LEADERSHIP STYLES' IMPORTANCE ON THE ORGANISATIONAL INNOVATION AND CREATIVITY

Örgütsel İnovasyon ve Yaratıcılıkta Liderlık Tarzlarının Önemi

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ÖZ

Günümüzde inovasyon ve yaratıcılık, dünya piyasalarında öncü konumu korumak için gereken kilit noktalar olarak görülmektedir. Yaratıcılık, şirketlerin rekabet üstünlüğünü koruma kabiliyetini geliştiren ve aynı zamanda rakiplerinden daha avantajlı konumda olmalarını sağlayan bir bileşendir. Gerekli inovasyon ve yaratıcılığı elde etmek için liderlik tarzı önemli bir konudur. Bu araştırmada, organizasyonların inovasyon ve liderlik ilişkisi, örgüt içi incelenerek ele alınmıştır. Özellikle, üç liderlik teorisiyle içsel isteklendirme üzerinde durularak içerik analiziyle incelenmişti. Ayrıca, içerik analizine ilave olarak sistematik literatür taraması metodolojisi yapılmıştır. 2009 ve 2014 yılları arasında yayımlanmış 20 makale ayrıntılı olarak incelenmiştir. Sonuç olarak, bu makalelerde en çok rastlanan 7 konu ortaya çıkmıştır. Bu konular, organizasyonlarda yaratıcılık ve inovasyon, farklı yenilik perspektifleri/öngörüleri, farklı liderlik tarzları, bireysel yaratıcılık, takım olarak yapılan inovasyon ve içsel isteklendirme ve lider takipçi ilişkisidir.

ABSTRACT

Nowadays innovation and creativity are seen as the key things for keeping the leading position in the world markets. Creativity is the constituent that improves the organisations' capability to preserve their competitive advantage as well as to stay ahead of their competitors. In order to achieve the required innovation and creativity, leadership style is an important issue (Adair, J.E. (2007). This article discusses the relationship between innovation and leadership as part of internal organisation, specifically, three leadership theories and intrinsic motivation, by using thematic analysis (Braub nad Clarke, 2006) and systematic literature review methodology (Tranfield et. al. 2003). 20 articles that were published between 2009 and 2014 have been analysed. As a result, seven prevalent themes are found out. These are creativity and innovation in the organisations, different innovation perspectives, different leadership styles, individual creativity, team innovation and intrinsic motivation and leader follower relationship.

1. INTRODUCTION

Innovation can be defined as the outcome of a set of activities that are knowledge based to create new value for those benefiting from its use (de Sousa, 2006). There is a common acceptance that an interactive process of knowledge generation and application bring forward opportunities for innovation. Organisations need to develop knowledge, enable the sharing of knowledge, and apply the knowledge developed so that the organisation can generate

innovation (Hargadon and Beckhy, 2006; Sawyer, 2006). Innovative organisations use knowledge creatively. Collaboration between creative individuals, each with varying knowledge, perspective and skills is an inseparable part of the many achievements in the companies. These kinds of collectives can tackle various challenges that cannot be met individually. Therefore team/group level and organisational level innovation is significant for organisations to be successful (Hargadon and Beckhy, 2006; Sawyer, 2006).

In order to achieve innovation and creativity leadership style is an important issue (Adair, 2007). In this article, three leadership styles will be discussed in relation to creativity and innovation. These are creative leadership model (Isaksen and Tidd, 2006), transformational (Dvir et al., 2002) and transactional leadership theories (Isaksen and Tidd, 2006). The research questions considered are: What kind of leadership is required to support a successful knowledge organisational innovation? How do different leadership styles affect the individual, team/group and organisational level innovation? What is the impact of leaders' intrinsic motivation on the success of innovative companies?

2. LITERATURE REVIEW

2.1. The Relationship Between Creativity and Innovation

Although, creativity and innovation are replaceable (Basadur, 2004; Csikszentmihalyi, 1999; Rank, Pace, and Frese, 2004) understanding the difference between creativity and innovation is difficult. The concepts of creativity and innovation are distinguished by some authors such as Amabile, et al., (1996); Oldham and Cummings (1996); Rank, Pace and Frese (2004). That is to say, ideas and products that are produced at the individual level are referred by creative performance. Creativity is frequently seen as a concept creation (generation), and innovation is viewed as application of ideas (Amabile et al., 1996; Anderson, Potocnik and Zhou, 2004; Scott and Bruce, 1994). In contrast successful application of these products at the organisational level is referred as innovation (Amabile, et al., 1996; Oldham and Cummings, 1996; Rank, Pace and Frese, 2004). For this article, creativity will be used for individual level, and innovation will be used for organisational level.

2.2. Creative Leadership

When innovation, transformation and growth are considered, the kinds of challenges leaders face require creativity. Leaders need to consider how to lead creatively (Isaksen and Tidd, 2006). An implication of creative leadership is that the leaders might need to combine their expertise and experience in order to provide a more creative kind of problem solving. Hence, the concept of creative leadership is seen as an inclusive process of mutual influence and communication. In this process leaders' function is as a catalyst for navigating change along its full spectrum (Isaksen and Tidd, 2006).

In the literature there are a large number of leadership definitions, but Yukl's (2002) definition is influential and reasonable, stating that leadership is a process through which an individual implements impact over a group. Three elements of leadership are the leader, the group/team members and the leader-member work relationship (Graen and Uhl-Bien, 1995). Leadership is both studied at the individual and group level. Previously, it was argued whether innovation depends upon individual or organisational abilities.

(Source: Isaksen and Tidd, 2006)

The three dimensions of the model above are management competencies, leadership practices and strategies and leading on the edge of chaos. All the dimensions are significant for the organisational change at the individual, group/team and organisational level, because creativity and innovation plays an important role in the change process (Martin and Martin, 2002).

At an individual level interpersonal skills are important and a leader should provide a clear expectation about the aim to be accomplished. In order to increase and positively affect the working performance leaders should create convenient, responsive environment (Vezir Oğuz & Gürdal, 2017) At a group/team level, a more integrative and facilitative function should be provided with focusing on obtaining clarity and generating ideas. At an organisational level, to ensure leaders' openness to new insights organisation-wide procedures and systems should be provided. Also, this model requires an investment in selecting and developing leaders who can effectively deploy the full range of leadership practices (Isaksen and Tidd, 2006)

2.3. Transformational Leadership

Transformational leadership is a style theory of leadership. Transformational leaders expand and enhance followers' targets and ensure them with confidence to exhibit a performance beyond expectations in the exchange agreement (Dvir et al., 2002). Transformational leadership is related to innovation by researchers in the study of teams and individuals (e.g., Eisenbeiss, van Knippenberg, and Boerner, 2008; Jung, 2001; Rank et al., 2009) and of organisations (e.g., Aragón-Correra, García-Morales, and Cordón-Pozo, 2007; Gumusluoglu and Ilsev, 2009; Jansen, Vera, and Crossan, 2009).

According to the evidence above, it can be argued that there is some disagreement about whether transformational leadership is similar to charismatic leadership (e.g. den Hartog et al., 1999; Shamir, House and Arthur et al., 1993) or it enhances individual, team and organisational creativity.

The study conducted by Gumusluoglu and Ilsev (2009) emphasized that the effect of transformational leadership cannot be underestimated both in terms of organisational and individual level. Additionally, finding of Gumusluoglu and Ilsev (2009) which claims a positive relation between individual creativity of followers and transformational leadership is supported by the Shin and Zhou (2003)'s findings. As a result of test of mediation intrinsic

motivation has not been found as an important mediator of the creativity and transformational leadership relation. Although, intrinsically motivated people are more eager in their jobs, there might me other influences that result in ineffective relation of intrinsic motivation, transformational leadership and creativity.

2.4. Transactional Leadership

Another leadership theory that is related to organisational innovation is transactional leadership, because a transactional style symbolises the cooperation between the leaders and followers.

On the other hand, transformational leadership does not consider physical rewards but the focus is on motivation, as it will be discussed in the next section. Isaksen and Tidd (2006) highlighted that in transformational leadership style leaders and followers motivate each other. Also, transformational leaders deal with changes in the organisation, which include change of values, mission, vision, and organisational forms (Isaksen and Tidd, 2006)

2.5. Intrinsic Motivation

Intrinsic motivation and psychological empowerment are related to organisational behavior in terms of job design. The intrinsically motivated employees are motivated to come up with creative solutions, because they are really interested in the job they are doing (Bilgen, 2017). In that case external outcomes and rewards for the task is not important (Deci and Ryan, 1985 in Gumusluoglu and Ilsev, 2009). Amabile et al. (1996) claimed that one of the most significant sources of creativity is intrinsic motivation, because it enables an employee to focus on the more creatively. As previously discussed transformational leaders provide supportive supervision to their employees, which is significant for creativity and intrinsic motivation (Oldham and Cummings, 1996).

3. METHODOLOGY

3.1. Research Strategy

Although, according to Pearson et al. (2011) the effectiveness of possible research strategy constituents for qualitative research is ambiguous. This study is conducted through a wide, in-depth, and structured analysis of 20 articles published between 2009 and 2014. The broad topic area is innovation and leadership, and specific research keywords are discussed below. Tranfield, Denyer and Smart (2003) highlight the basic research aim for an individual academic and practitioner communities in any field of study is to provide the best evidence for practice and inform policy by undertaking a review of the literature.

All in all, Denyer and Neely (2004) assert that in the management literature the concept of Systematic Literature Review (SLR) has recently gained importance. Therefore, the methodology of this research is the methodology detailed by Tranfield, Denyer and Smart (2003) and Braun and Clarke (2006). However, this methodology has challenges as others do. Some of the challenges are difficulty of data synthesis from various disciplines, a large amount of material to review, and inadequate representation of books (Pittaway et al., 2004). In order to reduce identified challenges SLR is conducted in combination with thematic analysis.

3.2. Data Collection

In this study, the data is collected by searching "organisational change AND leadership competencies AND innovative culture AND leader's intrinsic motivation AND innovative company OR leadership theories and organisational innovation" to choose the related articles to analyse by using thematic analysis that will be explained in the following sections.

3.3. Thematic Analysis

One of the commonest approaches to qualitative data analysis is undertaking a search for themes in transcripts or field notes. Marshall and Rossman (2006) refer to themes as central characteristic of a qualitative analysis. The expression "thematic analysis" is mentioned in Gibson and Brown (2009) as the procedure of data analysis according to relationships, commonalities and differences across a data set.

Thematic analysis is a poorly distinguished, widely used but, seldom approved qualitative data analysis method (Braun and Clarke, 2006). Thematic analysis is defined as based on a hierarchical taxonomy in which all collected data in a research study can be termed as corpus, a body of data (Whittaker, 2011). Therefore, in this study the corpus is twenty articles about innovation and leadership. This corpus is further split into two data sets. Within first set there are eight items, and in the second set there are twelve data items, which are the journal articles. The colourful triangle, circle and square represent the different themes found in the corpus.

Figure 2: The relationships between elements of my thematic analysis
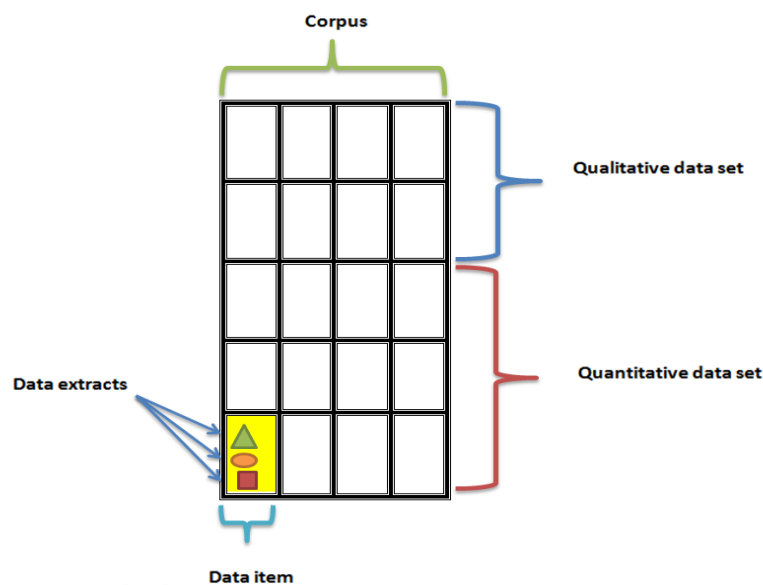
3.4. Methodology Description

The objective of this research was to investigate all the articles about "innovation and leadership in the organisations". The result of this search was 143 articles. Because of time limit the number is limited to twenty-five articles. Merely peer-reviewed journals have been chosen for review. According to Podsakoff et al. (2005) peer-reviewed journals are the journals that may have the highest impact in the field and also can be seen as formalised knowledge. The database of record was the Web of Knowledge because in social sciences it is one of the most comprehensive databases of peer-reviewed journals. Instead of using all years available in the Web of Knowledge, the search is limited to the last five years; from 2009 to 2014.

3.5. Grouping Publications

In the publication grouping process, the highly cited papers were not considered as a separate group because this systematic review analyses articles published in last five years. If the citation-based papers were grouped separately, this might create disadvantage due to the timespan of this research. In order to analyse the studies deeply, grouping of the publications has done according to the methodologies used in every article. First group (Group 1) is consisted of eight qualitative studies, and second group (Group 2) is consisted of twelve quantitative studies.

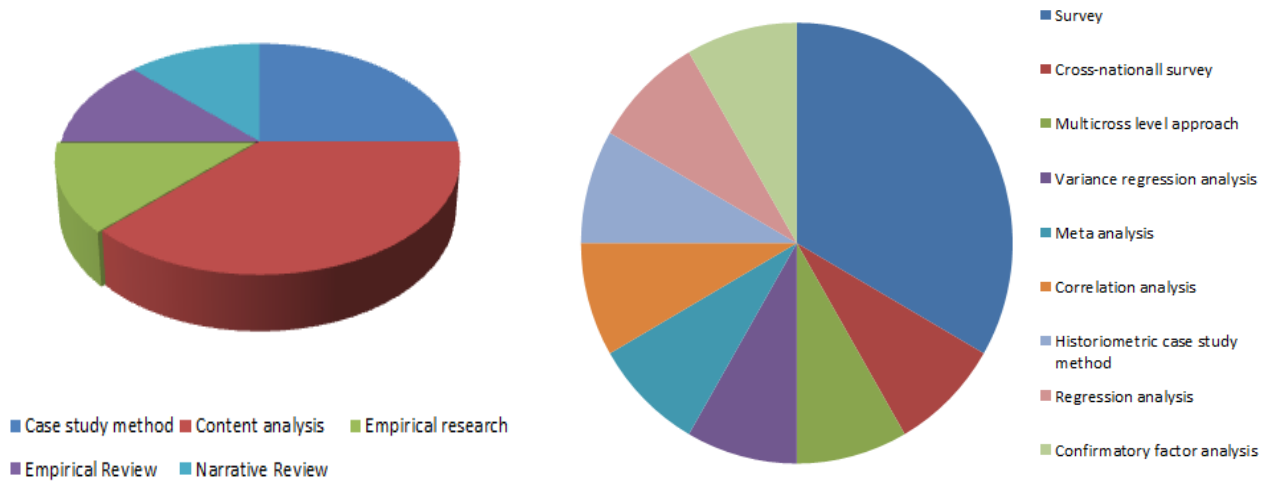Figure 3: Categorisation of Group 1 and 2 Articles, respectively


Figure 4: Group 1 Qualitative Studies

Group 1: Qualitative Studies					
TITLE	AUTHORS	YEAR OF PUBLICATION	METHODOLOGY	KEY THEMES	JOURNAL ARTICLE
Butting heads and headlines	Jan Dutkiewicz and Linda Duxbury	2013	Case Study Method-Qualitative Study	leading in clusters	Journal of Organizational Change Management
Twenty-first century leadership: international imperatives	Sheppard et al	2013	Content Analysis-Qualitative Study	creativity, innovation, entrepreneurial innovation,	Management Decision
Boards of Directors and Innovation in Non-profit Organizations	Kristina Jaskyte	2012	Content Analysis- Qualitative study	strategic management, institutional innovation, leadership,	Nonprofit Management and Leadership
Embodying who we are: Leader group prototypicality and leadership effectiveness	Daan van Knippenberg	2011	Empirical Research-Qualitative Study	innovation and creativity in organizations	The Leadership Quarterly
A silent cry for leadership: Organizing for leading (in) clusters	Sydow et al	2011	Empirical Study-Interviews	transformational leadership, employee creativity, intrinsic motivation	The Leadership Quarterly
Creativity, Innovation, and Entrepreneurship in China	Phan et al	2010	Content Analysis-Qualitative study	flexible leadership is needed for innovation, single leadership style is not effective for innovation, ambidextrous leadership, leadership innovation relationship, followers, transformational leadership	Management and Organization Review
Strategic transactions and managing the future: a Druckerian perspective	Jeffrey P. Wallman	2010	Case Study Method-Qualitative Study	knowledge management, innovation, cultural values, leadership, human resource practices	Management Decision
Innovation and Creativity in Organizations: A State-of-the-Science Review, Prospective Commentary, and Guiding Framework	Anderson et al	2014	Narrative Review	innovative activities, the role of intermediaries, outsourcing innovation	Journal of Management

Group 2: Quantitative Studies

TITLE	AUTHORS	YEAR OF PUBLICATION	METHODOLOGY	KEY THEMES	JOURNAL ARTICLE
The vision integration process: Applying Roger's diffusion of innovations theory to leader-follower communications	Kohles et al.	2013	Quantitative research-surveys	Effective change leadership, shared leadership, requirement for vision, leader should exhibit charismatic leadership	Leadership
A Workgroup Climate Perspective on the relationships Among Transformational Leadership, Workgroup Diversity, and Employee Creativity	Wang et al.	2013	Multilevel, cross-level approach	Organizational leaders, appropriate leadership competencies, core globalization issues, intrinsic motivation of the leader, followers, transactional, transformational leadership	Group and Organization Management
Matching business strategy and CIO characteristics: The impact on organizational performance	Yan Li a, Chuan-Hoo Tan	2013	Survey	shared leadership, the specific effects of board influences on organizational innovation remain unclear, importance of boards of directors	Journal of Business Research
Synthesizing seeming incompatibilities to foster knowledge creation and innovation	Jader Zelaya-Zamora and Dai Senoo	2013	Analysis of variance and Regression Analysis	intrinsic motivation, shared leadership, leadership as a process, follower's perception, personality and individual differences as determinants of leadership, leadership effectiveness, social identity theory, leadership of creativity and innovation	Journal of Knowledge Management
Explaining the heterogeneity of the leadership-innovation relationship: Ambidextrous leadership	Rosing et al	2011	Meta-Analysis-Quantitative Study	leader follower communications about vision, vision integration	The Leadership Quarterly
Organizational factors to support knowledge management and innovation	Mario Javier Donate and Fa'tima Guadamillas	2011	Survey	product innovation	Journal of Knowledge Management
The Alignment of Measures and Constructs in Organizational Research: The Case of Testing Measurement Models of Creativity	Diane M. Sullivan • Cameron M. Ford	2010	Quantitative study-Correlations	management of duality in the organizations, importance of combinatory effects	Journal of Business Psychology
The role of intermediaries in cross-industry innovation processes	Gassmann et al	2011	Survey and Analysis of six collaborative cross-industry projects 15	creativity, organizational creativity	R&D Management
Leadership of highly creative people in highly creative fields: A historiometric study of scientific leaders	Vessey et al	2014	Historiometric case-study method-Quantitative Study 17	leadership of highly creative people, organizational performance	The Leadership Quarterly
Empowering leadership, uncertainty avoidance, trust, and employee creativity: Interaction effects and a mediating mechanism	Xiaomeng Zhang and Jing Zhou	2014	Time-lagged and Multi-source data, Regression Analysis-Quantitative Study 18	employee creativity, empowering leadership, intrinsic motivation, interactional perspective of creativity	Organizational Behavior and Human Decision Processes
Does servant leadership foster creativity and innovation? A multi-level mediation study of identification and prototypicality	Yoshida et al	2013	Cross National Survey 19	servant leadership, employee creativity, team innovation	Journal of Business Research
Instrumental leadership: Measurement and extension of transformational–transactional leadership theory	John Antonakis and Robert J. House	2014	Confirmatory Factor Analysis-Quantitative study 20	instrumental leadership, transformational transactional leadership theory	The Leadership Quarterly

In qualitative studies, thematic analysis phases are likely to vary and there are not strict rules for the analysis process. Process will be required to apply in a flexible way to fit the research data and questions (Patton, 1990 in Braun and Clarke, 2006). Furthermore, analysis is a recursive procedure instead of being linear. Therefore, the recursiveness of the thematic analysis process is explained by the figure below.

Figure 6: Thematic Qualitative Text Analysis Process
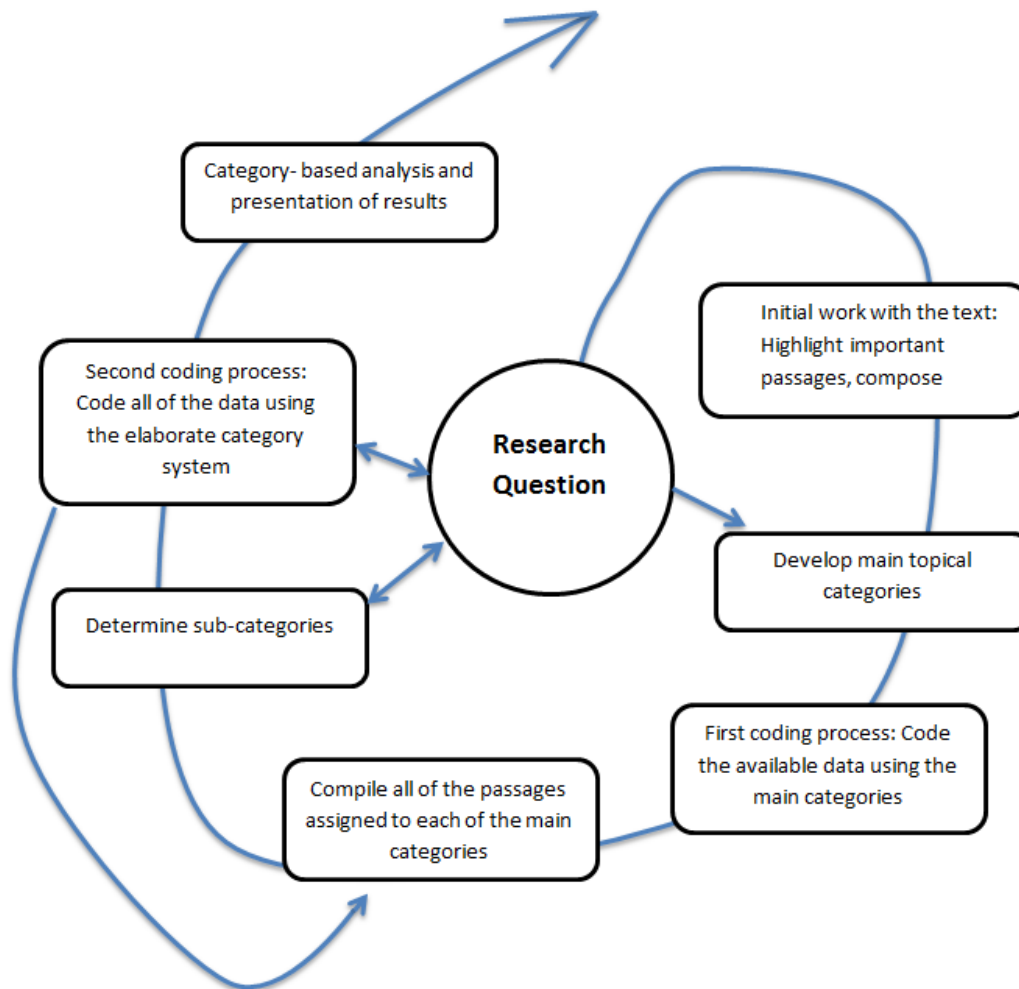
(Source: Kuckartz, 2014: 70)

Phase 1: familiarising yourself with your data

20 articles that consist of the data set of this research have been read one by one. During this phase notes were taken and ideas were marked for coding process.

Phase 2: generating initial codes

The codes generated in this phase are relevant to semantic approach, because the themes are identified according to their explicit and surface meanings. The analytic method of this study starts from description of the data where the data have straightforwardly been systematised (Patton, 1990 in Braun and Clarke, 2006). This theoretical thematic analysis is data driven; hence the themes depend on the data. The figure below illustrates the list of the main thematic categories after the second phase of the thematic analysis.

Figure 7: List of Main Thematic Categories

Abbreviation	Main Thematic Category
LC	Leading in Clusters
EI	Entrepreneurial Innovation
SM	Strategic Management
II	Institutional Innovation
TL	Transformational/Transformational Leadership
EC	Employee Creativity
IM	Intrinsic Motivation
FL	Flexible Leadership
AL	Ambidextrous Leadership
ECL	Effective Change Leadership
SL	Shared Leadership
IL	Instrumental Leadership
SL	Servant Leadership
TI	Team Innovation
OP	Organisational Performance
OL	Organisational Leaders
ALC	Appropriate Leadership Competencies
CGI	Core Globalization Issues
SIT	Social Identity Theory
PI	Product Innovation
LFC	Leader Follower Communications
LHCP	Leadership of Highly Creative People

(Source: Kuckartz, 2014: 73)

Phase 3: searching for themes

In this phase different codes are sorted into potential themes. It was helpful to use thematic map to sort different codes into themes. Identified codes were analysed in order to see combination of different codes to form an overarching theme. The figure below shows the thematic map the research.

Figure 8: Final thematic map, showing final two main themes
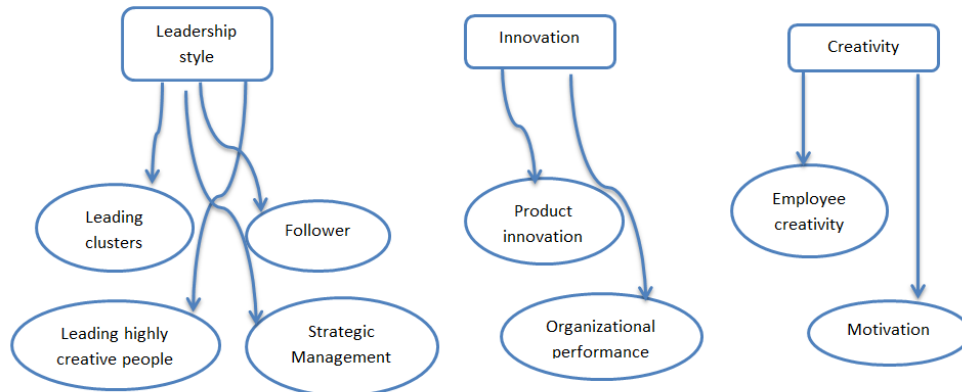
4. DISCUSSION

The significance of globalization in terms of sustainability in organisations and the need for recruiting globally innovative, "out of the box" thinkers is emphasized. Also the importance of sustainability in organisations, and he asserts that creativity and innovation are crucial for organisations to protect their competitive advantage. Integrative innovation and creativity definition is provided. The cross industry innovation process and role of intermediaries are investigated. As previously argued in the literature review of this research, multiple models that attempt to define the link between leadership and creative performance are emphasized.

It can be asserted that the topics discussed by the researchers will be dependent on the current technological and global issues. In order to have comprehensive knowledge about the creativity and innovation in organisations, researchers should take most of the different perspectives into consideration.

In accordance with the literature review the data provides support for the team and organisational level of innovation. However the individual level innovation was not found in the investigated data. It can be asserted that team/group level and organisational level innovation is more popularly researched in current organisations. But this issue may change in the future so future investigation is required.

After the discussion of various leadership theories in relation to creativity and innovation, it can be assumed that there is no single theory that perfectly fits innovative organisations. Therefore, it can be argued that leadership has an important role in creativity and organisational innovation. Leaders influence on creativity should be investigated in multiple contexts. It can also be argued that in a globalized world there is a need for a team of leaders instead of single leader leading the whole organisation.

One of the aims of this study was to investigate the impact of leaders' intrinsic motivation on the success of innovative companies. Furthermore, intrinsic motivation has been theorised to be a key ingredient for creativity (Amabile, 1996). In his research Knippenberg (2011) highlighted the importance of the intrinsic motivation by defining it as a significant ingredient that pursues creativity and innovation (Amabile, 1998). The results claim that, higher group prototypicality adds to the persuasiveness of the inspirational leadership motivation. However, the empirical studies have found mixed results (Shalley, Zhou and Oldham et al., 2004).

5. CONCLUSIONS

5.1. Significance of the Study to Leadership

The significance of this research was based on the arguments of innovation, creativity and leadership styles, which are likely to lead organisational innovation. The processes of all innovation plans depend on creative ideas and their successful implementation, which is reliant on creativity developing these beyond their original state (Amabile et al., 1996, 2005).

 As creativity is a process for obtaining and sustaining competitive advantages (Amabile et al., 1996) and leadership styles are regarded as antecedents of employees' creative behavior (Amabile et al., 2004; Shalley and Gilson, 2004), it is significant for practitioners to learn more about relationships that is likely to exist between leaders and employees. The findings show that, creativity and innovation is mainly discussed in relation to globalization and sustainability.

Three leadership theories are discussed in relation to innovation, which are creative, transformational and transactional leadership. However, the findings of this study demonstrate ten different leadership theories that are positively influential in the innovation process. The thematic analysis provides evidence that the leaders effect on the individual level, which is employee creativity, depends on cognitive style, personality and intrinsic motivation. The strength of individuals and team relationships contributes to creativity and innovation, therefore leader follower relationship is found significant. Although, intrinsic motivation has been investigated in numerous studies, mixed results have been demonstrated. Nevertheless, there is some evidence that supports higher group prototypicality's positive influence on the leader's intrinsic motivation.

5.2. Scope and Limitations of the Study

The scope of this study is limited to a theoretical thematic analysis and systematic literature review method. Also, the literature review discussed the relationship between three leadership styles and innovation.

In terms of methodology, Kuckartz (2014) highlight that collecting qualitative data is interesting and exciting and usually feasible without major methodological problems. However, the difficulties with which researchers are faced in the early stage of a project are more related to a field access or the researcher's own behaviour in the field, rather than the methods employed to collect the information in the narrower sense. All the research methodologies have both disadvantages and advantages that are recognizable after the study has been completed. A qualitative thematic analysis was used to investigate leadership influences on an innovative organisation. Even though thematic analysis is a critical method, to some extent conducting research on printed material may limit the findings of this dissertation. Quantitative researchers have the perception of 'anything goes' to qualitative research. Laubschagne (2003, in Braun and Clarke, 2006) highlighted 'for many scientists used to doing quantitative studies the whole concept of qualitative research is unclear, almost foreign, or "airy fairy" not ''real'' research.' They further qualify that although; qualitative research cannot be evaluated with the same criteria as quantitative research. There are analysis methods that are carefully applied to the data (Braun and Clarke, 2006).

6. CONCLUSION

In the literature review search of this study transformational leadership theory was discussed as the effective leadership style for leading creativity and innovation in organisations. However the collected data demonstrated that there is not a single leadership approach that is suitable for leading successful organisational innovation; on the contrary there are several

different theories. The results of this research highlight that prior to determining a suitable leadership practice; the individual, team/group and organisational level innovation capabilities should be investigated carefully. Additionally, not only intrinsic motivation of the leader is important but also, intrinsic motivation of the employees is crucial to successful organisational innovation. This is because intrinsic motivation comes from inside a person. It creates a feeling of responsibility, involvement, achievement, job satisfaction and empowerment. All these emotions evoke importance in both leaders and employees that their actions have impact upon their own lives and on the organisation. All in all, intrinsic motivation and a transactional leadership are important components of prospering innovative organisations in the 21st century.

7. ÖZET

Bu makalenin literature taramasında, örgütlerdeki yaratıcılık ve inavasyonda dönüşümsel liderlik teorisi etkili bir liderlik teorisi olarak ele alınmıştır. Fakat elde edilen bilgiler başarılı bir yönetim için tek tip liderlik tarzının olmadığını ortaya koymuştur. Aksine bir kaç farklı teori söz konusudur. Bu araştırmanın sonuçları başaralı bir örgütsel inavasyon yönetimi için liderlik tarzı belirlenirken bireysel, takım yada grup seviyesi ve örgütsel seviyede inavasyon yeteneklerinin dikkatlice incelenmesi gerektiğini vurgulamaktadır. İlave olarak sadece liderin içsel motivasyonu değil, çalışanın da içsel motivasyonu da başarılı bir örgütsel inavasyon için çok önemlidir. Bunun nedeni içsel motivasyonun, sorumluluk, başarı ve iş memnuniyeti duygularını canlandırmasıdır. Tüm bu duygular hem liderlerin eylemlerind hem de çalışanların eylemlerinde önem arz eder. Özetle, içsel motivasyon ve etkileşimsel liderlik 21. yüzyılın inovatif örgütleri için önemli kavramlardır.

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