadership, influences the innovation climate in organisations by developing the creative skills and management abilities of their followers (Jung et al., 2003). The discussion relating to the data outlined in Table 34 provides an overview of the direct outcomes of the prevailing leadership styles on innovation outcomes. Two distinct outcomes that presented were 'future proof' and 'culture of curiosity'. Leaders' ability to 'future proof' organisations prioritised sustainability relevance and future growth prospects, utilising innovation as a means to attain this objective. In so doing, a 'culture of curiosity' was nurtured to spur an explorative mind-set in order for novel ideas and modes of thinking to emerge. These leadership outcomes have been incorporated into the 'Leader-Innovation' component of the conceptual framework as facets that permeate the entire field of the organisation. This, combined with the effects of the 'Leader Behaviours' found to influence OCB, influences innovation occurring in its varying modalities, and is represented in Figure 9.

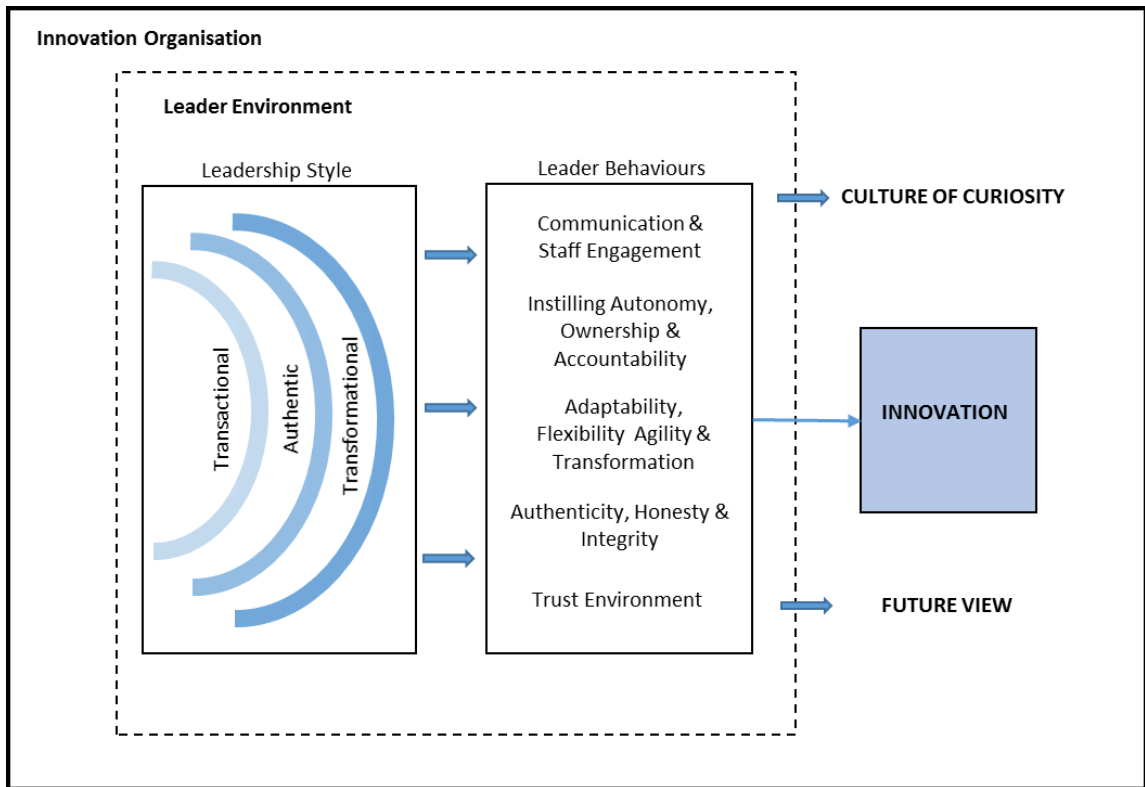


Figure 9. The Leader-Innovation Component of the Conceptual Framework for Achieving Innovation as proposed by the author.

The framework which fully integrates the Leader-Follower-Innovation components is presented and explained in Chapter 7.

## **Chapter 7: Conclusion & Recommendations**

### **7.1 Introduction**

This chapter discusses the 'The Leader-Follower Innovation Framework' as a conceptual model, which was introduced as individual components in Chapter 6, arising as a development of the literature presented and research findings. This chapter further outlines recommendations for managers emerging from the findings and proposed framework, and suggests future studies that may be undertaken to advance the knowledge of the subject matter.

### **7.2 Creating a Framework for Achieving Innovation in Organisations**

#### **7.2.1 The Process of Developing the 'Leader-Follower Innovation Framework'**

The process of creating the framework took cognisance of the constructs and themes that emerged during the data analysis phase in Chapter 5. These emerging constructs and their inherent influences were carefully considered in expressing the logical sequencing and integration, to propose an approach in achieving innovation outcomes (Mitchell et al., 2012; Cropanzano et al., 2017). The reciprocal exchange relationships that qualify the Theory of Social Exchange premised the construction of the framework and is illustrated diagrammatically in Figure 10 (Cropanzano et al., 2017).

The purpose of the framework is to provide a consolidated view of the 'leader-follower' innovation-supporting behaviours, and how they influence innovation outcomes. Furthermore, the framework aims to propose the ideal leadership style for promoting the emergence of organisational citizenship behaviours, that support a sustainable and thriving innovation climate.

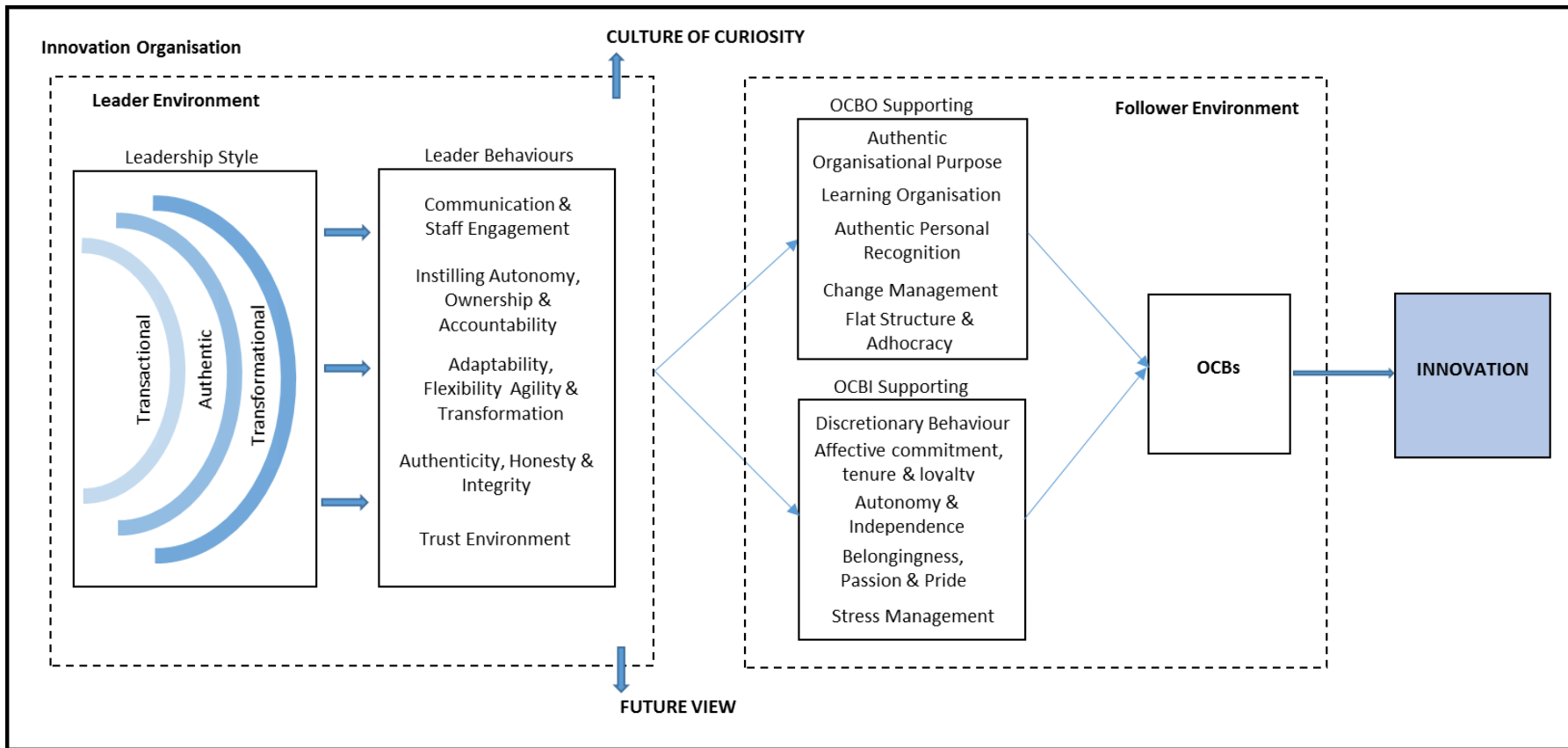


Figure 10. The 'Leader-Follower' Framework for Achieving Innovation, representing the integrated view of the individualised components presented in Chapter 6, proposed by the author.

## **7.2.2 A Description of the ‘Leader-Follower’ Framework for Achieving Innovation’**

The framework illustrated in Figure 10 demonstrates the influence of the ‘Leader Environment’ on the ‘Follower Environment’ for achieving innovation within an organisational sphere. It encapsulates the most warranted leadership styles and their behavioural outcomes as requirements, to create the ideal ‘Leader Environment’, demonstrating the influence of leadership style on organisational citizenship behaviour, for achieving innovation. The framework has been structured to depict the ‘Leader Environment’ and the ‘Follower Environment’ and the way in which the leader environment influences the follower environment to attain innovation objectives.

### **7.2.2.1 The ‘Leader Environment’**

The leader environment exists within the organisation’s domain and has the ability to influence the follower environment as well as the greater organisational sphere. This environment comprises a primary element of leadership style (Ogbonna & Harris, 2000) and the secondary element of leadership behaviours, as an outcome of leadership style. In elaborating the leadership style component, this reflects the leadership styles most required to achieve the desired leadership behaviours. The model depicts three leadership styles in varying ratios, where the transformational style is the most prevalent or required (Afsar et al., 2017), followed by an authentic style and then a transactional form of leadership. A transformational style coupled with authenticity is most ideal to achieve the desired behaviours (Jha, 2016). There is a recommendation to eventually phase out the transactional leadership behaviours in lieu of authentic behaviours that rally followers towards a higher, aspirational, more purpose-driven objective (Afsar et al., 2017).

In terms of the leader behaviours that most support the attainment of OCBs, the most integral behaviours are those of ‘communication and staff engagement’ (Men, 2014), ‘instilling autonomy, ownership and accountability’ (Zhu et al., 2009; Afsar et al 2017), ‘adaptability, flexibility, agility and transformation’, ‘authenticity, honesty and integrity’ and ‘establishing a trust environment’ (Coxen et al., 2016; Walumbwa et al., 2011). These behaviours exemplify the core leadership behaviours that influence the follower environment. Communication and engagement of followers is critical to ensure the understanding of innovation objectives, as well as the meaningfulness of



purpose that drives these objectives (Men, 2014). By instilling autonomy, a sense of ownership and accountability, followers are accorded increased responsibility and independence to enable a greater sense of affiliation to organisational objectives (Zhu et al., 2009; Afsar et al., 2017). Within an ever-changing innovation space, leaders are required to demonstrate agility, adaptability and flexibility, thereby facilitating transformation and moving at the pace that change requires. Followers yield to authentic leaders who embody their personal stories and are unafraid of vulnerability. These leaders are simply honest in their interactions and integrous in their dealings (Tonkin, 2013; Hoch et al 2016; Avolio & Gardner, 2005). These authentic behaviours are foundational for establishing an environment of trust and safety where followers have the freedom to engage others, challenge the status quo, and pose novel ideas without fear of judgement or retribution (Coxen et al., 2016; Walumbwa et al., 2011).

The effects of the 'Leader Environment' permeate not only the 'Follower Environment' but the organisational domain as well. Here, leaders have the ability to influence innovation outcomes directly by fostering a 'culture of curiosity' whereby a natural spirit of inquiry and an explorative mind-set is encouraged (Jung, Chow & Wu, 2003; Gumusluoğlu & Ilsev, 2009; Elkins & Keller, 2003). Driving a 'future-view' and future proofing strategies entrench stability, relevance, sustainability and longevity within the organisation.

#### **7.2.2.2 The 'Follower Environment'**

The 'Follower Environment' also resides within the organisational sphere and comprises the components of organisation-oriented OCB supporting behaviours (OCBO) and inter-personal OCB (OCBI) supporting behaviours (Coxen et al., 2015; Jha, 2016). These behaviours emanate as a result of the recommended transformational, authentic and transactional leadership styles and corresponding leader behaviours. It is important to note that OCBO Supporting behaviours influence OCB directly, whereas OCBI Supporting behaviours influence OCB indirectly. Interestingly, followers demonstrate a greater affinity towards the OCBO supporting behaviours. It is therefore recommended that leaders apply greater priority of focus on ensuring the follower outcomes resulting from the application of the recommended leadership styles for OCBO Supporting behaviours.

These OCBO Supporting behaviours include 'authentic organisational purpose', 'establishing a learning organisation', 'authentic personal recognition', 'change management' and a 'flat structure and adhocracy' and are organisational imperatives that should be inculcated by leaders. The authentic purpose of an organisation has the effect of rallying followers behind something meaningful, inspiring and aspirational, where the impact of this purpose can be seen to exalt the organisation's objectives beyond mere financial goals (Mhatre & Riggio, 2014; Gumusluoğlu & Ilsev, 2009). The learning organisation inspires consistent learning and development by formal and informal means, and encourages followers to challenge the status quo and spark new and innovative ideas and modes of thinking (Wallace et al., 2016; Jha, 2016; Mhatre & Riggio, 2014). Authentic personal recognition of followers has far-reaching implications in that it may enable an organisation to transcend a transactional leadership style (Jha, 2016); however, change management practices are necessary to constrain followers who are averse to change, which may hinder innovation progress. While a flat organisational structure is favoured in contrast to a hierarchical one, this can also be applied metaphorically in instances where functionally, eradicating structures are onerous. A non-hierarchical approach to engagement unencumbers innovation initiatives. An adhocracy enables flexibility and informality, as opposed to bureaucratic practices that stifle innovation.

The OCBI Supporting behaviours take the form of 'discretionary behaviour', 'affective commitment, tenure and loyalty', 'autonomy and independence', 'belongingness, passion and pride' and 'stress management' which are fostered as part of inter-personal engagement with followers. Followers will naturally be inclined to exercise extra-role behaviours should they be motivated by an authentic organisational purpose, and are authentically recognised for high performance (Jha, 2016; Bester et al, 2015; Coxen et al, 2015; Mhatre & Riggio, 2014). In organisations that index exceedingly for transactional leadership whereby followers receive financial rewards, a system of phasing-out the practice and cultivating an alternative mind-set should be explored. Commitment levels and loyalty of followers can be fostered by building authentic relationships and valuing their contributions, as well as by aligning followers to the higher organisational purpose (Coxen et al., 2016; Walumbwa et al., 2011; Afsar et al., 2017). Employee satisfaction practices should also be accorded priority (Men, 2014). These followers, given their level of maturity within the organisation, experience and skill-set should be entrusted to work autonomously and

independently, either as individuals or as collective groupings to facilitate the flow of information, ideation and delivery (Afsar et al, 2017). This process is ideally managed by instilling a culture of accountability. The aspect of 'belongingness, passion and pride' is evoked when followers demonstrate a strong affiliation to the organisation's brand and purpose (Mhatre & Riggio, 2014; McCleskey, 2014). It is therefore imperative for organisations to ensure delivery of the brand promise and that a compelling purpose underscores organisational objectives. In a dynamic environment, followers may be exposed to insurmountable pressure. Followers' well-being should be addressed to ensure that they remain motivated, and are able to manage stress.

The OCBO Supporting behaviours combined with the OCBI Supporting behaviours have the effect of enhancing the occurrence of organisational citizenship behaviour (OCB). This OCB influences the advancement of innovation in organisations. Accordingly, Figure 10 illustrates the influence of leadership style on OCB for the achievement of innovation within the organisation domain.

#### **7.2.2.3 Summary of the 'Leader-Follower' Framework for Achieving Innovation**

The framework considers the leadership style or combination thereof that most fosters OCB for achieving innovation outcomes. Within the sphere of an Innovation Organisation resides a 'Leader-Environment' and a 'Follower Environment'. The leader environment encompasses these ideally-suited leadership styles identified as transformational, authentic and transactional, which in turn produces particular leadership behaviours. These leadership behaviours drive certain follower behaviours which reside in the follower environment. These follower behaviours present as organisation-oriented and inter-personal oriented OCB supporting behaviours. When indexed appropriately, OCB is cultivated and innovation, as part of the entire organisational realm, is achieved. Additionally, innovation outcomes are directly influenced by the 'Leader Environment' by way of engendering a 'culture of curiosity' and projecting a 'future-view' of the organisation.

### **7.3 Recommendations for Management**

The findings in respect of the posed research questions demonstrate that organisational innovation necessitates a progressive stance on leadership. The style of leadership prevailing in organisations should not merely be an application of

methods but rather an embodiment of personal values, ethics, charisma, authenticity, the ability to inspire high performance as well as lead transformation to elevate organisations to greater heights, and secure future success. The citizenship behaviours of followers are to be prioritised to achieve exceedingly higher levels of innovation. Greater emphasis should be paid to the organisation-oriented facets of citizenship.

- Leaders should endeavour to connect authentically with followers by sharing their vulnerability and personal experiences, thereby 'humanising' what leadership encompasses within the organisation. This can be achieved by forging personal relationships and interacting with followers on a face-to-face basis. These can take the form of one-to-one meetings and collective forums.
- Followers are seeking meaning in their everyday roles, and leaders are increasingly required to lead by authentic purpose by entrenching higher aspirations that not only benefit the organisation financially, but by actions that engender a social consciousness and altruistic agenda. When followers buy into a higher organisational purpose, this surpasses the need for personal aspiration and financial rewards, enabling leaders to transcend the exchange-based transactional leadership to fully embody an 'authentic, transformational leadership' style. Leaders can entrench this purpose by involving followers in its development from the outset, to ensure buy-in and sustained commitment towards this purpose. The communication and understanding of this purpose requires consistent reinforcement.
- In order to advance innovation, leaders should prioritise the development of a learning organisation whereby followers are encouraged to learn, explore, experiment and share ideas amongst leaders and peers alike. A 'culture of curiosity' should be cultivated and weaved into the fabric of the organisation. Leaders are required to support this process by developing agile practices and embracing flexibility and adaptability, as well as transforming the structures, processes and policies to facilitate an innovation-progressive organisation. Hereto, leaders can support formal learning and development of followers ensuring alignment to organisational objectives. An informal learning environment should also be fostered in the form of peer-to-peer learning and leader-follower mentorship programmes.

- Followers should be accorded greater autonomy and accountability. A sense of ownership and belongingness can instil pride and passion in followers to extend beyond role requirements, enhancing engagement, increasing motivation and forging commitment. Leaders can increase autonomy by according greater responsibility to followers by increasing their scope of work, by delegating decision-making authority and by encouraging independent projects outside the regular scope of work, that support the organisation's objectives.

#### **7.4 Limitations of the Research**

While consideration was given to the research limitations outlined in section 4.9, limitations were identified and could not be averted. These are outlined as follows:

- The sample comprised only organisations which did not avail the breadth of study or generalisability across all organisations. This was further exacerbated by the number of industries being limited to only four.
- The sample consisted of c-suite executive, heads of divisions, middle managers and innovation experts. The opinions of followers in non-leadership roles in organisations were excluded, limiting the depth of understanding from this point of view.
- The purposive sampling method excluded parts of the population. Accordingly, the study comprised only 16 participants located in Johannesburg, South Africa, presenting both a generalisability and a geographical bias.
- The interviewer is not a professionally qualified researcher and therefore personal bias may have impacted the data collection process.

#### **7.5 Suggestions for Future Research**

The study has availed an opportunity for numerous aspects of leadership, organisational citizenship and innovation to be explored further. Given the nature of the findings, future studies in the following areas will contribute to both business and literature. Four primary recommendations for future research are suggested below:

- As the occurrence of OCBO ranked more highly than OCBI in determining the outcomes of the prevailing leadership styles, the undertaking of a quantitative assessment of the influence of leadership styles on the organisational orientation versus the inter-personal orientation of organisational citizenship behaviours may prove to determine whether OCBO or OCBI is required to be elevated to advance innovation outcomes.
- Whilst literature suggested various positive follower behaviours as outcomes of transformational leadership, a further study on the negative outcomes of transformational leadership that have arisen in this study may contribute to the body of knowledge on this subject matter.
- The aspect of 'contingent reward and recognition' was found to be a primary determinant of OCBO. A study is therefore warranted to identify the sole effects of 'contingent reward' as an outcome of transactional leadership, for achieving innovation.
- Participants expressed strong affiliation to organisational purpose and emphasised authenticity as fundamental to it, in lieu of financial rewards. It was suggested that 'contingent reward' was not sustainable in the long term. A quantitative and qualitative study may be undertaken to understand the influence of authentic organisational purpose versus the requirement for contingent reward.

## **7.6 Conclusion**

The objective of the study was to understand the influence of leadership style on the innovation outcomes of organisations, mediated by organisational citizenship behaviours. Literature argued that transformational leadership would best support innovation outcomes, superseding other leadership styles. The study supported this in its findings but also revealed a growing trend in authentic leadership. Organisational citizenship influenced innovation outcomes, and recognised the influence of varied styles of leadership that either supported or diminished innovation outcomes. The 16 semi-structured interviews and their corresponding data provided a deeper understanding into the complexity of leadership and the relevance of instituting sustainable innovation practices in organisations. An outcome of this study has resulted in the formation of 'The Leader-Follower Innovation Framework for

Achieving Innovation' which integrates the primary constructs as constituents that cultivate a sustainable and thriving innovation climate.

The study makes a contribution to current literature by providing a deeper understanding of the subject matter. It further avails key insights that may be utilised in the practice of leadership, and in the advancement of innovation.

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## Appendix 1: Consistency Matrix

Proposition/Questions/ Hypothesis	Literature Review	Data Collection Tool	Analysis
<b>Research Question 1:</b> What is the predominant leadership style of the organisations?	Silva (2016) McCleskey (2014) Daft (2011) Ogbonna & Harris (2000) (Riggio, 2015) (Hoch et al., 2016)	<ul style="list-style-type: none"> <li>• What is your understanding of leadership style?</li> <li>• What are the key characteristics and behaviours of the leadership style?</li> </ul>	<b>Thematic Analysis</b>
<b>Research Question 2:</b> How does this leadership style influence organisational citizenship behaviours?	(Xerri & Brunetto, 2013)	<ul style="list-style-type: none"> <li>• What is your understanding of organisational citizenship behaviours?</li> <li>• Of the characteristics and behaviours outlined earlier, which of these most influence organisational citizenship behaviours.</li> </ul>	<b>Thematic Analysis</b>
<b>Research Question 3:</b> How does organisational citizenship behaviour influence innovation?	(Xerri & Brunetto, 2013) (Yidong & Xinxin, 2016)	<ul style="list-style-type: none"> <li>• What is the innovation climate of the organisation?</li> <li>• How invested are employees in innovation initiatives and outcomes?</li> </ul>	<b>Thematic Analysis</b>
<b>Research Question 4:</b> How does leadership style influence innovation?	(Baregheh et al., 2009) (Adams et al., 2006) (Zairy, Soieb, Othman, & Silva, 2013)(Adams et al., 2006)	<ul style="list-style-type: none"> <li>• How does the current leadership style drive the organisation's innovation outcomes?</li> <li>• What are the pros and cons of the leadership style for achieving innovation?</li> </ul>	<b>Thematic Analysis</b>

## Appendix 2: Invitation to Participate in Study

### Email Invitation

**Subject:** MBA Dissertation - Request for Assistance in respect of Access to Sample

Dear XXX,

Thank you for our earlier conversation. I sincerely appreciate you making the time.

I would like to request an interview with a C-suite Executive as well as three other employees who are part of the organisation.

The study I have undertaken is to understand **The Influence of Leadership Styles on Organisational Citizenship Behaviours (OCB's) in achieving Innovation Outcomes.**

In addition to interviewing the C-Suite Executive, as part of my sample, I would also like to interview:

1. 1 x Business Unit Head
2. 1 x Middle Manager
3. 1 x Employee in an Innovation environment.

I have attached my approval of Ethical Clearance, as well as an Interviewee Participation Consent Form, for your perusal.

I look forward to receiving your feedback, and any potential future engagement.

Regards,



## **Appendix 3: Participation Consent Form**



### **Research Participant Consent Form**

**Gordon Institute of Business Science MBA 2019**

**Research Topic: The Influence of Leadership Style on Organisational Citizenship Behaviours (OCB's) for Achieving Innovation**

**Researcher: Ms N Sukha**

**Nature of study:** Qualitative

I am conducting research on The Influence of Leadership Style on Organisational Citizenship Behaviours (OCB's) in Achieving Innovation. Our interview is expected to last about an hour, and will help us understand how leadership styles affect innovation outcomes in an organisation by creating citizenship behaviours in an organisation. Your participation is voluntary and you can withdraw at any time without penalty. All data will be reported without identifiers. If you have any concerns, please contact me or my supervisor. Our details are provided below:

I, \_\_\_\_\_, (insert name) voluntarily agree to participate in this research study. I understand and agree to the following:

- To voluntarily participate in the research interview where I am able to withdraw at any time, or refuse to answer any question without any consequences of any kind;
- I can withdraw permission to use data from my interview within two weeks after the interview, in which case the material will be deleted;
- I have had the purpose and nature of the study explained to me either verbally or in writing, and I have had the opportunity to ask questions about the study;
- That participation involves being interviewed for approximately an hour, and the provision of information about the organisation of my employ, as well as any subjective opinions related to the topic;
- I will not derive any benefit from participating in this research either directly or indirectly, at no cost to myself;
- I agree to having my interview being audio-recorded;
- All information I provide for this study will be treated confidentially;
- In any report on the results of this research my identity will remain anonymous. This will be done by changing my name and disguising any details of my interview which may reveal my identity or the identity of people I speak about.
- Disguised extracts from my interview may be quoted for academic and / or popular dissemination, to include the interviewer's research report, published papers, journal articles, conference papers, books, presentations, television, radio, lay articles and podcasts
- The signed consent forms and original audio recordings will be retained in a secure location for the period stipulated by the academic institution, which is 10 (ten) years.

- A transcript of my interview in which all identifying information has been removed will be retained for the period stipulated by the academic institution, which is 10 (ten) years.
- I am free to contact the interviewer as well as the academic institution involved in the research to seek further clarification and information, should the need arise.

---

Signature of research participant

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Date

---

Signature of researcher

---

Date

Contact Details:

Researcher: Ms N Sukha  
 Email: 18378499@mygibs.co.za  
 Mobile: +27 83 601 5377

Institution: Gordon Institute of Business Science  
 Supervisor: Ms H Pearson  
 Email: Pearsonh@gibs.co.za  
 Tel: +27 11 771 4000

## Appendix 4: Ethical Clearance



18 July 2019

Sukha Nitta

Dear Nitta

*Please be advised that your application for Ethical Clearance has been approved.*

*You are therefore allowed to continue collecting your data.*

*Please note that approval is granted based on the methodology and research instruments provided in the application. If there is any deviation change or addition to the research method or tools, a supplementary application for approval must be obtained*

*We wish you everything of the best for the rest of the project.*

*Kind Regards*

GIBS MBA Research Ethical Clearance Committee

## Appendix 5: Interview Guide

Name:

Start Time:

Organisation:

End Time:

Job Title:

Date:

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Thank you for accepting my invitation to be interviewed. It is sincerely appreciated.

The title of the research is ‘The Influence of Leadership Styles on Organisational Citizenship Behaviours for Innovation Outcomes’

The key objective of this research is:

- To understand what leadership styles drive innovation in organisations
- Understand if there is a relationship between OCB’s and innovation
- Understand the relationship between leadership style and OCB’s
- How OCB’s are cultivated for innovation outcomes

The nature of this research and interview is exploratory. All information that is shared will be treated as confidential. You are encouraged to speak freely and openly. Please confirm the signing of the consent form? Please advise if I am permitted to record the interview?

### Interview Questions

1. What are the key characteristics and behaviours of your leadership style?
2. What is your understanding of organisational citizenship behaviours?
3. Of the characteristics and behaviours outlined earlier, which of these most influence organisational citizenship behaviours?
4. What is the innovation climate of the organisation?
5. How invested are employees in innovation initiatives and outcomes?
6. How does the current leadership style drive the organisation’s innovation outcomes?
7. How do the organisational citizenship behaviours described earlier drive the innovation outcomes of the organisation?
8. What are the pros and cons of the leadership style for achieving innovation?

## Appendix 6: List of Codes

No	Code Groups	Code
1	Innovation Environment	IE_Balance between experimentation and business objectives
2	Innovation Environment	IE_Codified innovation
3	Innovation Environment	IE_Combination Top-Down & Bottom Up Innovation Approach
4	Innovation Environment	IE_Disconnect between Strategy & Execution
5	Innovation Environment	IE_Embedded, organic innovation
6	Innovation Environment	IE_Governance & Bureaucracy
7	Innovation Environment	IE_Innovation as a differentiator
8	Innovation Environment	IE_Innovation as a discipline
9	Innovation Environment	IE_Innovation for Market Leadership
10	Innovation Environment	IE_Intermittent needs-based innovation
11	Innovation Environment	IE_Leaders as drivers of innovation
12	Innovation Environment	IE_Legacy Systems as a hindrance to innovation
13	Innovation Environment	IE_Localised Organisational Innovation
14	Innovation Environment	IE_Organisational structure supporting innovation
15	Innovation Environment	IE_Structured approach to innovation
16	Innovation Environment	IE_Technology-driven innovation
17	Innovation Environment	IE_Time & Capacity Constraints for innovation
18	Innovation Environment	IE_Unstructured Innovation
19	Leadership Style_Authentic	LS_Authenticity, Honesty & Integrity
20	Leadership Style_Authentic	LS_Being Accountable
21	Leadership Style_Authentic	LS_Connection & Consistency
22	Leadership Style_Authentic	LS_Empathy
23	Leadership Style_Authentic	LS_Establishing a trust environment
24	Leadership Style_Authentic	LS_Leader Visibility
25	Leadership Style_Authentic	LS_Personal relationships
26	Leadership Style_Charismatic	LS_Collaboration
27	Leadership Style_Charismatic	LS_Leading by example
28	Leadership Style_Charismatic	LS_Leading with Purpose
29	Leadership Style_Cons	C_LS_Being misunderstood
30	Leadership Style_Cons	C_LS_Delivery Focussed under pressure
31	Leadership Style_Cons	C_LS_Difficult to attain followership
32	Leadership Style_Cons	C_LS_High expectations
33	Leadership Style_Cons	C_LS_Idea Selection & Prioritisation
34	Leadership Style_Cons	C_LS_Lack of Presence
35	Leadership Style_Cons	C_LS_Misdirection
36	Leadership Style_Cons	C_LS_Non-traditional leadership style
37	Leadership Style_Cons	C_LS_Perceived as intimidating
38	Leadership Style_Cons	C_LS_Rigidity
39	Leadership Style_Cons	C_LS_Stubbornness
40	Leadership Style_Cons	C_LS_Unachievable broad consensus buy-in
41	Leadership Style_Ethical	LS_Ethical Standards

42	Leadership Style_Ethical	LS_Transparency
43	Leadership Style_Prof	P_LS_Achieving Strategic Objectives
44	Leadership Style_Prof	P_LS_Autonomy of staff
45	Leadership Style_Prof	P_LS_Commitment
46	Leadership Style_Prof	P_LS_Embracing Diversity
47	Leadership Style_Prof	P_LS_Enabling exploration
48	Leadership Style_Prof	P_LS_Enabling open discussion
49	Leadership Style_Prof	P_LS_Inclusivity & Teamwork
50	Leadership Style_Prof	P_LS_Knowledge Sharing
51	Leadership Style_Prof	P_LS_Providing clarity of purpose
52	Leadership Style_Servant	LS_Coaching & Mentorship
53	Leadership Style_Servant	LS_Collective Ideals
54	Leadership Style_Servant	LS_Hands-on
55	Leadership Style_Servant	LS_Knowledge Sharing
56	Leadership Style_Servant	LS_Servant leadership
57	Leadership Style_Transactional	LS_Citizen Selection Rigour, Organisational Fit & Multidisciplinarianism
58	Leadership Style_Transactional	LS_Expectation of Performance Excellence
59	Leadership Style_Transactional	LS_Lack of agility
60	Leadership Style_Transactional	LS_Lack of communication as an innovation deterrent
61	Leadership Style_Transactional	LS_Managing Risk to Reward ratio
62	Leadership Style_Transactional	LS_Micro-management vs Arms-Length
63	Leadership Style_Transactional	LS_Solutions-driven
64	Leadership Style_Transactional	LS_Strict but fair
65	Leadership Style_Transformational	LS_Ability to Influence & Span of Control
66	Leadership Style_Transformational	LS_Adaptability, Flexibility, Agility and Transformation
67	Leadership Style_Transformational	LS_Ambidexterity
68	Leadership Style_Transformational	LS_Communication & Staff Engagement
69	Leadership Style_Transformational	LS_Democratic
70	Leadership Style_Transformational	LS_Fostering Individuality & Embracing diversity
71	Leadership Style_Transformational	LS_Instilling Autonomy, Ownership & Accountability
72	Leadership Style_Transformational	LS_Org Dynamic of Non-hierarchy
73	Leadership Style_Transformational	LS_Organisational Culture Entrenching Staff Positivity
74	Leadership Style_Transformational	LS_Providing Clarity, Creating Simplicity & Being Decisive
75	Leadership Style_Transformational	LS_Time and space availability

76	Leadership Style_Transformational	LS_Willingness to Learn
77	Leadership_Innovation	LS_I_Conversion to Innovation
78	Leadership_Innovation	LS_I_Culture of curiosity
79	Leadership_Innovation	LS_I_Disconnect between Senior Leaders & Lower-rung staff
80	Leadership_Innovation	LS_I_Future-proofing
81	Leadership_Innovation	LS_I_Lack of Readiness
82	Leadership_Innovation	LS_I_Need for authentic leadership and connectedness
83	Leadership_Innovation	LS_I_Pitfalls of fast-paced innovation
84	Leadership_Innovation	LS_Inspirational
85	Leadership_Innovation	LS_Lack of leader availability
86	Leadership_Innovation	LS_Organisational objectives prioritised
87	OCBs_Diminishing	OCB_Aversion to Change
88	OCBs_Diminishing	OCB_Hierarchy & Beurocracy as a hindrance to innovation
89	OCBs_Diminishing	OCB_Lack of communication & understanding of Purpose
90	OCBs_Diminishing	OCB_Difference in generational attitudes
91	OCBs_Diminishing	OCB_Pressure as demotivating
92	OCBs_Supporting	OCB_Belongingness, Passion & Pride
93	OCBs_Supporting	OCB_Contingent Reward & Recognition
94	OCBs_Supporting	OCB_Discretionary behaviour
95	OCBs_Supporting	OCB_Establishing a Learning Organisation
96	OCBs_Supporting	OCB_Happiness & Wellbeing
97	OCBs_Supporting	OCB_Lived Value-System
98	OCBs_Supporting	OCB_Nurturing Creativity
99	OCBs_Supporting	OCB_Organisational Culture
100	OCBs_Supporting	OCB_Organisational Seniority and innovation
101	OCBs_Supporting	OCB_Participation in Organisational Social Environment
102	OCBs_Supporting	OCB_Peer-to-peer influence
103	OCBs_Supporting	OCB_Purpose as a motivator
104	OCBs_Supporting	OCB_Receiving Support
105	OCBs_Supporting	OCB_Staff as drivers of organisational success
106	OCBs_Supporting	OCB_Work-Life Integration
107	OCBs_Supporting	OCB_Affective Commitment, Tenure & Loyalty
108	OCBs_Supporting	OCB_Autonomy & Independence
109	OCBs_Supporting	OCB_Professional Achievement