

Leadership Framework Intensifies Innovation Culture in an Organization

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Shadiya Mohamed Baqutayan^{1,*}, Norhashima Jamaluddin¹, Hazizi Omar¹, Dania Hashmi Parvez¹

¹ Perdana School of Science, Technology and Innovation Policy, University Technology Malaysia (UTM), Jalan Sultan Yahya Petra, Kampung Datuk Keramat, 54100 Kuala Lumpur, Wilayah Persekutuan Kuala Lumpur, Malaysia

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ABSTRACT

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The exit of third revolution, paving the way for population of the world trends into the beginning of fourth industry revolution. Indeed the organizations in 22nd century will catalyst as medium for culture of innovation. Innovation has become a necessity in boosting the nation's economic prowess. Necessarily a culture of innovation routinely touted as the key to achieve it in today's era. This is a culture that is holding the majority of organizations around the world to sustain total growth. Hence the leaders of an organization from every industry and sector will face with multi challenges to optimize leadership capability. Therefore many scholars assume that both leadership and organization culture play important roles in fostering innovation. However there are not many options for researchers to explore comprehensive framework, which provide linkage of leadership appropriately with intensifies the innovation culture in an organization. Responding of this phenomenon, understanding leadership in relation of augmenting the innovation pivotal in creating sustainable organizations spheres. The mutual leadership and innovation has greatly unraveled abundantly by researchers through their work since decade ago to fine-tune the continuation. Backed by the strength of these fabric, this research paper promulgated the leadership of which was related to the culture of innovation in an organization, closely connected of leadership purview. The establishment of the framework constituted by qualitative analysis of quality literature reviews and selected case study of most innovative organization. Framework developed with right balance of integrated and directive linkage the innovation culture with wide angles of leadership for concerted effort of intensifying innovation culture. Furthermore this framework expected to be an avenue for researchers for any related structured research in fusion of leadership and innovation in the future.

Keywords:

Leadership development, innovation culture, organization

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1. Introduction

Facing intensifying competition, due to globalization and reduced product life cycles, and the constant uncertainty of dynamically advancing technology, organizations today find survival difficulties. Jung *et al.* [34] and Tierney *et al.* [61] stressed that in order to lead, grow, compete, or

* Corresponding author.

E-mail address: shadiya.kl@utm.my (Shadiya Mohamed Baqutayan)

even survive; organizations must strive towards enhanced creativity and innovation. They stress this especially for organizations that are driven by technology. Organizations need to be more responsive and in ways that do not match the market and are new and pragmatic. This is one of the reasons that more and more focus is targeted today on innovative and creative ways of doing business [45].

When an organization successfully implements creative ideas, it is called innovation [1-3]. Leadership – and specifically transformational leadership – is recently emerging as the way managers lead their employees towards transformation. This “transformation” refers to enhanced performance coming from the growth of knowledge, skills and abilities of employees as well as a change in thinking processes and mindsets. “Transformed” employees become more creative [10].

Cummings and O’Connell [13] propose leadership as one of the topmost factors that propagate or diminish innovation in an organization. Various authors take varying views on how the leaders bring this about. According to Woodman *et al.*, [66] this effect is parallel to the effect leaders have on organizational culture and structure, resource efficiency and usage, strategy formulation, – and strategy in general – as well as other aspects of the organization such as reward systems and succession planning. Oldham and Cummings [49] argued that this effect is more direct as leaders’ behavior directly impacts the creativity of the followers, in this case the employees. Tierney *et al.* [61] take this view forward a notch by adding motivation to the list and stressing that leaders can cause employees to be motivated as well as creative – and vice versa. Shin and Zhou [3,4] stated that leaders can aid the followers in channeling enhanced amounts of creativity at their jobs. They can do this by providing the environment that is a depiction of transformational leadership and is creativity-nurturing ground. Zscott and Bruce [71] suggested that the leaders mold the organizational environment so as to help guide the process of creativity. Leaders can complement their behaviors by incorporating human resource management practices that encourage innovative thinking via policies of unique reward systems and benefit plans [34].

Previous researches on the relationship between leadership and innovation within an organization take many turns and uncover many facts. Collection of empirical and quantitative data makes it evident that leadership and a culture of knowledge sharing vastly affect innovation in an organization [12]. Such researches also make use of factors such as decentralization, employee empowerment and employee motivation. Rafiq *et al.* [52] suggested that business growth is achieved through leadership behavior and managerial practices that promote innovation and initiate self-initiative among the employees. Indeed, the most comprehensive research on leadership styles is presented by Latham [41], it attempts to identify a framework that would highlight the various aspects of what would form a holistic leadership style that would encourage innovation in an organization. These aspects include the leadership style – pertaining to the leadership behavior, the leadership system i.e. the leaders’ activities, and also individual leaders and how they differ.

This paper attempts to take the available research a step further by adding the element of specificity. It reviews the need for proper leadership to build innovation as a part of organizational culture while attempting to provide a framework of leadership that will achieve this goal. The authors make use of qualitative data available and study the leadership styles of the managers of the most innovative companies such as Apple Inc. Google Inc. and Uber. This data is then used to suggest what leadership behaviors and activities best promote innovation within an organization.

2. Research Methodology

This research makes use of two research methodologies: qualitative research of published articles and case study. Previously published research papers, both empirical and qualitative, are studied and scrutinized for relevant data on leadership styles and framework for promoting innovation within an organization. Few of the world's most innovative companies are chosen for case study analysis, which includes Apple, Google, and Uber. Their leadership culture is studied from the perspective of the qualitative research done earlier. The obtained information is analyzed to filter out any similarities and a sound, pragmatic framework of leadership behavior is suggested that will, in general, help encourage a culture of innovation.

3. Literature Review

The leadership literature suffers from a lack of theoretical integration [72]. Furthermore, the question of how leadership may affect innovative behavior has not received adequate attention thus far [73]. However, the empirical evidence for the role of leadership (e.g., transformational leadership) in engendering innovative behavior at the individual level is scarce and inconsistent [74]. The reviewed of selected papers of prominent scholars to explore connectivity with detailed examination of element of leadership purview, it based on Leadership behavior strongly impacts innovative behavior [75, 76]. In this research, literature review as reference primacy as supposition for the qualitative analysis of the type, value and impact of leadership span - i.e styles, behavior and roles- as belongs.

In this area, an exhaustive overview of current research of leadership been reviewed. Compilation the analysis on qualitative analysis is serving as big materials. The progressive and vigorous endeavor as suggested by previous scholars [77]. Behind this accomplishment of reviewed, potentially guide this research to fill in gap, it through developing a comprehensive leadership framework towards creativity and innovative behavior of an organization intensify Innovative Culture.

4. Leadership and Innovative Culture

4.1 *Organizational Culture for Innovative Culture*

Organizations today are immersed in a competitive and constantly changing environment [78, 79]. These changes basically include: changes in products/services, technology, and markets. Therefore, organizations need to innovate, thus, Innovation was derived from the Latin word 'innovate, meaning 'to make something new'. Though the importance of innovation is increasing these days, understanding the whole concept remains difficult [80]. Innovative organizations need to adopt a culture of pride and climate of success [37]. Culture as one of the most important factors in the management of innovation [63].

Organizational culture becomes a powerful determinant of the innovative potential [81, 82] and an organizational ability to sustain an innovative-supportive culture. To nurture and sustain a culture of innovation, organizations first need to develop a conducive environment where members feel free to contribute. Jaskyte [30] has also provided support for the inclusion of organizational culture in the innovation models in order to improve the organizations innovativeness. The organization culture propels the organization towards establishment of innovative culture. According to Martins and Terblanche [83], organizational culture has an influence on the degree to which creativity and innovation are stimulated in an organization.

4.2 Leadership for Innovation Culture

Schumpeter [84] is generally considered to be among the first to recognize the process of innovations in organizations. Yet innovative organizations need effective leadership, thus, leadership is a process whereby an individual influences a group of individuals to achieve a common goal [47]. Individual creativity is described as the production or generation of new and useful ideas, processes and products [5]. Individual innovative behavior is defined as the implementation or application of new thoughts [85]. In addition, most definitions of leadership emphasize three main elements: 'group', 'influence', and 'goal' [86]. Definitions also vary in whether they are primarily descriptive or normative in nature as well as in their relative on behavioral styles [87]. Leadership plays a decisive role in enhancing organizational creativity [4,88]. Previously, researchers have identified many predictors of creative performance and innovative behavior. Leadership behavior has been reported as one of the most prominent constructs on creative and innovative behaviors [38]. Leadership behavior can play as a vital key because it helps produce a risk tolerant climate in which staff feel more comfortable to go beyond the present situation and participate in the creative performance [55]. Moreover, Arnold [89] emphasized that creative behavior is the number one leadership proficiency or ability. Yuan and Woodman [67] mentioned that a high quality relationship between leaders and employees has a substantial impact on subordinates' innovation.

Omar *et.al* [49] showed significant strong relationship between the leadership behavior (supportive and directive) and the organizational commitment (affective, continuance and normative). The transformational leadership style has a positive relationship with job satisfaction whereas transactional leadership style has a negative relationship with job satisfaction in government [63]. The analysis stipulated consciously beneath of leadership to the magnitude of exacerbating innovation culture in an organization.

5. Leadership Behaviour of Real Leaders

Leadership behavior intensifying innovation culture has been reportable as one of the most prominent constructs on creative and innovative behaviors [38,54]. A rationale in encouraging the positive role of leadership behavior is that creative performance mostly requires actions that are other than normal work duties; hence employees often feel fear and anxiety at the time that attempting to show creative behavior [90]. The significance of leaders' behavior in the application of creative ideas is also comprehensible as managers by giving power and freedom employees who have new and fresh thoughts in their mind are discovered more prosperous in transition of creative idea into innovative behavior [91]. One consistent theme in the literature is that behaviors can be fit into four categories: task-oriented behaviors, relational-oriented behaviors, change-oriented behaviors, and what we refer to as passive leadership. A leader's behavior is a powerful display of mannerisms that convey the expectations and values of the organization that sets the tone for the organizational climate [92]. According to Yukl [93], researchers have spent more time and energy conducting research on leadership behavior than on any other aspect of leadership. One important in this area is change-oriented leader behaviors which encompass actions such as developing and communicating a vision for change, encouraging innovative thinking, and risk taking [93].

Early leadership theories that focused on the individual leaders were called "great man" theories. The great man theories assumed that a leader was born to lead and held traits that were universally tied to good leadership [94]. The "great man" concept, which dominated leadership from 1904 until 1970, was developed during a time of industrial revolution in which the goal of

organizations was to increase production and quantity. The leaders' actions focused on productivity, motivating employees to work, and contingent rewards [94].

5.1 Complexity Leadership Behavior

A new paradigm of organizational leadership, the fourth leadership conceptual framework, has emerged to challenge long-held assumptions, such as that the primary behavior of the leader must be command and control [95]. That framework is complexity leadership, which is characterized by emergent leadership, facilitation, adaptation, and uncertainty. Complexity leadership behaviors have been shown to improve team performance, increase the ability of the organization to adapt and innovate, and promote quality outcomes [95-97]. For example, Losada [96] found that teams displaying complexity leadership behaviors performed better than teams that demonstrated command and control characteristics. Additionally, Leykum *et al.* [98] discovered that organizational interventions to improve care of type II diabetes that displayed more complexity characteristics led to better patient outcomes than those interventions that were more linear. The characteristics of complexity leadership theory (CLT) include leadership recognition of interrelationships, emergence, and fostering innovation [95]. Complexity leadership is concerned with describing how leadership can impact the culture and social structure (context) of the organization through administrative, adaptive, and enabling leadership behaviors to create innovation [95]. In traditional theories of leadership, individual leaders created the organizational culture, and workers in the organization were required to adhere to the leader's culture [99-101].

6. Theories of Leadership

6.1 Path Goal Theory

Leadership to intensify innovation culture involves open leadership behaviors that resemble some leader behaviors proposed by Path-goal theory—for example, upward influence and supportive and considerate [102]. Innovation leadership has roots in path-goal theory as certain elements within an organization are also needed for innovation leadership to succeed, Wolfe [103], Sarros *et al.* [104] has pointed out that one antecedent factor for innovation.

6.2 Leader Member Exchange Theory

Leader-member Exchange (LMX) flows from literature on transformational leadership, extant in the 1970s [105]. High quality LMX means the leader will give employees more challenging tasks, the leader will give support and encouragement in an environment of risk, and will provide relevant resources and recognition tasks. These are conducive to the promotion of innovative behavior. Judging from research home and abroad, LMX and employee innovative behavior are positively related. For example: Graen and Scandura [106] considered high quality LMX on innovation to have positive effects. Scott and Bruce [71] pointed out that LMX and employee innovative behavior has positive correlation. Chi-Tung Tsai [107] found, the higher employees perceived LMX quality, the more innovative behaviors were produced.

6.3 Leadership Styles Theory

The style theories contended that leaders emerge when their style fits that of the group from which they are emerging [108]. Cummings *et al.* [109] found that regardless of style, leaders who

used relational and transformational styles had better quality outcomes than those who practiced autocracy. Several styles of leadership were found to be successful depending on the context of the group goals and organizational structure [110]. Leadership theories that grew from the contextual assumption are transformational and charismatic leadership [108]. This describes how leaders develop different exchange relationships with individual workers. LMX Theory suggest that the quality of the relationships between a leader and co worker is related to innovativeness [106]. Empirical results have supported this [61,111-113].

6.4 Transformational and Charismatic Leadership Theories

Transformational and charismatic leadership styles elevated the leader from planner and motivator to a role that lay at the boundaries of the organization [108]. In respond to the competitive innovation environment, adaptive leadership is considered to be an appropriate tool [114]. Adaptive leadership behavior is termed transformational leadership and is known to affect innovation, especially organization's tendency to innovate [23]. Of these factors, the managers' leadership style has been identified as the most influential factor. Charismatic leaders communicate an innovative vision, energize others to innovate, and accelerate innovation processes [57]. More specifically, charismatic leader envisions, energizes, and enables people to innovate [46].

7. Innovative Leaders

7.1 Instrumental Innovation Leadership

Instrumental leaders structure and control innovation processes. Innovative leader sometimes has to be instrumental to ensure that employees really act in a manner consistent with the new goals [46]. Innovation leader sets challenging goals, and rewards behaviors that are directed toward their fulfillment, found a relationship between structure initiating leadership and team innovativeness [21,46,57,115].

7.2 Strategic Innovation Leadership

Strategic leaders use their hierarchical power in favor of organizational innovation [133]. This strategic innovation competence has to fit with the organizational competence and with the past directions of the company. Top management commitment to innovation is a basic characteristic of organizations wanting to renew their strategies and processes [134]. On the basis of ten studies of innovative construction projects, those leaders driving the innovation process possess a certain amount of power [127]. Highly effective leaders have the authority for approval of key ideas. They also devote substantial time to discussion on technical matters and to detailed design. Leader assembles and motivates a group with enough power to lead the innovative effort [21]. Innovation leader facilitates the development of the innovation capabilities of employees [115]. Managers of innovative companies score relatively high on the aspects 'risk taking' and 'commitment', strategically commit themselves to innovation, make bold decisions despite the uncertainty of their outcomes, and invest in innovation even when faced with decreasing profit margins [116]. Innovation leaders function as catalysts and facilitators of the innovation process. They create a context for selecting the relevant people, help them to overcome barriers, and accelerate the realization of their vision.

7.3 Interactive Innovation Leadership

Interactive leaders empower others to innovate, cooperate with them to innovate, and show them how to become innovation leaders themselves. Eisenbach *et al.* [21] found that an innovative leader interacts with the environment and shows individualized consideration when providing support, coaching, and guidance to employees. The ways innovators influenced others to support their projects in four large firms [43]. The study indicates that innovators use cooperative tactics to influence other people and that they have a strong influence on people's target behavior when they enjoy positive personal relationships with them. The empowered teams were more innovative than teams that were less empowered by their leader, a set of supervisory behaviors that encourages team-level innovation [117].

7.4 Participative Innovative Leadership

This very important leadership used by many innovative organizations. Proven in promulgated innovation of an organization, which this leadership style is must often identify as an antecedent of innovation success [37, 118].

7.5 Consultative Innovation leadership

Typification, which intensifies innovation, showed that a consultative leadership style improves the ultimate effectiveness of R&D [57].

8. Case Study Analysis

An in abasement analysis of selected case study on three most innovative company of last two years based on the ranking provided by Fast Company Magazine, Forbes and Boston Consulting Group. This case study providing thorough qualitative analysis of the leadership distance among those companies in relation to innovation culture. An initiation by the selection of leadership parcel as documented as above reviewed of this research literature review part. These secondary source of qualitative of case study done via extensive abstract thought of selected reports that has been done by preceding researchers and companies reports and media reporting, as well as, the sharing experiences of their top management itself and their partners.

– Apple Inc.

Apple cofounded in 1976 by Steve Jobs and engineer Steve Wozniak in Cupertino, California, Apple has continually revolutionized the consumer electronics industry. The company started from the age of the personal computer in the 1980s, affordable Macintosh and age of digital-music listening with the iPod and iTunes in 2001 and later in smartphone landscape with 2007's iPhone and iOS operating system. In 1997 till his death in 2011, it founder, Jobs' responsibility as Apple's CEO, he became known for its intense focus on design. The British designer Jony Ive, who was hired in 1992 and later became Apple's chief design officer, is largely responsible for much of the company's iconic visual appeal. In orientation of his leadership, according to Walter Isaacson, [135] the biographer of Steve Jobs, itemization the main leadership style as below:

Focus – He is able to pare unnecessary products, services, marketing, packaging, and even buttons on Apple's (and Pixar's) products. He focuses on the important parts only.

Simplify - He simplify the user experience its devices and software, and points out that one of the things he did was task his executives with finding industries “ripe for disruption” because it made products and services that were too complicated (to wit: MP3 players in 2000).

Take Responsibility End to End - He always preferred the model of controlling the whole widget. Few companies do so today, and none do it in the computing industry. It’s a tough row to hoe, but we would love for Apple to have competition in this arena.

Put Products Before Profits - Steve Jobs, and now Tim Cook, and Peter Oppenheimer have all spoke at length that Apple’s philosophy is to focus on making great products, and that by doing so, the profits will take care of themselves.

Engage Face-to-Face - Meet face to face whenever possible and don’t try to collaborate through email.

Combine the Humanities with Sciences - He focused on the idea of marrying the humanities with science, and identifies the concept as a key part of why Apple and its products are so great.

In footing of motivation, Steve Jobs started with a conceptualization called the “top 100”, through which he took his best 100 employees on a vacation retreat that motivated Jobs’ followers. He also sought employees’ thought and took care to note down every idea. In other situation he suggested that Apple should not include an on/off button in iPod, his employee shocked later he explained the reason then they become motivated. In addition to that Isaacson, [135] also saying that Jobs’ leadership, distinctly shown of his behaviors; motivate, create and make money. Jobs’ trailed as role model of openness in his leadership which he could discuss innovative ideas during meetings [136]. Is also inline that leadership plays a decisive role in enhancing organizational creativity [73,4] Leadership behavior one of the most prominent constructs on creative and innovative behaviors [39] and the theory suggest that the quality of the relationships between a leader and co-worker is related to innovativeness [106].

In perspective of LMX theory and situational leadership style applied in Jobs. Ramon Hason, [53], Job’s behavior deviate relies on the circumstances and situation. So if Jobs was time arrogant, even nasty, employees viewed these behaviors in the context of these underlying qualities. He also has a quality in a clear vision, a passion for the company and its people, and an ability to inspire trust. In fact, Mr. Jobs visionary leadership made sure that everyone in the company bought into that vision, and this created a “higher purpose” for Apple Company especially of employees.

In terms of innovation, Apple Inc. is reasoned innovation itself. Job’s innovative behaviors evaluating products iPod in 2011, he changed the daily life of students and business people used iPod [136]. The iPod is considered a major changed of Steve Jobs innovative approach (Isaacson, 2011). Deschamp and Deschamps [18] suggested that innovators make use of new items before individuals. Apple computers, depiction of Jobs’ graphical user interfaces and mouse, he simplify the ways in which documents and folders were dragged and created a single-button mouse which differed from the common two-button mouse.

In wider horizon, Apple leadership style more to innovative and instrumental that the leader sometimes has to be instrumental to ensure that employees really act in a manner consistent with the new goals [46]. Apple leader also practiced transformational style when Jobs elevate changed the old technology to new ones as to enhanced performance coming from the growth of knowledge, skills and abilities of employees as well as a change in thinking processes and mindsets. “Transformed” employees become more creative [10].

– **Google Inc.**

Eric Schmidt was the CEO of the Google Inc. until 2011 when Larry Page, the founder of Google, replaced him. Eric through his leadership brings success of Google and its management for the ten

years of his CEO life that he spent in the company. In visual percept of his personality and decision-making, according to Baur & Erdogan, [11] Roberto, [54] and Stone, [58] founders of Google have molded and developed themselves into best leadership intensifying innovation culture. Consultative leadership shown conspicuously that Google's leaders is always bank extensively on employees and team correlation to make quick and reliable decision. Leaders Members Exchange Theory been practiced to make the organization in depth understanding in meeting the demands of the technology field, investor and stakeholder. The teamwork concept continues to expand with every employee daily. They also guided their direction with the philosophy that "good is not good enough" [137].

Google employees are actuated by the forces of Page and Brin's accomplishments, abilities, and motto which positively affects their self-esteem, stimulates follower identification, creates hope, reflects trust, shows positive emotions, and raises optimism. The motto of Google (created by Page and Brin) "doesn't be evil"; this creates hope, reflects trust, shows positive emotions, and raises optimism. In 2005, former Apple and Microsoft tech guru and celebrity, Kai-Fu Lee, decided to work for Google because Google gave him a "feeling of shock" due to the "passion for creating a new generation of technology." Thompson, [60], this shows a positive affect on self-esteem and stimulation of follower identification.

Page and Brin promote diversity by pushed innovative boundaries, have created a global company by relying heavily on creative leaders and employees, promote team-oriented behavior, creativity, learning, risk taking, and fun as a key to success, Continually seek to exceed goals of everyone, Leadership styles that positively affect self-esteem, trust, and respect.

In view of innovation culture in Google organization, according to Laszlo Bock, Senior Vice President of Google's People Operations, about Google's innovation secrets, Google has been keeping the pipeline of innovation going by tapping its employees and letting ideas percolate up. The company has a relatively small group of employees' more than 30,000 workers (excluding 20,000 it gained when acquiring Motorola Mobility). It is trying to create an arena where people can be brought together in surprising ways to innovate by following channels via the creative management initiatives such as Google Cafés, Google Moderator, TGIF (Google's weekly all-hands meetings), and Google Universal Ticketing Systems, or 'GUTS', 'FixIts'. The LMX theory of leadership applied in Google, inline with Eisenbach *et al.* [21] found that an innovative leader interacts with the environment and shows individualized consideration when providing support, coaching, and guidance to employees.

Internal innovation reviews also, which are formal meetings where executives present product ideas through their divisions to the top executives and doing a wide range of surveys. Addition to that according to Bock, a survey called 'Googlegeist,' which solicits feedback on hundreds of issues and then enlists volunteer employee teams across the entire company to solve the biggest problems.

David Garvin in a Harvard Business Review article examines leadership inside of Google, where for a company with 37,000 employees there are just 5000 managers, 1000 directors, and a mere 100 vice presidents. He said that the important to differentiate the differences between a manager and a leader, since the typical manager has a short-range view while the leader would always hold the long-range perspective. Google leader become innovative through their interactive innovation leadership. Beside that Google leader also applied the above "Participative Leadership" for internal and external management. Uber believe it one of crucial way in publicized innovation of an organization [37,118], which this leadership style is must often identify as an antecedent of innovation success. For instance, job-hiring decisions are highly participative, with at least four Google collaborators co-deciding on a new hire. This participatory culture both tightens the

standards of excellence and quality for hiring and ensures that new hires will “fit” within the network culture and community. In addition, by giving equal weight to all four interviewers, this process makes sure that one of the key principles of the company – power-sharing – is brought to life in hiring decision.

Google’s support for employees spending 20% of their time on personal projects, which might never be monetized, also suggests that Google supports employees in their need for intellectual stimulation. Joe Bada, a Google engineer explains why the 20 percent time rule works for Google. "It isn't a matter of doing something in your spare time, but more of actively making time for it." [119]. This specific allocation of time to pursue personal projects is in fact not only a encouragement from the leadership side, but a fundamental belief that individual creativity requires specific space and time to flourish. And the intellectual stimulation derives from the team-players approach of Google, where project teams remain fundamentally small even as the company grows to global dimensions.

Intellectual stimulation also appears to correlate to job satisfaction and increased commitment to the organization. Transformational leaders inspire employees at such a deep level, a value level, that followers go beyond what is expected of them and commit to the organization mission and goals. Walumbwa, Wang, Lawler and Shi state that it has been empirically proven that "This charge to seek new ways to approach problems and challenges motivates followers to become more involved in their duties, resulting in an increase in the levels of satisfaction with their work and commitment to the organization [120].

– **Uber Technology Inc.**

Founders Travis Kalanick and Garrett Camp formed Uber in 2009, but it wasn’t until 2011 when the Uber mobile application was officially launched and introduced to the public. With it app became known as Uber. It began with its headquarters in San Francisco, California, and fast expansion in 2011, by monthly to other major cities in the United States. It made its presence felt in December of 2011, eventually made its way to overseas, beginning with Paris, France and currently operating in 570 cities worldwide. It developed, markets, and operates the Uber car transportation and food delivery mobile apps.

Today, six years after Kalanick and Camp founded the company, Uber is now operating in major cities worldwide. In view of his leadership, according to Derek Bishop [17] one of the key traits of an innovation culture is the acceptance of failure as a learning point rather than a cause for animadversion. That may be of some comfort to the Uber leadership team who have in recent times had to face the fact that they may be presiding over a culture, which is less than ideal.

Linking to innovation definition, we could byword adjudged, Uber leadership transform the new way of doing business by sharing the economy with others through Uber system which more convenient, easy, transparent and benefit to all publics and Uber drivers for economic enhancement. This is the disruptive innovation of market shift. Leadership theory applied in Uber, as this company has change the organizational culture an influence on the degree to which creativity and innovation are stimulated in an organization as according to Martins and Terblanche [83].

Uber leadership transubstantiates the company to innovative ways and adjunct to their employees (Uber drivers) through Uber system. Uber CEO also lead by example as role model with his humbleness and highest level of responsibilities viewed as in the public eye as one key publicized creative thinking within UBER. The disruptive innovation of market shared, merely aside the ability of attainment of heightening the innovation culture within the organization. In relevant ,Uber extensive leadership behavior workable in intensifying innovation culture that has been

reportable as one of the most prominent constructs on creative and innovative behaviors (e.g., 39,55].

9. Findings and Discussion

Throughout the qualitative analysis of the literature review and case study analysis, it viable in detecting the connectivity to affiliate the two variables (leadership and culture of innovation) in the simplified form. It will conduct a new inflection to the leader to convey the culture of innovation from this research, which highlighted list of main leadership purview. It will guide leaders in applying the characteristics that foremost suit the innovative culture in their organization. Devolution of the framework from the perspicacity of qualitative analysis justified that Leadership play an important determinant for innovative culture in an organization. The leadership influence is exerted in area to guide the leaders, which is related to leadership behaviors (ex: task oriented), leadership traits (e.g personality, physics), which is influence of exact mix of leadership in innovative spheres. This framework also provides the con-nexus of innovation culture with selected case study as secondary analysis with strongly reflection of strength area in innovative culture framework (e.g market conditions, technology). This research, notify that this framework manifest the Leadership path of innovative culture .It can be typifies and defines leadership roles in more directive purposes such as [121-124]:

10. Limitation of Framework and Model of Past Researchers

This research also reviewed of few researchers' framework model, e.g Leader Behavior Paradigm Model developed by Avolio *et al.* [125], Bass [10], Podsakoff *et al.* [126], Innovation Leadership Role Model [46,124,127,128]. Apart, analysis on the Transformational–Transactional Leadership Model [21,129], which the researchers measured and determined the degree to which managers in organizations facilitate their subordinates to be innovative often use. From reviewed, coverall they did stipulate the basis for new theory, meta-analytic evidence in suggested that leader behaviors are important predictors of leadership effectiveness [130,131]

This prior work distinctly identified the influence of leadership purview, which reckons behavior, styles, traits, and roles, which engaged to the characteristics that qualify as platform for the leader to foster a culture of innovation. Nonetheless in finding the exact leadership entity which encourage the innovation culture, these reviewed framework and model not furnish enough linkages, thus it associated with existence of redundancy, conflicts, imbrication and indefinable connectivity of the two variables. These are rationale obstruction for researchers to form the comprehensive integrated framework. Disregard agreement on the importance of leadership, these model, and framework has failed to systematically study the relationship with innovation [111]. Yet not much is known about specific leadership behavior to focus on the affects of leadership to focus on innovation organization i.e manufacturing firms [132], or on the effectiveness of research and development by teams of an organization [56]. Drawback, it deals with few select behaviors rather than a wide range .The limitation attempted of impracticable stipulated an integral framework between leadership and innovation for the comprehensive view. Notwithstanding, with this astuteness analysis, the findings, countenances the new-made framework formulated which consist of the connation of leadership escalate innovation in an organization. This build with the mind chromosome mapping structure for leaders perceivable on remember of the essence of leadership, which accolade innovation culture for their organization.

11. New Integrated Framework Leadership Intensifying Innovation Culture

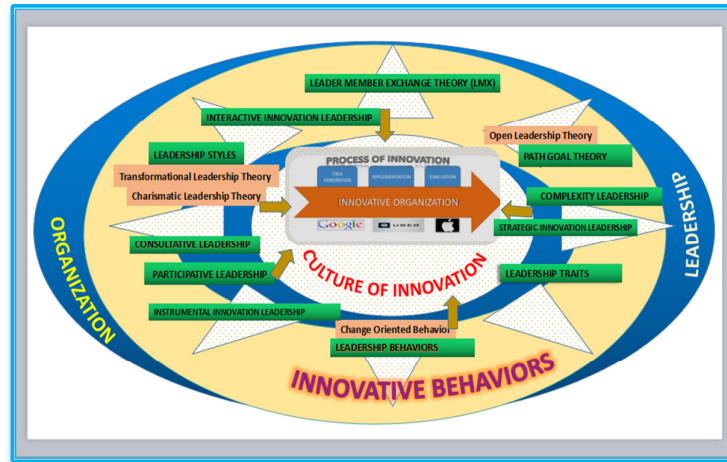


Fig. 1. Framework on Leadership Intensifying Innovation Culture

(Developed from the Qualitative Analysis of extensive of current leadership research works of researchers together with previous guidance of previous literature review of Leadership Theory, reoriented with selected case study of world's innovative organization)

12. Conclusion

This paper assumes that a possible reason behind contradictory results between all leadership models as it due of not originally developed to examine creativity and innovative behavior. In other words, only a few components of available leadership styles or behaviors are designed to measure the innovative behavior. Therefore, this paper solely based on past literature works and few selected case studies thus we suggests that researchers employ a qualitative approach, for example by conducting in-depth interviews with leaders from top and prominent innovative companies to gather rich data. In addition, researchers can overcome this problem by synthesizing the concept of different leadership styles to identify similar behaviors linked to innovative behavior. More comprehensive leadership model is needed to measure the influence of leadership on creativity and innovative behavior [70].

This research conceptualized and empirically investigated the relationship among leadership span models of behavior, styles, and roles, to investigate the link with innovation culture. The findings adopted to develop an integrated framework directive the linkage in scope of fusion. This therefore connotes that leaders in an organization could be ambidextrous to foster innovation within it if have the right behavior, styles and play exact roles. Leader who aspiring to develop innovative employees for innovation culture in the organization in a turbulent environment is thus advised to use this integrated framework as management learning curve to structure his or her leadership in positive relationship atmosphere in order to boost innovation culture. Our hope is that this study begins to reverse the trend of construct proliferation in the leadership literature, and thus provides some clarity to leadership studies. We call on others to follow this work with additional research that compares and contrasts other theories and perspectives on leadership, all with the goal of developing an integrative understanding of leadership in organizations.

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