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**THE IMPACT OF TRANSFORMATIONAL LEADERSHIP STYLE ON
INNOVATIVE BEHAVIOR OF EMPLOYEES IN LITHUANIA AND TURKEY**

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INTRODUCTION

There are several definitions for the context of leadership which based on Northouse's (2004) research is that leadership is the influencer for the followers through goal and achievement (Basit & Sebastian & Hassan, 2017), another author is defined leadership as a process (Yukl, 2008). According to some researchers such as Tannenbaum & Weschler & Mussarik (1961), Gharibvand (2012) and Sharma & Jain (2013) used words of process and communication for defining what leadership is (Basit et al., 2017). Additionally, based on Sischone (2004) there is also definition of leadership which is based on inspiration (Yıldız & Basturk & Boz, 2014). On the other hand, based on last century researches, it is not enough to define the leadership as a full (Burke, 1985).

Leadership style is very important element in the organizations while world is changing day by day. The following sentence is included in study in Basit & Sebastian & Hassan's Impact of Leadership Style on Employee Performance (A Case Study on a Private Organization in Malaysia), "leadership plays a crucial role in creating enthusiastic atmosphere and culture in organization". When world is changing, organizations must survive and adapt themselves in the new systems. Lots of crisis hurt organizations and companies because lack of the correct style of order in the organization (Sonmez, 2010). Further, in Reuvers & Van Engen & Vinkenburg & Wilson-Evered's (2008) research, it suggested that there is two type of strong leadership style exist which it depends on Bass and colleagues' previous studies. Bass (1985) said that focus of leadership it is going to new types which is transforming from traditional to transformational.

For Bass, transformational leadership has four factor which they are idealized influence, inspirational motivation, intellectual stimulation and, individualized consideration. In addition, Pagan (2008) focused that leadership style should have humility and foresight. Kirel (2000) stated that this emotional focus can be the problem in the organizational structure. Transformational leadership is based on personal values and, on this basis, it transforms the organization to new level or perspective (Pagan, 2008). Transformational leadership is more employee-based leadership style. This type of leadership is the best option when company faced with unpredictable, difficult situations (Bass, 1985). There are some examples about the function of transformational leadership style in the real-life companies such as Chrysler, HP (Bass & Riggio, 2006). In those cases, transformational leaderships have effective impacts on

the employees. On the other hand, in some cases, such as Apple, we can see that transformational leadership like Steve Jobs, it is not enough for the solution of the company's problems (Kirel, 2000).

Nowadays, based on research we can say that transactional leadership is more common than transformational leadership in the scale of small companies. Also, some research shows that there is a good influence of effectiveness of leadership style which is transformational (Rejas & Almonte & J. Ponce & E. Ponce, 2006). For all that, Bass (1997) mentioned that best leadership style is neither transactional nor transformational, best choice for leading is mixed version of them.

In some points transformational leadership is the best choice for innovative behavior of employees because of the leaders understanding of the employee's abilities, being supportive about their achievements and being a visionary for employees (Suifan & Abdallah & Janini, 2017). However, in Zareen & Razzaq & Mujtaba's study it also shows that transformational leadership has positive impact on employee motivation, but it is not as much as transactional leadership. On the other hand, transformational leadership is very useful element to create longer commitment (B.M. Bass & B.J. Avolio, 1993) and it was evaluated in Buciuniene & Skudiene (2008), results showed the strong correlation between transformational leadership and affective employee commitment. Reuvers et al. (2008) stated that motivation has good impact on innovation or innovative behavior.

Aim of the thesis is to examine the impact of transformational leadership on the innovative behavior of employees. This analyze will start from the understanding of transformational leadership, and it will go on till understanding of innovative behavior of employees. For the last part in this research, it will be focused on demographic characteristics of the employees. In order to reach the aim of the thesis the following objectives are formulated:

- Based on scientific literature to analyze if transformational leadership style has an impact on innovative behavior of employees.
- To reveal and to analyze four components of transformational leadership style and their impact on innovative behavior of employees.
- Based on scientific literature to analyze if demographic characteristics of employees have statistically significant relationship with transformational leadership and innovative behavior of employees.

1. THEORETICAL ASPECTS OF TRANSFORMATIONAL LEADERSHIP

Bass as the name father of transformational leadership concept, in his research (1997), he studied transformational and transactional leadership concepts has universality or not. When the first approach appear, concepts of leaderships are useful for U.S. Then after some years in the managerial and leadership studies all around the world, researchers evaluated same concepts for leadership also. Results was interesting because of differentiation of cultures. It is expected that it might be possible different results would appear based on measurement method. However, the results showed that even if cultures and appearances of leadership style was different, measurements and conclusion was the same. Studies showed that transformational is more effective than transactional, and transactional is more effective way to lead followers than laissez-faire. It has emerged from research all over the world that ideal leadership style is transformational leadership.

On the other hand, Yukl's (1999) the evaluation of conceptual weaknesses in transformational and charismatic leadership theories criticize the leadership styles and their effects. They did not focus on the positive parts in the previous researches, they focused on the missing parts and assumptions. They studied questionnaire types and not precise results. They also analyzed the missing points in the leadership style and measurements. If it is not available in every situation and every element it effects the verifiable. This research also criticizes the similarity between charismatic and transformational leadership; however, results show that even if things are very similar under the too many circumstances, it is not possible to say that they are same. In the conclusion, this research suggests that questionnaire, definitions, previous researches about leadership styles and their effects can be accurate but it should be analyzed more carefully and more effective way.

Transformational leaders are approaching to followers in more emotional way. Their behaviors are not just about direct them, they have led them for the purpose of the organization and achieve goals of organization. When leaders evaluate the followers, path is bounded with helping them to improve and adapt their selves in the process. This evaluation of process is important for commitment and performance of the followers (Dvir & Eden & Avolio & Shamir, 2002). In Transformational Leadership (Bass et al. 2006), leadership is defined not restricted with leaders, definition included with followers and it's a realization of potential. Transformational leadership can be differed than transactional since potential. Transformational leaders focus on followers' individual needs, empowerments of the followers

and personal development. It can be said transformational leadership appeared after transactional leadership style is not enough or not working. This point created new dimension of bound between the top of the organization and followers of organization.

According to Burmeister defined the historical background of leadership theories as trait era, behavior era and contingency era which it includes 60s till present (Hu& Yang& Islam, 2010). Transformational leadership is defined as “transition from leader-centered theory to process-centered theory (Nusair& Ababneh& Bae, 2014). Felfe& Tartler& Liepmann (2004) claims that transformational leadership is an expansion or extension of transactional one (Reuvers et al., 2008). Bryman (1992) suggests that leaders can be both transactional and transformational. In the same study, although Hater& Bass (1988) indicate that two main leadership styles are connected on achievement of goals, process of the motivation of subordinate differs (Den Hartog& Van Muijen& Koopman, 1997).

Bass et al. (2006) explained four components of transformational leadership: inspirational motivation, charisma and idealized influence, individual consideration and intellectual stimulation. According to Erkutlu (2018), leaders with idealized influence and inspirational motivation can envision, direct to right path for high standards and performance goals and provide stability for followers. While intellectual stimulation works on follower’s creativity or innovation, individualized consideration is about to be a coach such as detail oriented for the every one of followers’ developmental needs. When Yukl (1999) rejecting charisma is a part of transformational leadership, it is accepted one the components of transformational leadership, and it is advocated that transformational leadership cannot be fully explained without charisma (Bass et al., 2006).

1.1. Inspirational Motivation

Motivation and inspiration are important factors for the both employees and their leaders. Without these two factors there will not be efficient work behavior. In the book of Transformational Leadership, inspirational motivation defined by Bass et al. (2006) as “the leader articulates a compelling vision of the future.” This dimension is related with future, vision and goals which it can be personal or organizational. Leaders who they have inspirational motivation can affect followers in a purposeful way to be more effective about their ability (Reuvers et al., 2008). In the same research, transformational leaders are defined as the element which helps to create connection between belief and ability to perform of the employees. The way defined as give the followers possible future goals which is achievable personal goals when

followers focused on organizational goals (Nusair et al., 2012). Smirchic & Morgan's (1984) research shows that, visionary and inspirational messages are the tool for the influence mechanism (Aryee& Walumbwa& Zhou& Hartnell, 2012). Therefore, according to Shin & Zhou. (2003), followers are more concentrated and energetic for their tasks which are assigned by the leaders who has inspirational motivation skills.

Inspirational motivation has two key concepts to be complete which they are sense making and strategic direction (Densten, 2002). Examining the employees' potential and leading them in a right way is how to do inspirational motivation. Creating correct vision and challenge the employees can help to reach more efficient work and extra effort on that work. In some researches, researchers did not accept inspirational motivation independently or included this factor with idealized influence. According to Densten and his research for understanding of extra effort, inspirational motivation is required. There is two type of inspirational motivation which they separated as concept-based and image-based. Image-based inspirational motivation is symbolized as encouraging talks, on the other hand, concept-based inspirational motivation is expectations (Densten, 2002). Besides all of those definition for inspirational motivation, it can be defined as not only about vision, also as given motto by leaders to the followers which is "can do it" (Jaiswal& Dhar, 2015)

1.2.Charisma and Idealized Influence

Being a role model for followers is a key point for effect employee behavior as a leader, and it is also helping to be respected, trusted and be loyal to leaders (Bass et al., 2006). In Reuvers et al.'s research (2008), idealized influence defined as a capability to act as a role model. Also, it is possible to reach the idea that leader can take risks and critical decisions under the bound of idealized influence. According to Zdaniuk & Bobocel's (2015) research, idealized influence can change employee's or follower's perspective from the self-interest to collective purpose. The way of this change can be possible with charismatic leaders. Charisma is strong influencer for the mission in the organization on their way to reach the mission (Nusair et al. 2012). While Barbuto Jr. (2005) mentioned that charisma is a "fundamental factor of transformational process", according to Bycio & Hackett & Allen (1995) charisma is "the amount of faith, respect, and inspiration engendered by the leader". Bass & Avolio's (1994) research on transformational leadership claims that there are two type of idealized influence: behavioral and attributional (Reuvers et al., 2008). Although behavioral idealized influence is

related with leaders' actions and behaviors, attributional idealized influence is related to be attributed influence to leaders by the followers. (Bass & Riggio, 2006)

Transformational leaders have a good sense about their followers, directing them in correct aim, understanding and measuring their potential, pushing them based on their potential are basic characteristics of transformational leaders. Their own charisma with these characteristics has powerful impact on the followers. This impact create commitment to leaders; thus, this commitment can help to divergence from self-interest of employees in organizational mission (Sahin& Korkmaz& Cakmakci, 2009). According to Sahin et al., (2009) it is necessary to accept that charisma is one of the complementary factors of transformational leadership. In Nusair et al.'s (2012) study researched put forward that idealized influence is strong element for the innovation or innovative behavior of employees. Providing collective sense of organization's mission can be the main reason for that strength.

1.3.Individual Consideration

Transformational leadership is not about to manage employees and give them tasks and after the task give them reward. Transformational leadership is more inner leadership style than transactional leadership. When employees under the commend of transactional leaders, their tasks are certain and there are no other individual differences. However, when we are talking about transformational leadership, individual abilities and potentials is a determinant for the task for followers. Transformational leadership is not concerning about task directly, it concerns about followers and their variations. Because of caring followers' individual differences, transformational leadership can be occurred as a coach for them, not just a manager (Bass et al., 2006). Transformational leader needs to determine qualities and talents of their followers to give them personal attentions which includes coaching sessions, providing individual feedback and opportunities for them (Reuvers et al., 2008).

According to Gumusluoglu& Ilsev (2009), the transformational leader who has individual consideration, will make one-to-one relationship with the followers. Based on same research, individual consideration helps to the followers for the encouragement. Thus, employees or followers can be willingly to do better for their tasks or duties. Their one-to-one connection also supports the idea to be willingly to do something. Beyond that, transformational leadership has positive impact on empowerment of followers. Process of empowerment can be connectable to individual consideration when followers under the influence of transformational

leaders. Additionally, individual consideration is defined as looking needs of subordinates (Jaiswal & Dhar, 2015), another view is defined “identify, understand, address followers’ developmental needs” (Aryee et al., 2012). Transformational leaders need to emphasize follower’s development. To achieve the personal growth, individual consideration should include attention to follower needs, show empathy, support their viewpoints and treat them uniquely (Shin et al., 2003, Aryee et al., 2012).

One of the four dimension of transformational leadership, individual consideration, can be separator for the authentic and inauthentic leadership styles. Based on Bass et al.’s (2006) book, “authentic transformational leaders are truly concerned with desires and need of their followers. Nusair et al.’s (2012) research, it suggests that transformational leadership with individual consideration can transfer some authority to followers to develop them. Conger’s (1999) study also points out that individual consideration is a way to create or develop self-confidence of followers (Gumusluoglu et al., 2009).

1.4.Intellectual Stimulation

According to Bass’s (1985) definition of intellectual stimulation, it is related with imagination when all is about understanding of the problem and problem-solving process (Bolkan & Goodboy, 2010). This research will examine the correlation of the transformational leadership and innovative behavior of employees. For Nusair et al. (2012) it is strong, important factor for follower’s imagination, creativeness and innovation. It is already mentioned above in the introduction part: change is a new element for the new world. For this reason, it is possible to say that leaders, followers and organizations must adapt their selves in new situations and to face with new problems. Intellectual stimulation is a necessary element in the changing environment. Leaders leading the followers to new ideas and new solutions for the purpose of solving problems (Bass et al., 2006). According to same research, it is a duty for the leader to “get others to look at problems from many different angles”.

When intellectual stimulation is considered, leaders have a duty which is not more than encourage followers. In this point, followers’ new approaches and different views and ideas from leaders is expected. In one research, when the intellectual stimulation is explaining, it is rejected the idea of “this is the way we’ve always done it”, another approach about it is giving task to reframe problems (Reuvers et al., 2008). It is possible to mention that there is a connection between intellectual stimulation and imagination whether it is a direct or indirect

connection. Key points of intellectual stimulation are to create the environment which followers can challenge the old tasks within new way, can be encouraged reformulating, can solve the problems proactively, “enhance exploratory thinking”, not criticized for their different ideas (Shin et al., 2003, Gumusluoglu et al., 2009, Jaiswal et al., 2015, Aryee et al., 2012, Reuvers et al., 2008, Suifan et al., 2017, Bass et al., 2006.)

According to Nusair et al.’s (2012) research, transformational leaders needs to provide new ideas, and then they should push the followers to think critically and differently. Based on Shin et al. (2003) this critical thinking can be explained as disobedience to status quo. Transformational leaders with the intellectual stimulation expect the new idea generation processes, new solutions for the old problems, to be more attracted to find different dimensions of their tasks (Gumusluoglu et al., 2009). Guay (2003) thinks that “intellectual stimulation challenges old assumptions, beliefs and traditions” (Suifan et al., 2017). Consequently, it is possible to say that for the environment which needs to help thinking differently or creating new ideas, should be released from the old ways, and then it can be possible to go beyond even the imagination.

2. INNOVATIVE BEHAVIOUR OF EMPLOYEES

There is no direct and precise explanation for innovation (Kheng & June & Mahmood, 2013). Innovation is a process which is it not certain (Kanter, 1988). Process is starting in the point of idea generation; however, implementation of new ideas is also included the process of innovation (Scott & Bruce, 1994). Kanter's (1988) view is that if innovation is "political, fragile and uncertain", it is easy to develop and improve on the way of innovation under the flexible and needed quick action's environments. All this process is about organizations and employees. For the present research it should be examined individual innovation specifically.

According to De Jong & Den Hartog (2007), employee's individual innovation will affect the organizations innovativeness. Even if it is possible to feed organizations' innovativeness, employees should be willing to be innovative and able to it. Also, based on Slatten & Mehmetoglu's (2015) research adaptation of organization in new and different environment can be provided with innovation. However, this innovation is not included organization, it is also included individual innovation. Amabile (1997) defend that if organization is keep going in the same way of production or service is not possible to stand along in the dynamic environment (Kheng et al., 2013).

Employees who has innovative behaviors or ideas, can need a support from the supervisors or leaders (Janssen, 2005). From the point of employee's view, supervisors are the contact between employees and higher-ranking level employees. Based on the information given above, organizations which has transformational leaders adapt their selves in innovation climate easily. Under the condition of organization who has Avolio & Bass & Jung's (1999) four components of transformational leadership (inspirational motivation, individualized consideration, intellectual stimulation and idealized influence), work environment helps to improve innovation climate (Jaiswal et al., 2015).

Creativity and innovation are the two terms of the same process which without another there is not enough meaning. Creativity is related with idea generation part when innovation is related with implementation of the creativeness. Based on Oldham & Cummings (1996) general view about these concepts accepted that way: creativity is more individual part of the process, and innovation is more organizational (Gumusluoglu et al., 2009). In the same research, according to Scott et al., (1994) analyze it can be found that perception of support for innovation is affecting the creativity. Additionally, it is also mentioned in several research, leadership style

and innovation and creativity are correlated (Gumusoglu et al., 2009; Jaiswal et al., 2015; Scott et al., 1994). These correlations are not fully independent from each other's.

Leaders attitude toward employees are supporting under the term of transformational. This supportiveness is depending on employee's creativity and innovative behavior. Even if innovation part is accepted as organizational, employee's individual innovation affects organizational innovation in a way (Scott et al., 1994). Although West & Farr's (1990) findings are pointing out creativity and innovation are "interchangeably" concepts, Kanter (1988) said that these concepts are the two concepts of the multistage process (Scott et al., 1994). This multistage process includes create new ideas, their evaluations and adaptation.

In present research, adaptation process in the work environments will be examined. This analyze will be based on employee's innovative work behaviors for the organizations and for themselves. When consideration of innovative behaviors of employee's is going on, it is possible to mention employee's creativeness and individual innovation concepts. These concepts are interrelated under the one of the factors of transformational leadership's which is intellectual stimulation.

Especially, in the Reuvers' et al. (2008) research innovation is mentioned as a crucial element for the competition in the global world. When any organization aimed to be innovative, it is an obligatory thing to have open minded and open to development employees. In the same research, it is also possible to find the idea of three parts of innovative work behavior. According to Janssen (2000) these are idea generation, idea promotion and idea realization. Additionally, innovation helps to the organizations which they will be "better functioning" and their employees as an individual, and as in organizational integrity will be healthier on the basis of "social-psychological".

Based on Anderson & De Dreu & Nijstad (2004) and Zhou and Shalley (2003) innovative behavior is strongly depending on interaction with other employees in the organization (De Jong et al., 2007). According to De Jong et al., some researches given in theoretical part, leaders can affect employee's work behavior, however, outcomes of innovative work behavior can be different then efficiency of followers.

According to Scott et al. (1994), if the aim of organization is to reach innovative behavior, there should be good organizational climate. This climate can be provided with leadership style, and this can trigger the change of the climate. Without "climate for innovation" it is not possible to reach real process of innovation (Scott et al., 1994). Jung &

Chow & Wu (2003) mentioned that leadership can set up innovative climate in the organization (Gumusoglu et al. 2009). Transformational leaders who have intellectual stimulation give challenges to the followers, and it will help to activate creativity of followers. This process can be the shortest way to innovative employee behavior.

3. DEMOGRAPHIC CHARACTERISTICS OF EMPLOYEES IN TODAY'S ORGANIZATIONS

In the present research, analysis will be based on leadership model which is accepted as transformational leadership and innovative behavior of employees. For this reason and validity of the research, in the research, it should be analyzed the demographic characteristics of employees in the current organizations. In this part of research, it will be mentioned what is the demographic characteristics, and today's organizations evaluations of the employees.

Abidi & Sepehrnia (2015) mentioned four different demographic characteristics of employees when they are researching on empowerment. These are gender, age, educational level and managerial position. These characteristics is included in measurement method which it measures innovative behaviors (Nusair et al. 2012). From this point to after, demographic characteristics and hypothesis will be mentioned shortly.

Gender: Based on Carless' (1998) research, gender is a factor which affects relationship between employees and superiors. In the same research, it is also possible to reach the idea that for the superior leaders, women are more transformational. Additionally, female managers defined their selves more transformational. According to Komives (1991), gender has no impact on motivation which is related with leadership and performance of assistants. (Wong & Siu & Tsang, 1999). On the other hand, based on Maher's (1997) research, it resulted that if women evaluated by women, the general view can be accepted to support same gender. With this information, gender is an important factor of the evaluation of the impact of transformational leadership on innovative behavior of employees.

Age: Al-Kahtani's (2012) research shows that age is another demographic variable for the relationship between employees and organization. On the other hand, Alamrey (2003) defended there is not difference "in the attitudes of respondents toward the practice of transformational leadership style due to their age" (Nusair et al., 2012). Based on Rafiee & Bahrami & Entezarian's (2015) research, 42 percent of health managers are between the age of 31 to 36. As a demographic variable, young employees are more ambitious and they focused on career more than old employees (Wong et al., 1999). However, this research is too specific and further analysis on variable of age can be useful for present research.

Educational Level: Educational level is a factor which affecting the results of researches. In the present research it will also examine as a demographic characteristic of employees. Based on Kukanja (2013) educational level has positive correlations with some of the motivational factors. According to Abidi et al.'s (2015) research, educational level also has significant impact on empowerment. In the Saudi Arabia research of Al-Azami, it showed that lower education level is more successful the process of innovation (Nusair et al., 2012). Based on Rafiee et al.'s (2015) research, 94 percentage of health managers have MSc degree and above. Summarize, educational level of employees is an affecting factor for different type of researches. Thus, it should be examined under the circumstances of the impact of transformational leadership on innovative behavior of employees.

Managerial Position: Abdulhalim & Ababneh (2009) did a research which is the correlation of demographic variables and innovative behavior. This research showed that there is no significant effects of job experience and title on innovative behavior. On the other hand, Al-Azimi's (2006) research is related with the managers, and the results shows that there is a positive relationship between transformational leadership and innovative behavior. Additionally, findings show that Al-Gamidi's (2000) research shows that respondents who has managerial position such as dean or vice dean has more oriented behavior of transformational leadership (Nusair et al., 2012). Based on the research which respondents are managers in different organizations, it showed that attitudes of transformational leadership can be validly influential for the organizational innovation (Gumusluoglu et al., 2009). According to Pastor & Mayo's (2006) study which participants are executives proves that for leading subordinates' transformational leadership with the knowledge of beliefs and values are much more effective than transactional leadership with the same knowledge. With the information above, be in manager position can be admissible as demographic characteristics when this research evaluating transformational leadership and innovative behavior of employees.

According to Boatwright and Slate (2000), females who aged 20-24, and college students have strong work ethics than others (Brauchle & Azam, 2004). Although this research is all about work ethics, it is possible to say that demographic characteristics effects outcomes. On the other hand, Kukanja (2013) also searched relationship between demographic characteristics and motivational factors. For an example, person who is older than 30, educated further than high school, has experience more than 7 years, and has income more than 500 euros per month is motivated with health benefits which is one of the motivational factors (Kukanja, 2013). Even if there are these type examples, it is not possible to make general inferences.

All these information shows that demographic characteristics are examined before under the different circumstances. In this current research it will also be examined as a factor which it effects transformational leadership style in the organization and innovative behavior of employees. These factors are gender, age, educational level, managerial position.

4. METHODOLOGY OF THE EMPIRICAL RESEARCH

4.1. The Theoretical Research Model

This research aims to evaluate there are correlations between components of transformational leadership and innovative behavior of employees. These components of transformational leadership defined as inspirational motivation, charisma/ idealize influence, individual consideration, and intellectual stimulation (Bass et al., 2006, Yukl, 1999). Furtherly, the impacts of every aspects of transformational leadership on innovative behavior of employees which mentioned in theoretical part, will be analyzed in this research. The theoretical model of the research will address how to develop hypotheses, which research methods will be used to evaluate hypotheses, and the survey. Based on previous research of Nusair et al. (2012), this study aims to take the work on variables which independent variables will be inspirational motivation, charisma/ idealized influence, individual consideration, and intellectual stimulation. Furthermore, dependent variable will be innovative behavior of employees (Figure 1).

Based on previous studies, transformational leaderships style effects to innovative work behavior positively that based on research in Australian hospitals, public sector in Jordan, software company in Turkey, IT sector in India (Reuvers et al., 2008, Nusair et al. 2012, Gumusluoglu et al., 2009, Tayal & Upadhya & Yadav & Rangnekar & Singh, 2018). According to Janssen's (2005) research, supervisor's support has a key role on innovative behavior of employee, and by the virtue of frontline employee research, transformational leadership has positive impact on innovative behavior (Slatten et al., 2015). These studies spread in all the world, however, because of lack of research in Lithuania basis on same variables, in the current research employees and managers will be examined who works in company in Lithuania. The impact of four components of transformational leadership on innovative behavior of employees shown in the figure below as a research model.

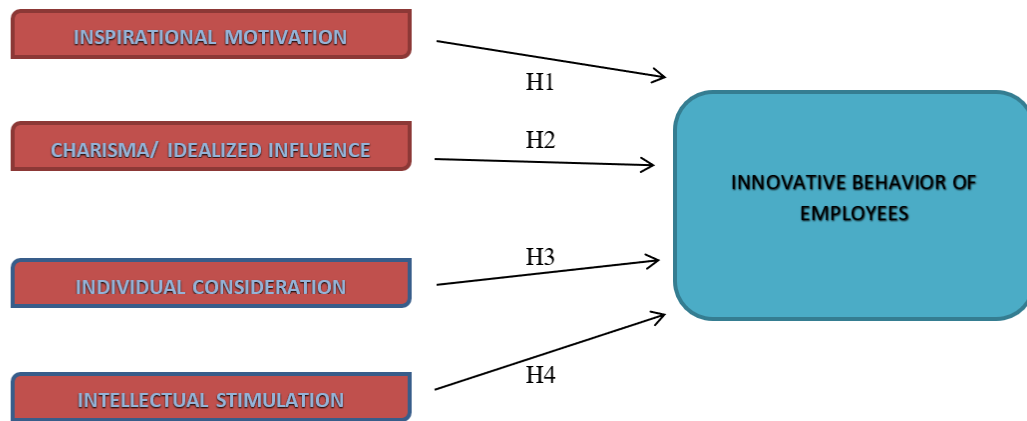


Figure 1. Theoretical research model based on Nusair et al., (2012)

4.2.Hypotheses

According to Avolio et al.'s (1999) research, inspirational motivation described as a vision which combines the leader and followers' purpose. Additionally, Reuvers et al.'s (2008) research mentioned that inspirational motivation is a tool to stimulate followers' performance by leaders. In the same analysis, it is resulted that inspirational motivation as a component of transformational leadership has correlation with innovative work behavior. On the other hand, Elkin & Keller (2003) it stated that inspirational motivation provides common goal for the different department, and it helps to create innovation. Bandura's (1986) research indicated that inspirational motivation is important dimension for changing behavior (Michaelis & Stegmaier & Sonntag, 2009). Based on Shin & Zhou, inspirational motivation triggers the concentration which is the first step of the greater creativity, and creativity has strong relationship with innovation (Oldham et al., 1996). With all these data, following hypothesis will be appeared.

H1. Inspirational motivation has positive impact on innovative behavior of employees.

Bass et al. (2006) defined the being role model the most significant way to affect the employee behaviors. Being role model as a transformational leadership points the idealized influence or charisma. Transformational leaders should be respected, admired and committed according to Nusair et al.'s (2012) study. In the same study showed that idealized influence as a charisma has positive correlation with innovative behavior. Additionally, idealized influence as a component of transformational leadership significantly related with organizational innovation. (Jung & Wu & Chow, 2008). From a different perspective, Eisenbeiß & Boerner's (2010) study claimed that idealized guidance can be potential threat to the team members autonomy, and it can be resulted as obstacle for team innovation when autonomy is in high need such as R&D works. Based on the preceding discussion, following hypothesis should be as

below:

H2. Charisma/ idealized influence has positive impact on innovative behavior of employees.

According to inspirational consideration which is defined in the book of “The Fifth Discipline Fieldbook (Senge & Roberts & Ross & Smith & Klainer, 1994) way of thinking from different perspectives, providing greater thinking process and seeking new solutions of problems (Morales & Montes & Jovel, 2008). As a component of transformational leadership individual consideration has positive impact on employee’s motivation (Hyypia & Parjanen, 2013) which is correlated with innovative behavior based on Reuvers et al.’ (2008) research. As specified by Mumford & Scott & Gaddis & Strange’s (2002), individual consideration might be encouragement for the effective work of innovative people. Paying attention, giving support and empathy of the followers stimulate the personal development which can be assumed as positively correlated with creativity (Shin et al., 2003). Based on the information given, it would be correct to examine the following hypothesis.

H3. Individual consideration has positive impact on innovative behavior of employees.

Intellectual stimulation can be defined as reformulation of problem solving, challenging for thinking critically, rejection for the old way of doing (Michaelis et al., 2009, Shin et al., 2003, Nusair et al., 2012, Reuvers et al., 2008) For the enhancing innovation, intellectual stimulation can be the way to reach destination (Elkins et al., 2003). Based on the research which evaluates in classroom, and development and validity of students, student motivation and cognitive learning positively associated. Guilford (1984) claimed that effects of intellectual stimulation expected to promote group creativity (Sosik & Kahai & Avolio, 1998). According to Amabile (1983), intellectual stimulation leads people to reach creative achievements (Gumusluoglu et al., 2009). According to Reuvers et al.’s (2008) research showed that when the impact of four different dimensions of transformational leadership on the creative behavior of the employee was examined, it was revealed that there was a positive connection between them. Based on all information above, the fourth hypothesis can be developed as:

H4. Intellectual stimulation has positive impact on innovative behavior of employees.

4.3. Research Method

Research Setting

For the research, quantitative research method will be used. Major data will be primary data if more data needed, secondary data will be utilizable. Data will be collected using a structured questionnaire to measure the level of practicing transformational leadership components and innovative behavior by the selected sample of employees in Lithuania. Using questionnaire is more effective in the current research, and it is useful method in the context of validity and reliability. Sometimes employees are affected by the supervisors when they are examining. Preventing this inconvenience will be second reason to use this method. The aim of this research to analyze leaders' transformational leadership style impact on innovative behavior of employees. Quantitative method is one of the easiest ways to answer independently and to reach perceptual answers. When questionnaire will be prepared, previous studies on same or similar topics will be based on. This questionnaire will include dimensions of transformational leadership and innovative behavior of employees as variables.

Sample Description

The study population will consist of all the employees working in companies which are mainly located in Vilnius and Kaunas. These two cities will be chosen for two main reasons. First, about approximately half population of Lithuania live in these two largest cities. Second, nine out of ten biggest company in Lithuania, exist in Vilnius and Kaunas, and almost seventy percent of Lithuanian GDP is based on service sector. According to these two reasons, two big cities and more than half of the population, will be helpful to assume the representative sample of the study. On the other hand, employment rate in Lithuania is approximately 73 percent. This research will be very useful for the most part of the population.

Sample Frame

Based on respondents' speed, respondent control, control of field force and remote accessibility, sending questionnaire for this research target group via e-mail and online survey link will be logical choice to reach correct respondents.

Sample Technique

Reaching all the employees and managers in all Lithuania is very hard to access. Based on target population and to make general inferences on this topic, probability sampling method will be used in this analysis. Under the probability sampling method, simple random sampling

will be the closer choice to reach aim of the study because of easy understanding and projectable results (Malhorta, 2010).

Sample Size

To find a correct sample size, this research will check previous studies. Following table will show the sample sizes of previous research and necessary sample size of this research.

Table 1. Calculating sample size according to previous studies

| Authors & Years | The Title of the Research | Size |
|--|---|------|
| Nusair, N. & Ababneh R.& Bae, Y. K., 2012 | The Impact of Transformational Leadership Style on Innovation as Perceived by Public Employees in Jordan. | 358 |
| Eisenbeiß, S. A. & Boerner, S., 2010 | Transformational Leadership and R&D Innovation: Taking a Curvilinear Approach | 308 |
| Michaelis, B. & Stegmaier R. & Stonntag, K., 2009 | Shedding Light on Followers’ Innovation Implementation Behavior The Role of Transformational Leadership, Commitment to Change, And Climate For Initiative | 198 |
| Gumusluoglu, L. & Ilsev, A. (2009) | Transformational Leadership, Creativity, and Organizational Innovation | 163 |
| Shin, S. J. & Zhou, J., 2003 | Transformational Leadership, Conservation, and Creativity: Evidence from Korea | 290 |

| | | |
|--|---|-----|
| Oldham, G. & Cummings, A., 1996 | Employee Creativity: Personal and Contextual Factors At Work | 171 |
| Reuvers, M. & Engen, M. L. & Vinkenburg, C. J. & Wilson-evered, E., 2008 | Transformational Leadership and Innovative Work Behavior: Exploring the Relevance of Gender Differences | 335 |
| Jaiswal, N. K. & Dhar, R. L., 2015 | Transformational Leadership, Innovation Climate, Creative Self-Efficacy and Employee Creativity: A Multilevel Study | 372 |
| Average Number of Respondents | | 274 |

These studies which are given above showed that it analyzed transformational leadership and its impacts on innovation, innovative behavior or creativity. Reason of choosing those researches was in some points they were with the same page as this study. When it was calculation of the sample size, it focused on 10 of the studies which used same method for their own evaluation with similar topics. Then average sample size calculated. For the empirical research, 274 respondents were defined as sufficient.

4.4.Designing Questionnaire

According to Nusair et al.'s (2012), structured questionnaire will be used in this research. This questionnaire will have 3 parts to evaluate dependent and independent variables. However, first part will be related with demographic characteristics of respondents. With this part, results will be evaluated based on differences of demographic characteristics. Second part of the questionnaire will include independent variables in it which they are the four dimensions of transformational leadership: inspirational motivation, charisma/ idealized influence, individual consideration, and intellectual stimulation. For the last, there will be questions related with dependent variable which is innovative behavior of employees. Questionnaire will develop in English language, and additionally it would be better to be translated in Lithuanian

language by linguistic expert to prevent misunderstanding of the questions and get useful results. In the questionnaire, there will be 5-point Likert scale which 1 symbolize “strongly disagree”, and 5 symbolize “strongly agree”.

First part of the questionnaire will be developed for categorizing of the respondents based on different demographic characteristics which described in the literature review part. In the following table below, it will be possible to see how demographic characteristics are included in the survey.

Table 2. **First segmentation of the questionnaire.**

| <i>CRITERIA</i> | <i>CHARACTERISTICS</i> |
|--|-------------------------------|
| <i>Gender</i> | <i>Female</i> |
| | <i>Male</i> |
| <i>Age</i> | <i>Up to 25 years old</i> |
| | <i>26 to 35 years old</i> |
| | <i>36 to 45 years old</i> |
| | <i>46 to 55 years old</i> |
| | <i>56 to 65 years old</i> |
| <i>Education Level</i> | <i>66 years old and more</i> |
| | <i>Secondary Education</i> |
| | <i>Bachelor’s degree</i> |
| | <i>Master’s Degree</i> |
| <i>Title (Are you working in the company as a managerial level?)</i> | <i>Postgraduate or Higher</i> |
| | <i>Yes</i> |
| | <i>No</i> |
| <i>Place</i> | <i>Lithuania</i> |
| | <i>Turkey</i> |

Secondly, four components of transformational leadership which are inspirational motivation, charisma/ idealized influence, individual consideration, and intellectual stimulation, are independent variables in this research. According to Avolio et al.’s (1999) and Sally’s (2006) research the following table as a questionnaire will be used. In this table, it will be aimed every four components and 5 statement measure the four components.

Table 3. **Four dimensions of transformational leadership segmentation of the questionnaire.**

| <i>INDEPENDENT VARIABLES</i> | <i>ITEMS</i> |
|---|--|
| <i>Inspirational Motivation (Number of items:5)</i> | <i>My manager treats subordinate as unique individuals rather than just as a member of a group.</i> |
| | <i>My manager tries to understand the other person's viewpoint.</i> |
| | <i>My manager values employees' contributions.</i> |
| | <i>Top manager builds team identity and morale.</i> |
| | <i>My manager encourages subordinates to re-think their ideas.</i> |
| <i>Idealized Influence (Number of items:5)</i> | <i>My manager talks enthusiastically about what needs to be accomplished.</i> |
| | <i>My manager re-examines critical assumptions to question whether they are appropriate.</i> |
| | <i>My manager inspires confidence in the value of his/ her argument.</i> |
| | <i>My manager considers an individual as having different needs, abilities, and aspirations from others.</i> |
| | <i>My manager achieves goals through realistic planning.</i> |
| <i>Individual Consideration (Number of items:5)</i> | <i>My managers get others to look at problems from many different angles.</i> |
| | <i>My manager encourages subordinates to work to their best potential.</i> |
| | <i>My leader is ready to trust the person he/she is rating to overcome any obstacle.</i> |

| | |
|---|--|
| | <i>My manager provides works or assignments that are stretching achievable.</i> |
| | <i>My manager talks optimistically about the future.</i> |
| <i>Intellectual Stimulation (Number of items:5)</i> | <i>Top manage changes their style and approach according to who they are dealing with.</i> |
| | <i>My manager builds co-operative relationships with immediate colleagues.</i> |
| | <i>My manager articulates a compelling vision of the future.</i> |
| | <i>My manager suggests new ways of looking at how to complete assignments.</i> |
| | <i>My manager initiates change, pursues goods beyond expectation.</i> |

Source: Compiled by Avolio et al., (1999) & Sally, (2006)

For the last part of questionnaire, this research will try to analyze innovative behavior. In the light of Scott et al.'s research, it will be the best way to evaluate innovative behavior which is in the table below.

Table 4. **Innovative behavior segmentation of the questionnaire.**

| <i>DEPENDENT VARIABLE</i> | <i>ITEMS</i> |
|---|--|
| <i>Innovative Behavior (Number of items:22)</i> | <i>Creativity is encouraged here.</i> |
| | <i>Our ability to function creatively is respected by the leadership.</i> |
| | <i>Around here, people are allowed to try to solve the same problems in different ways.</i> |
| | <i>The main function of members in this organization is to follow orders which come down through channels.</i> |
| | <i>Around here, a person can get in a lot of trouble by being different.</i> |

| | |
|--|---|
| | <i>This organization can be described as flexible and continually adapting to change.</i> |
| | <i>A person can't do things that are too different around here without provoking anger.</i> |
| | <i>The best way to get along in this organization is to think the way the rest of the group does.</i> |
| | <i>People around here are expected to deal with problems in the same way.</i> |
| | <i>This organization is open and responsive to change.</i> |
| | <i>The people in charge here usually get credit for others' ideas.</i> |
| | <i>In this organization, we tend to stick to tried and true ways.</i> |
| | <i>This place seems to be more concerned with status quo than with change.</i> |
| | <i>Assistance in developing new ideas is readily available.</i> |
| | <i>There are adequate resources devoted to innovation in this organization.</i> |
| | <i>There is adequate time available to pursue creative ideas here.</i> |
| | <i>Lack of funding to investigate creative ideas is a problem in this organization.</i> |
| | <i>Personnel shortages inhibit innovation in this organization.</i> |
| | <i>This organization gives me free time to pursue creative ideas during the workday.</i> |
| | <i>The reward system here encourages innovation.</i> |

| | |
|--|--|
| | <i>This organization publicly recognizes those who are innovative.</i> |
| | <i>The reward system here benefits mainly those who don't rock the boat.</i> |

Source: Compiled by author based on Scott and Bruce (1994)

According to Avolio et al. (1999) and Sally (2006), valid questionnaire was developed to investigate the transformational leadership, and its components. In this questionnaire it was determined as inspirational motivation, idealized influence, individual consideration and intellectual stimulation have 5 items in each of it. On the other hand, this research will analyze the impact of transformational leadership on innovative behavior. When it is studying this relationship, Scott and Bruce's (1994) questionnaire will help to get more accurate results.

5. EMPIRICAL RESEARCH

5.1.Social- Demographic Characteristics of Respondents

For the questionnaire of the research, probability sampling method was used. Social media platforms and emails were the tool to reach the respondents. The respondents of the survey-were employees which have work-related experience in any industry and also who gained those experiences in two comparative country: Lithuania & Turkey. In total 299 questionnaire fully filled. 8 respondents were filled the questionnaire outer than Lithuania and Turkey. Therefore, 291 questionnaires were usable for the analysis. The survey was started on 1st of December, and with last respondents on 16th of December those ended. Questionnaire link was distributed by social media applications which are Facebook, Instagram and Twitter. The link was accessible for the respondents in any time of the day till the end date. Additionally, for some respondents, questionnaire was emailed. Specifically, because respondents ages didn't define one-by-one, all of the 291 questionnaires accepted as valid. Based on the comparative analysis in the methodology part, number of respondents are matching with the average level of respondents on the similar topics which it was 274 respondents. Errors depends on the respondent's numbers are reduced after getting more results than minimum.

According to the table given below, it aimed to show the structure of demographical characteristics of the respondents. The table shows that 55% of the respondents were women and 43% of respondents were men. Age of 0-25 years old group was the bigger part of the survey with 118 participants, 25-36 years old group was the following group with 81. The order of the consecutive age groups is as follows: 56 or more years old participants, 46-55 years old participants, and 36-45 years old participants. Although according to educational level of respondents %66 percent of the participants are graduate of Bachelor's Degree, only %1.7 percent of respondents' educational level is postgraduate. Other than these statistics, 59 participants have high school diploma, and only 34 participants have Master's degree. Additionally, questionnaire was used to indicate that respondents have been in managerial position or not. Measurement of the managerial position shows that %65.6 percent of all 291 persons haven't been in managerial position before or currently. Exactly 100 persons indicated that they have been in managerial position based on their experiences. Lastly, statistics about the country of participants showed that respondents participate the

questionnaire mainly from Turkey (243), respondents from Lithuania were fairly less percentage in the country-based chart.

Table 5. Frequency and valid percent values of demographic characteristics of the respondents.

| <i>Measure</i> | <i>Item</i> | <i>Frequency</i> | <i>Valid Percent</i> |
|---------------------|----------------------|------------------|----------------------|
| Gender | Women | 162 | 55.7 |
| | Men | 125 | 43.0 |
| | Prefer not to say | 4 | 1.4 |
| Age | 0-25 years old | 118 | 40.5 |
| | 25-36 years old | 81 | 27.8 |
| | 36-45 years old | 29 | 10.0 |
| | 46-55 years old | 31 | 10.7 |
| | 56 or more years old | 32 | 11 |
| Educational Level | Secondary Education | 59 | 20.3 |
| | Bachelor's Degree | 193 | 66.3 |
| | Master's Degree | 34 | 11.7 |
| | Postgraduate | 5 | 1.7 |
| Managerial Position | Yes | 100 | 34.4 |
| | No | 191 | 65.6 |
| Country | Turkey | 243 | 83.5 |
| | Lithuania | 48 | 16.5 |

Source: Compiled by author

Based on the table 5 which is showing the frequency and valid percent value of demographic characteristics of the respondents, it is possible to assume there are some effections due to weighted age group distribution. Because of the percentage of the respondents who selected age definition as 0-25 years old, this category covers 40 percent of all respondents. According to this weighted distribution, some limitations should be noted. When the questionnaire link distributed via social media applications, it is attracted more attention by the young age group which in this research 0-25 years old. Although, it didn't aim to reach younger respondents, it caused some weighted distribution. Demographical characteristics and effects on variables will be explained later on. When analysis of the

impacts categorized with age distribution is evaluating, limitations of the first age group should be considered.

5.2. Reliability of Items

All scales in this research, 5-point Likert scale was used for the measure the items. 1 was representing “totally disagree”, 5 was representing “totally agree”. Validation of the items were proved by the previous researchers, and adopted in this research. Table 6 include all of the variables and items in it. Also, it is possible to find that some abbreviations of the variables have “R” letter, that explains that item is reversed on the SPSS software program.

Table 6. **List of variables and items.**

| <i>Authors</i> | <i>Dimensions</i> | <i>Variables</i> | <i>Items</i> |
|--|-----------------------------|--------------------------|---|
| Avolio, B. & Bass, B. & Jung, D. (1999) “Re-examining the components of transformational and transactional leadership using the multifactor leadership questionnaire”/ Sally, S. (2006) “Transformational Leadership Questionnaire” | Transformational Leadership | Inspirational Motivation | (IM2) My manager tries to understand the other person’s viewpoint. |
| | | | (IM3) My manager values employees’ contributions. |
| | | | (IM4) Top manager builds team identity and morale. |
| | | | (IM5) My manager encourages subordinates to re-think their ideas. |
| | | Idealized Influence | (II1) My manager talks enthusiastically about what needs to be accomplished. |
| | | | (II2) My manager re-examines critical assumptions to question whether they are appropriate. |
| | | | (II3) My manager inspires confidence in the value of his/ her argument. |

| | | | |
|--|--|--------------------------|---|
| | | | (II4) My manager considers an individual as having different needs, abilities, and aspirations from others. |
| | | | (II5) My manager achieves goals through realistic planning. |
| | | Individual Consideration | (IC1) My managers get others to look at problems from many different angles. |
| | | | (IC2) My manager encourages subordinates to work to their best potential. |
| | | | (IC3) My leader is ready to trust the person he/she is rating to overcome any obstacle. |
| | | | (IC4) My manager provides works or assignments that are stretching achievable. |
| | | | (IC5) My manager talks optimistically about the future. |
| | | Intellectual Stimulation | (IS1) Top manager changes their style and approach according to who they are dealing with. |
| | | | (IS2) My manager builds co-operative relationships with immediate colleagues. |
| | | | (IS3) My manager articulates a compelling vision of the future. |
| | | | (IS4) My manager suggests new ways of looking at how to complete assignments. |

| | | |
|---|----------------------------|---|
| | | (IS5) My manager initiates change, pursues goods beyond expectation. |
| <p>Scott, S. G. & Bruce, R. A. (1994) "Determinants of Innovative Behavior: A Path Model of Individual Innovation in the Workplace"</p> | <p>Innovative Behavior</p> | (IB1) Creativity is encouraged in the organization which I am current employee or the organization which I am former employee. |
| | | (IB2) Our ability to function creatively is respected by our leaders in this organization or last organization I've been in. |
| | | (IB3) In the organization which I am current employee or the organization which I am former employee, people are allowed to try to solve the same problems in different ways. |
| | | (IB4R) The main function of members in this organization or the last organization I've been in is to follow orders which come down through channels. |
| | | (IB5R) In the organization which I am current employee or the organization which I am former employee, a person can get in a lot of trouble by being different. |
| | | (IB6) This organization or the last organization I've been in can be described as flexible and continually adapting to change. |
| | | (IB7R) A person can't do things that are too different in the organization which I am in current employee or the organization which I am former employee without provoking anger. |
| | | (IB8R) The best way to get along in this organization or the last organization I've been in is to think the way the rest of the group does. |
| | | (IB9R) People in the organization which I am current employee or the organization which I am former employee are expected to deal with problems in the same way. |
| | | (IB10) In the organization which I am current employee or the organization which I am former employee is open and responsive to change. |
| | | (IB11R) The people in charge in the organization which I am current employee or the organization which I am former employee usually get credit for others' ideas. |
| | | (IB12R) In the organization which I am current employee or the organization which I am former employee, we tend to stick to tried and true ways. |
| | | (IB13R) In the organization which I am current employee or the organization which I am former |

| | | |
|--|--|---|
| | | employee seems to be more concerned with status quo than with change. |
| | | (IB14) Assistance in developing new ideas is readily available in the organization which I am current employee or the organization which I am former employee. |
| | | (IB15) There are adequate resources devoted to innovation in the organization which I am current employee or the organization which I am former employee. |
| | | (IB16) There is adequate time available to pursue creative ideas in the organization which I am current employee or the organization which I am former employee. |
| | | (IB17R) Lack of funding to investigate creative ideas is a problem in the organization which I am current employee or the organization which I am former employee. |
| | | (IB18R) Personnel shortages inhibit innovation in the organization which I am current employee or the company which I am former employee. |
| | | (IB19) In the organization which I am current employee or the organization which I am former employee gives me free time to pursue creative ideas during the workday. |
| | | (IB20) The reward system in the organization which I am current employee or the organization which I am former employee encourages innovation. |
| | | (IB21) In the organization which I am current employee or the organization which I am former employee publicly recognizes those who are innovative. |
| | | (IB22R) The reward system in the organization which I am current employee or the organization which I am former employee benefits mainly those who don't rock the boat. |

Source: Compiled by author

Sekaran (1992) indicated that Cronbach alpha test was accepted most valuable test for reliability and consistency by some authors. In this part of the study, to measure the value of Cronbach alpha test for each item SPSS software was used with a view to statistical analysis. According to Nunally's (1978) research, reliability value should be greater than (0.7). This numerical value and greater values remark that acceptance of test for the research (Nusair et al., 2012).

While, based on the five items (IM1, IM2, IM3, IM4, IM5) first dimension of the transformational leadership, inspirational motivation's value of Cronbach alpha is 0.871, value of idealized influence's (II) Cronbach alpha is 0.877. Individual consideration's (IC) test reliability is 0.869. Although the lowest value in all four dimensions of transformational leadership calculated on intellectual stimulation (IS), 0.814 is a reliable value based on the previous researches. Results of the SPSS software shows that the reliability values on the transformational leadership, two of the dimensions which are idealized influence and individual consideration are higher than Nusair et al.'s (2012) research. On the other hand, as another dimension and also dependent variable which includes 22 items, the value of innovative behavior is 0.855. Values of calculation show that the test is highly reliable, valid factor of the research. None of the items are excluded from the statistical analysis.

For the further explanation of the variables which defined in theoretical part of the study, descriptive statistical techniques which are mean, variance and standard deviation were used. Details of the descriptive statistical techniques are given above in the Table 7.

Table 7. **Descriptive statistics**

| Variables | Cronbach α | Mean | Variance | Std. Deviation | Number of items. |
|-----------------------------|----------------------|--------|----------|-------------------|---------------------|
| Inspirational Motivation | 0.871 | 3.7230 | 0.885 | 0.94094 | 5 |
| Idealized Influence | 0.877 | 3.8722 | 0.787 | 0.88724 | 5 |
| Individual Consideration | 0.869 | 3.8172 | 0.830 | 0.91084 | 5 |
| Intellectual Stimulation | 0.814 | 3.8955 | 0.666 | 0.81593 | 5 |
| Innovative Behavior | 0.855 | 3.0772 | 0.380 | 0.61657 | 22 |

Source: Compiled by author

Reliability of the items which are transformational leadership (20 items) and innovative behavior (22 items) was tested as reliable. With the understanding of 5-point Likert scale, although, mean of the dependent variables showed that results were closer to 4 (agree) than value 3 (nor agree neither disagree), the mean of independent variable was closer to value 3 (nor agree neither disagree).

5.3.Hypotheses' Testing Results

Main aim of this study is the impact of transformational leadership on innovative behavior of employees. As mentioned in methodological part of the research, four dimensions of the transformational leadership have been evaluated separately, and demographical characteristics of the respondents will be included in the process.

To reach the goal of the research, hypothesized were developed. SPSS software application should be used to measure the regression and correlations of the hypothesized. For the *t*-test and *ANOVA* analysis also needs to be evaluated in this part of study.

Initially, the impact of first dimension of the transformational leadership, inspirational motivation, on innovative behavior was tested in the Hypothesis 1.

H1. Inspirational motivation has positive impact on innovative behavior of employees.

For the evaluation of the first hypothesis which is relationship of between one specific independent variable and dependent variable Pearson's correlation was used as calculation method. Correlation test shows that between inspirational motivation and innovative behavior are significantly correlated. When significant level of correlation is ($p < .001$), Pearson's coefficient of correlation is (Pearson's $R = 0,507$). According to previous statements, it is possible to indicate that correlation between those independent and dependent variables are positive. Hereby, Hypothesis 1 in this research is correct. Related correlation matrix is given below in the Table 8.

Table 8. Correlation matrix 1

| | | Inspirational Motivation | Innovative Behavior |
|---|---------------------|--------------------------|---------------------|
| Inspirational Motivation | Pearson correlation | 1 | .507** |
| | Sig. (1-tailed) | | <.001 |
| | N | 291 | 291 |
| Innovative Behavior | Pearson correlation | .507** | 1 |
| | Sig. (1-tailed) | <.001 | |
| | N | 291 | 291 |
| **. Correlation is significant at the 0.01 level (2-tailed) | | | |

Source: Compiled by author

Second dimension of transformational leadership is idealized influence. Research aimed to evaluate the impact of idealized influence on the innovative behavior of employees. Hypothesis 2 is stated as below:

H2. Charisma/ idealized influence has positive impact on innovative behavior of employees.

The same method which is used for the first dimension of transformational leadership also was used for the second one. In this hypothesis independent variable was accepted as charisma or idealized influence. Correlation between two elements is supported with the correlation test on SPSS software application. Significant level of correlation is ($p < .001$) and Pearson's coefficient of correlation is (Pearson's $R = 0,479$). Meaning of these results shows that innovative behavior is impacted positively by idealized influence. Thus, H2 is valid hypothesis. For the further information, it is possible to find the results in the Table 9 which is given below:

Table 9. Correlation matrix 2

| | | Inspirational Motivation | Innovative Behavior |
|---|---------------------|--------------------------|---------------------|
| Idealized Influence | Pearson correlation | 1 | .479** |
| | Sig. (1-tailed) | | <.001 |
| | N | 291 | 291 |
| Innovative Behavior | Pearson correlation | .479** | 1 |
| | Sig. (1-tailed) | <.001 | |
| | N | 291 | 291 |
| **. Correlation is significant at the 0.01 level (2-tailed) | | | |

Source: Compiled by the author

In the methodology part individual consideration was the third factor of transformational leadership. As other dimensions research wanted to reach out if there is correlation between individual consideration and innovative behavior of employees. Research also tried to be sure about the correlation is positive or not. All of these led to the following hypothesis:

H3. Individual consideration has positive impact on innovative behavior of employees.

According to the information after the correlation test on SPSS software application, results show that there is a correlation between individual consideration and innovative behavior. This correlation is positive and significant. The significance level of correlation is ($p < .001$), and the coefficient value is (Pearson's $R = 0.516$). Table as named correlation matrix 3 shows the values for hypothesis 3.

Table 10. Correlation matrix 3

| | | Inspirational Motivation | Innovative Behavior |
|---|---------------------|--------------------------|---------------------|
| Individual Consideration | Pearson correlation | 1 | .516** |
| | Sig. (1-tailed) | | <.001 |
| | N | 291 | 291 |
| Innovative Behavior | Pearson correlation | .516** | 1 |
| | Sig. (1-tailed) | <.001 | |
| | N | 291 | 291 |
| **. Correlation is significant at the 0.01 level (2-tailed) | | | |

Source: Compiled by author

Finally, fourth and the last hypothesis was built on intellectual stimulation and its impact on innovative behavior.

H4. Intellectual stimulation has positive impact on innovative behavior of employees.

As having the least Cronbach alpha value, the impact of intellectual stimulation on innovative behavior of employees was evaluated in the stage of the research. Repeatedly, Pearson's correlation method was used to test the hypothesis and correlation. Method shows that there is a significant correlation between independent variable (intellectual stimulation) and dependent variable (innovative behavior). Significance level of correlation is also ($p < .001$), and Pearson's coefficient of correlation is (Pearson's $R = 0.425$). These information supports that there is a positive correlation with innovative behavior of employees by intellectual stimulation. Following table shows the information of correlation matrix.

Table 11. **Correlation matrix 4**

| | | Inspirational Motivation | Innovative Behavior |
|---|---------------------|--------------------------|---------------------|
| Intellectual Stimulation | Pearson correlation | 1 | .425** |
| | Sig. (1-tailed) | | <.001 |
| | N | 291 | 291 |
| Innovative Behavior | Pearson correlation | .425** | 1 |
| | Sig. (1-tailed) | <.001 | |
| | N | 291 | 291 |
| **. Correlation is significant at the 0.01 level (2-tailed) | | | |

Source: Compiled by author

According to the information given above, hypotheses were evaluated with correlation method. Additionally, to get more specific analysis for the variance between dependent and independent variable, regression analysis was used. In order to compare the impact of transformational leadership on innovative behavior, two regressions were applied. Table 12 indicates the findings of the final model of regression analysis.

First regression was the primal model for the regression analysis which is for the better understanding of the impact of transformational leadership on innovative behavior. Based on the primary model, multiple linear regression was run with inspirational motivation, idealized influence, individual consideration and intellectual stimulation which are independent variables of the research, and as the dependent variable innovative behavior. Adjusted $R^2 = 0.287$, and this means that 28.7 percent of the innovative behavior could be explained by all dimensions of transformational leadership. With the value of Durbin-Watson (1.865), which should be valued between 0 to 4, it indicated that there was no autocorrelation in this sample. After evaluating the coefficient table of the primary model, the following values of significant levels of independent variables appeared: Idealized influence ($p=0.268$) and intellectual stimulation ($p=0.958$). This exposed that both of these independent variables didn't have a significant relationship with innovative behavior.

Second regression analysis of the research was built as final model of regression analysis (Table 12). According to final model, two independent variables excluded, regression analysis was run with independent variables which are inspirational motivation and individual consideration, and innovative behavior as dependent variable. Adjusted R^2 value of the final model was 0.288 and this meant that %28.8 percent of the variance of innovative behavior could be explained by two dimensions of the transformational leadership which were inspirational motivation and individual consideration. It showed that without the 2 independent variables, adjusted R^2 increased %0.1. New Durbin-Watson value was 1.892 which was less than 2. New value was an explanation for that there was no autocorrelation for the final model regression analysis too. Statistical analysis showed that there was significant connection with both of the independent variable and innovative behavior (ANOVA= 0.001). Table 12 made the comparison possible between the variables. This comparison indicated that individual consideration had more and direct impact than inspirational motivation on innovative behavior.

Table 12. Final model of the regression analysis.

| Final Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | BCa 95% Confidence Interval | |
|--------------------------|-----------------------------|------------|---------------------------|--------|--------|-----------------------------|-------|
| | Beta | Std. Error | Beta | | | Lower | Upper |
| Constant | 1.636 | 0.136 | | 12.067 | <0.001 | | |
| Inspirational Motivation | 0.173 | 0.053 | 0.264 | 3.291 | 0.001 | 0.380 | 2.632 |
| Individual Consideration | 0.209 | 0.054 | 0.308 | 3.835 | <0.001 | 0.380 | 2.632 |

Dependent variable: Innovative Behavior

Table 12 was created for the second regression model which it was defined above as two other components of transformational leadership didn't include in it. Direct significant impact from inspirational motivation and individual consideration was adjusted in to table. While this table helping the better explanation, it was possible to compare to the impacts of two independent variables on dependent variable which is explained as innovative behavior.

5.4. Summary of the Results

Aim of the research was evaluate the impact transformational leadership on innovative behavior. For the evaluation, research focused on four dimensions of transformational leadership and their separate impacts on innovative behavior. With those elements four hypotheses created, and tested. Two countries were chosen for the tests. They were Lithuania and Turkey. Test included one dependent and four independent variables. All variables tested carefully, and even if one element wasn't ignored in the testing and resulting period.

Table 13. ANOVA Analysis with T test adjustments.

| | Gender | Gender ^b | Age | Educational Level | Managerial Level* | Country* |
|--------------------------|--------|---------------------|-------|-------------------|-------------------|----------|
| Inspirational Motivation | 0.062 | 0.270 | 0.311 | 0.045 | 0.914 | 0.049 |
| Idealized Influence | 0.192 | 0.550 | 0.496 | 0.008 | 0.745 | 0.036 |
| Individual Consideration | 0.026 | 0.148 | 0.221 | 0.005 | 0.909 | 0.084 |
| Intellectual Stimulation | 0.061 | 0.959 | 0.412 | 0.007 | 0.973 | 0.277 |
| Innovative Behavior | 0.303 | 0.052 | 0.120 | 0.324 | 0.896 | 0.859 |

Notes: n=291; Significant at: <0.05; Categories*: Independent T test was applied.

The impact of demographic variables on four dimensions of transformational leadership and innovative behavior was also examined in this research. Results was given above since it is meant to be understood whether demographic characteristics of respondents affect the result of the impact of transformational leadership on innovative behavior or they are not effective. *T*- test and *ANOVA* analysis was used to evaluate variables. *Post hoc* analysis with *LSD*& *Bonferroni* applied to get the value of significance. Results showed that categories of age and managerial level has no significant statistical difference. That means when evaluation is about the impact of transformational leadership on innovative behavior, age differences, and being in managerial position won't affect the results significantly, respondents would give similar answers based on current research. On the other hand,

educational level was giving significant results based on four components of transformational leadership. Although, number of respondents might be the reason for the results which they were in the level of significance, respondents who is postgraduate educational level have significant (<0.05) effect on practicing the all components of transformational leadership. Only in the evaluation of inspirational motivation, respondents who also have master degree have significant (<0.05) effect on practicing. According to the questionnaire's gender section, there were only 4 respondents who chose the option "prefer not to say", and there are no respondents selected "other" option. To deduce this part in table renewed as there are only two choices which are female and male. Column "Gender^b" shows that there are no significant statistical differences based on two gender. At last, when we are analyzing country differences, inspirational motivation ($F= 3.904, p <0.01$), and idealized influence ($F= 4.483, p <0.01$) shows significance level of statistical analysis. While it means that country only differs on the point of inspirational motivation and idealized influence, it doesn't create any significant difference for the other dimensions or innovative behavior.

Four of hypotheses out of four were accepted, validated and these theoretical suggestions were supported by statistically. According to data analysis, following statements were appeared:

- The impact of the transformational leadership on innovative behavior evaluated in some other research. Those findings showed that there is a positive impact between these elements. Bass's transformational leadership which is defined in 1978 by Burns for the first time studied in the several continents with different perspective. Even if the impact on the innovation or innovative behavior examined in Jordan, Korea, Republic of India, Australia, China and more. (Nusair et al., 2012 & Reuvers et al., 2008, Aryee et al., 2012 & Jaiswal et al., 2014) This shows that although this topic is quite new and trending, researchers from various countries were focused on that. Gumusoglu et al.'s (2009) research was tested the impact of transformational on creativity and organizational innovation in Turkey. On the other hand, Yildiz & Basturk & Boz's (2014) study didn't tested innovation or innovative directly; however, it was indicated that innovativeness is related with leadership style. Study of Tan & Yildiran & Ogrunc (2019), was indicated that there is a positive outcome which is based on the impact of transformational leadership on organizational innovation. It also was tested in Turkey. Beyond of all this

information, transformational leadership wasn't included in the testing period in this study. Based on previous research, it was showed in lots of research there is a positive relation between transformational leadership and innovative behavior (Nusair et al., 2012). This research was aimed to analyze the four dimensions of transformational leadership and their impacts separately. Thus, transformational leadership has been examined more exhaustive.

- In this research's methodology part, inspirational motivation defined as a first dimension of transformational leadership. First hypothesis aimed to analyze direct and positive impact of inspirational motivation on innovative behavior. According to Nusair et al.'s (2012) study, inspirational motivation has a positive connection with innovative behavior. Reuvers et al.'s (2008) research shows the positive connection too. Suifan et al. (2017) showed the same results based on only three items of inspirational motivation as component of transformational leadership. In several studies which examined the impact of transformational leadership on effort, creativity, performance, it is possible to find that inspirational motivation was tested and the relationship of transformational leadership includes in it (Shin et al., 2003 & Aryee et al. 2012, Densten, 2002,). Based on Dionne, S. & Yammarino, F. & Atwater, L. & Spangler, W.'s (2002) research shows that inspirational motivation as an important ingredient in analysis of transformational leadership and team performance, could help to give "intermediate" outcomes, and it may affect the team basically. This research differs from others inasmuch as this was the action research. All of this information which is with different research methods, different type of respondents, and different topics in general gave the idea of testing the impact of the inspirational motivation on innovative behavior to get an extra supportive angle was added to the topic of transformational leadership. With correlation and regression analysis of the impact of inspirational motivation on innovative behavior in this research, results showed that inspirational motivation has second highest impact on innovative behavior. "*H1. Inspirational motivation has positive impact on innovative behavior of employees.*" H1 was tested, and it was proved by this research.

- After the inspirational motivation, idealized influence which it was accepted as charisma based on some research, was examined. According to Weng et al. (2015), idealized influence has a big portion of the evaluation of transformational leadership on nurse innovative behavior. Nusair et al.'s (2012) study supported that idealized influence had highest Pearson correlation value with innovative behavior. Mokhber, M. & Ismail, W. & Vakilbashi, A.'s (2015) research showed that there was strong and negative impact on organizational innovation. On the other hand, the study on gender differences in transformational leadership, it showed that female participants have higher on the subscale of idealized influence/ charisma (Carless, 1998). While the impact of transformational leadership was evaluating by the gender of executives, idealized influence was the part of the bigger portion of the variance of innovative behavior (Reuvers et al., 2008). Bass et al. (2006), explained that the components of transformational leadership, idealized influence and inspirational motivation, can be shortcut for the leaders who wants to give commitment and motivation to cause for followers. Research by Suifan et al. (2017) highlighted the point where transformational leaders were inspired, a critical part of idealized influence, for followers to create new ideas. Based on Zdaniak et al.'s (2014) work results on idealized influence, showed that idealized influence has positive impact on motivation of leader's forgiveness attitude. However, regression analysis added different perspective on the impact of idealized influence. "*H2. Charisma/ idealized influence has positive impact on innovative behavior of employees.*" H2 was correlated with innovative behavior, however, results showed that there is no significant impact on innovative behavior provided by idealized influence That shows that further analysis will be needed.
- The research about sales managers and job satisfaction, results showed that individual consideration has third highest β value which was the effecting element of job satisfaction. In the same research also supported that job satisfaction has significant influence on work behaviors (Hu, Y. & Yang, Y. & Islam, M., 2010). Additionally, correlation of work satisfaction, supervision satisfaction and commitment, with components of transformational leadership, specifically individual consideration, were the highest correlation in another

research (Erkutlu, 2018). In the research of transformational leadership and organizational commitment in Libya, showed that individual consideration had the highest correlation with satisfaction too (Shurbagi, 2014). In Shin et al.'s (2003) research, creativity was linked with the individual consideration first, then following results appeared: "Transformational leadership and the interaction were significant in contributing to creativity". Research which applied in Iranian companies showed that individual consideration had no relationship with organizational innovation and didn't have effective role on it (Mokhber et al., 2015). However, according to Nusair et al.'s (2012) study, individual consideration was defined as lowest Pearson correlation value with innovative behavior. For that reason, in this research, the impact of individual consideration on innovative behavior is tested. As you can see in the data analysis section, in this research, individual consideration has the highest Pearson correlation value than other dimensions of transformational leadership. At the same time, regression analysis showed that individual consideration had the highest and direct impact from all dimensions of transformational leadership on innovative behavior. "*H3. Individual consideration has positive impact on innovative behavior of employees.*" Hypothesis 3 was fully accepted.

- Research in Taiwan which was about sales managers and job satisfaction of the subordinates, β value showed that intellectual stimulation was the most effective element on job satisfaction, and had highest correlation with it (Hu et al., 2010). Shurbagi's (2014) research exposed that the correlation between intellectual stimulation and affective commitment was the lowest in all components of transformational leadership. On the other hand, Rafferty, A. & Griffin, M.'s (2004) study examined the dimensions of the transformational leadership, and results showed that intellectual stimulation was positively associated with affective and continuance commitment. Anjali and Anand's (2015) study showed that there was strong link between intellectual stimulation and job commitment for the employees of IT industry. In another research which has similar topic to previous research, it stated that CEO's intellectual stimulation has significant impact on the meaning of the work for the followers (Peng, A. & Lin, H. & Schaubroeck, J. & McDonough III, E. &

Hu, B. & Zhang, A., 2016). According to Sarros, J. & Cooper, B. & Santora, J.'s (2008) study, the impact of intellectual stimulation on climate for organizational innovation was evaluated, it assumed strongest element in all dimensions of transformational leadership, however, although it wasn't the strongest element for climate of organizational innovation, correlation wasn't even significant. This research showed that the value of Pearson correlation between intellectual stimulation and innovative behavior is the lowest. In addition, regression analysis showed that intellectual stimulation is not significantly effective on innovative behavior. "*H4. Intellectual stimulation has positive impact on innovative behavior of employees.*". Based on the data analysis of the current research there was correlation between intellectual stimulation even if it was the lowest one in all dimensions, regression analysis proved that there was no impact. Hypothesis 4 was rejected.

CONCLUSION AND RECOMMENDATIONS

This study aimed to evaluate the impact of transformational leadership on the innovative behavior in Turkey and Lithuania. Certain results were obtained through the scientific literature review, and testing process based on 291 participants. To achieve the aim, three objectives defined, then hypothesis evaluation process begun.

- According to the first objective of this study, scientific literature showed that transformational leadership has impact on innovative behavior. Nusair et al.'s (2012) research showed that there was a relationship between transformational leadership on innovative behavior in Jordan. Aryee et al.'s (2012) study showed that transformational leadership has indirect impact on innovative behavior. Jaiswal et al.'s (2014) analysis showed that there were link between transformational leadership and employee creativity. Based on all of these, scientific literature analysis showed that there is relationship between transformational leadership and innovative behavior.
- After the first objective, study wanted to reveal that impacts of four components of transformational leadership on innovative behavior. With the literature review, some researchers were evaluated transformational leadership as a whole, some of them examined the components one by one. When it was analyzing effects of four components of transformational leadership on organizational innovation (Mokhber et al., 2014), in another research it appeared that all components have positive significant correlations with innovative behavior (Nusair et al., 2012). It was predicted that re-evaluation would help many studies like the two studies given in the example.
- Last, demographic characteristics of employees was studied in order to understand the impact of transformational leadership on innovative behavior. Nusair et al.'s (2012) work showed that there are some significant differences due to place of work. Other demographic characteristics didn't affect the impact of the transformational leadership on innovative behavior. For further investigation, demographic characteristics added into survey and analyzed. According to the results, gender, age and managerial level didn't affect the practicing the impact of transformational leadership on innovative behavior of employees. Category of age also didn't show any significant differences, however, weighted distribution of respondents caused to not focus on age differences. On the other hand, country gave significant different results on practicing the impact of inspirational motivation and idealized influence. When educational level was

examining, it assumed that all significance for all post graduate category was appeared because of the number of postgraduate respondents. Beyond that respondents who had master's degree showed significance on practicing inspirational motivation.

After all these objectives, for empirical research four hypothesis developed. Main aim in this research was to understand the impact of transformational leadership on innovative behavior. For better understanding of transformational leadership, four components were divided, and examined separately. Because of that the impact of every component of transformational leadership on innovative behavior tested. Survey was the method of empirical part of research and SPSS software was used to get results.

- First hypothesis was examining the impact of inspirational motivation on innovative behavior. Results showed that inspirational motivation had positive significant impact on innovative behavior. Regression analysis results also supported that there was significant direct impact from inspirational motivation to innovative behavior. These results were matching with the Nusair et al.'s (2012), Reuvers et al.'s (2008) and Suifan et al.'s (2017) researches.
- Second hypothesis was trying to understand the impact of idealize influence on innovative behavior. Results showed that between two elements there was correlation, however, regression analysis showed this correlation didn't support the direct significant impact on innovative behavior. Results were not in the same direction with the Nusair et al.'s (2012) study and Weng et al.'s (2015) research. On the other hand, Mokhber's research was showing negative strong relationship between idealized influence on innovative behavior, results of this work didn't show significance impact.
- Third hypothesis was evaluating the impact of individual consideration on innovative behavior. Correlation analysis proved that there was significant correlation between individual consideration and innovative behavior. With the final model of regression analysis, it promoted the direct, significant impact of individual consideration on innovative behavior. Results showed that biggest impact on innovative behavior caused by individual consideration. This was supporting some previous researches (Hu et al. 2010, Shin et al., 2003). Nusair et al.'s (2012) research was showing lowest correlation value when it was supporting the impact of individual consideration on innovative behavior. Except the correlation analysis, it was also supported by current research.

- Last hypothesis was considering the impact of intellectual stimulation on innovative behavior. Correlation analysis supported that between even if it was the weakest one there was correlation between intellectual stimulation and innovative behavior. On the other hand, regression analysis rejected that intellectual stimulation had direct, significant impact on innovative behavior. Sarros et al.'s (2008) study showed that there was no significant correlation between intellectual stimulation and organizational innovation. When it was related with innovative behavior, Nusair et al.'s research showed significant correlation between intellectual stimulation and innovative behavior. Based on demographical characteristics and their differences with intellectual stimulation, it was not possible to conclude that result could differ for different environments or countries. With all this information the impact of intellectual stimulation on innovative behavior didn't match with previous researches.

All of the previous researches and this research proved that this topic was examined in different societies and different ways. It is still showing lots of differences in literature. Based on results in this research can help to be first step of future analysis. Although it should not be forgotten that social sciences have a changing structure, transformational leadership and creative behavior can be studied in many different ways.

According to all findings, after evaluation of two components of transformational leadership which are inspirational motivation and individual consideration in Lithuania and Turkey, it resulted that %29 of innovative behavior of employees was affected by the two components. It is also supporting that for improve innovative behavior of employees, leaders should put priority of inspirational motivation and individual consideration. For better understanding of what should do:

- Build a better relationship with the subordinates which subordinates will be examined individually, to seek their needs, to understand their capabilities and to give them achievable task for individual success.
- Make the share vision of future understand for followers, and to go to that direction, inspire and motivate them.

Nusair et al.'s (2012) research was recommended the idea next researches about the transformational leadership and innovative behavior, should be placed in the developed countries, and not to limit with public sector. In this research developed country which is Lithuania and developing country Turkey analyzed. For the further research it can give better

results with the comparison of two developed countries. According to limitations in demographic characteristics of employees, it is possible to get different results with the same topic. For more investigation, different elements can be included in the research, such as different type of innovations, commitment, satisfaction or support. Thus, transformational leadership and innovative behavior are not examined from a single point as in this study. Additionally, in the future research, it would be better to focus on organizations which are trying to support innovative behavior and how they are doing it.

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The Impact of Transformational Leadership on Innovative Behavior of Employees' in Lithuania and Turkey

Ilker TEKER

Master Thesis

Global Business and Economic Master Program

Faculty of Economics and Business Administration, Vilnius University

Supervisor Assoc. Professor Rasa Pauliene, Vilnius 2020

SUMMARY

80 pages, 13 tables, 1 figure, 78 references.

The main purpose of this master thesis is to analyze the impact of transformational leadership on innovative behavior of employees in Lithuania and Turkey.

The thesis has main sections such as theoretical background of topic, methodology part and empirical research part, and conclusion part.

In the theoretical background of thesis, firstly transformational leadership and its four components explained in detail. Then, literature review about innovative behavior was presented.

The aim of the research was to understand and analyze the components of transformational leadership with literature review, and evaluate the impacts of components of transformational leadership on innovate behavior. There was no specific target group for the research except who was not filling questionnaire other than Turkey and Lithuania. A quantitative method, was used to test the hypotheses. For the respondents from both countries, developed questionnaire which compiled by previous scholars was edited with the demographical characteristics part, and translated in to Lithuanian, Turkish and English. With this questionnaire, participant of both leaders and subordinates was provided. After data collection, results analyzed with the SPSS software program. Reliability analysis, correlation analysis and regression analysis applied to all variables. Values of reliability and correlation for each variable showed significance. Afterwards, regression analysis applied. Some different results appeared with primary model. Final model of regression analysis was designed for better understanding about the impacts of transformational leadership components on innovative behavior.

Based on the findings given in the thesis, transformational leadership and four components of it has correlation with the innovative behavior. On the other hand, regression analysis proved that only two components of transformational leadership, inspirational motivation and individual consideration, have direct impacts on innovative behavior of employees. Regression analysis pointed out that other two components, idealized influence and intellectual stimulation, have no significant impact on innovative behavior of employees.

In the conclusion section, theoretical knowledge and scientific findings were brought together. Moreover, results brought some suggestions with them. The author of the study suggested that leaders can act towards their followers with inspirational motivation and individual consideration for the behavior of employees. This action under the transformational leadership, will help to change subordinate's innovative behavior.

APPENDIXES

1. QUESTIONNAIRE (ENGLISH)

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| <p>Questionnaire Cover Letter</p> | <p><i>Hello, I am Ilker TEKER, I am a master student in Vilnius University. I am researching my topic which is impact of leadership style on behaviors for my thesis. By participating in this questionnaire, you can help me improve my research on my thesis and reach more accurate results. However, I specifically aim to find out whether and how effective transformational leadership has an impact on creative employee behavior.</i></p> <p><i>Questionnaire will take approximately 10 minutes. For the better results, you need to answer all questions, yet there is no obligation to fill the questionnaire. I am glad that you helped me to go further in my research. Information you provide will be kept in secret and will be used for educational purposes only.</i></p> <p><i>Thank you for giving your precious time, and any further questions about my research, please feel free to contact me anytime: ilkertekerr@gmail.com</i></p> |
| <p>Section 1.</p> | <p><i>What is your gender?</i></p> <ul style="list-style-type: none"> ✓ <i>Female</i> ✓ <i>Male</i> ✓ <i>Other</i> ✓ <i>Prefer not to say.</i> <p><i>How old are you?</i></p> <ul style="list-style-type: none"> ✓ <i>Up to 25 years old</i> ✓ <i>26 to 35 years old</i> ✓ <i>36 to 45 years old</i> ✓ <i>46 to 55 years old</i> ✓ <i>56 to 65 years old</i> ✓ <i>66 to older years old</i> <p><i>What is your educational level?</i></p> <ul style="list-style-type: none"> ✓ <i>Secondary Education</i> ✓ <i>Bachelor's Degree</i> ✓ <i>Master Degree</i> ✓ <i>Postgraduate</i> <p><i>Are you working in the company as a managerial level?</i></p> |

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| | <ul style="list-style-type: none"> ✓ Yes ✓ No <p><i>Could you indicate from where you participated in this survey?</i></p> <ul style="list-style-type: none"> ✓ Lithuania ✓ Turkey ✓ Other |
| <p>Section 2. INSPIRATIONAL MOTIVATION. Please, select right scale for you whether sentence suits you or not. (1- Totally Disagree/ 5- Totally Agree)</p> | <p><i>My manager treats subordinate as unique individuals rather than just as a member of a group.</i></p> <p style="text-align: center;">1 2 3 4 5 0 0 0 0 0</p> <p><i>My manager tries to understand the other person's viewpoint.</i></p> <p style="text-align: center;">1 2 3 4 5 0 0 0 0 0</p> <p><i>My manager values employees' contributions.</i></p> <p style="text-align: center;">1 2 3 4 5 0 0 0 0 0</p> <p><i>Top manager builds team identity and morale.</i></p> <p style="text-align: center;">1 2 3 4 5 0 0 0 0 0</p> <p><i>My manager encourages subordinates to re-think their ideas.</i></p> <p style="text-align: center;">1 2 3 4 5 0 0 0 0 0</p> |
| <p>Section 3. IDEALIZED INFLUENCE. Please, select right scale for you whether sentence suits you or not. (1- Totally Disagree/ 5- Totally Agree)</p> | <p><i>My manager talks enthusiastically about what needs to be accomplished.</i></p> <p style="text-align: center;">1 2 3 4 5 0 0 0 0 0</p> <p><i>My manager re-examines critical assumptions to question whether they are appropriate.</i></p> <p style="text-align: center;">1 2 3 4 5 0 0 0 0 0</p> <p><i>My manager inspires confidence in the value of his/ her argument.</i></p> <p style="text-align: center;">1 2 3 4 5 0 0 0 0 0</p> <p><i>My manager considers an individual as having different needs, abilities, and aspirations from others.</i></p> <p style="text-align: center;">1 2 3 4 5</p> |

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| | <p style="text-align: center;">0 0 0 0 0</p> <p><i>My manager achieves goals through realistic planning.</i></p> <p style="text-align: center;">1 2 3 4 5</p> <p style="text-align: center;">0 0 0 0 0</p> |
| <p>Section 4. INDIVIDUAL CONSIDERATION. Please, select right scale for you whether sentence suits you or not. (1- Totally Disagree/ 5- Totally Agree)</p> | <p><i>My managers get others to look at problems from many different angles.</i></p> <p style="text-align: center;">1 2 3 4 5</p> <p style="text-align: center;">0 0 0 0 0</p> <p><i>My manager encourages subordinates to work to their best potential.</i></p> <p style="text-align: center;">1 2 3 4 5</p> <p style="text-align: center;">0 0 0 0 0</p> <p><i>My leader is ready to trust the person he/she is rating to overcome any obstacle.</i></p> <p style="text-align: center;">1 2 3 4 5</p> <p style="text-align: center;">0 0 0 0 0</p> <p><i>My manager provides works or assignments that are stretching achievable.</i></p> <p style="text-align: center;">1 2 3 4 5</p> <p style="text-align: center;">0 0 0 0 0</p> <p><i>My manager talks optimistically about the future.</i></p> <p style="text-align: center;">1 2 3 4 5</p> <p style="text-align: center;">0 0 0 0 0</p> |
| <p>Section 5. INTELLECTUAL STIMULATION. Please, select right scale for you whether sentence suits you or not. (1- Totally Disagree/ 5- Totally Agree)</p> | <p><i>Top manager changes their style and approach according to who they are dealing with.</i></p> <p style="text-align: center;">1 2 3 4 5</p> <p style="text-align: center;">0 0 0 0 0</p> <p><i>My manager builds co-operative relationships with immediate colleagues.</i></p> <p style="text-align: center;">1 2 3 4 5</p> <p style="text-align: center;">0 0 0 0 0</p> <p><i>My manager articulates a compelling vision of the future.</i></p> <p style="text-align: center;">1 2 3 4 5</p> <p style="text-align: center;">0 0 0 0 0</p> <p><i>My manager suggests new ways of looking at how to complete assignments.</i></p> <p style="text-align: center;">1 2 3 4 5</p> <p style="text-align: center;">0 0 0 0 0</p> |

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| | <p><i>My manager initiates change, pursues goods beyond expectation.</i></p> <p style="text-align: center;">1 2 3 4 5 0 0 0 0 0</p> |
| <p>Section 6. INNOVATIVE BEHAVIOR. Please, indicate the correct scale based on your previous or current experiences. (1- Totally Disagree/ 5- Totally Agree)</p> | <p><i>Creativity is encouraged in the organization which I am current employee or the organization which I am former employee.</i></p> <p style="text-align: center;">1 2 3 4 5 0 0 0 0 0</p> <p><i>Our ability to function creatively is respected by our leaders in this organization or last organization I've been in.</i></p> <p style="text-align: center;">1 2 3 4 5 0 0 0 0 0</p> <p><i>In the organization which I am current employee or the organization which I am former employee, people are allowed to try to solve the same problems in different ways.</i></p> <p style="text-align: center;">1 2 3 4 5 0 0 0 0 0</p> <p><i>The main function of members in this organization or the last organization I've been in is to follow orders which come down through channels.</i></p> <p style="text-align: center;">1 2 3 4 5 0 0 0 0 0</p> <p><i>In the organization which I am current employee or the organization which I am former employee, a person can get in a lot of trouble by being different.</i></p> <p style="text-align: center;">1 2 3 4 5 0 0 0 0 0</p> <p><i>This organization or the last organization I've been in can be described as flexible and continually adapting to change.</i></p> <p style="text-align: center;">1 2 3 4 5 0 0 0 0 0</p> <p><i>A person can't do things that are too different in the organization which I am in current employee or the organization which I am former employee without provoking anger.</i></p> <p style="text-align: center;">1 2 3 4 5 0 0 0 0 0</p> |

The best way to get along in this organization or the last organization I've been in is to think the way the rest of the group does.

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People in the organization which I am current employee or the organization which I am former employee are expected to deal with problems in the same way.

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In the organization which I am current employee or the organization which I am former employee is open and responsive to change.

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The people in charge in the organization which I am current employee or the organization which I am former employee usually get credit for others' ideas.

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In the organization which I am current employee or the organization which I am former employee, we tend to stick to tried and true ways.

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In the organization which I am current employee or the organization which I am former employee seems to be more concerned with status quo than with change.

1 2 3 4 5
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Assistance in developing new ideas is readily available in the organization which I am current employee or the organization which I am former employee.

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There are adequate resources devoted to innovation in the organization which I am current employee or the organization which I am former employee.

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| | <p style="text-align: center;">1 2 3 4 5 0 0 0 0 0</p> <p><i>There is adequate time available to pursue creative ideas in the organization which I am current employee or the organization which I am former employee.</i></p> <p style="text-align: center;">1 2 3 4 5 0 0 0 0 0</p> <p><i>Lack of funding to investigate creative ideas is a problem in the organization which I am current employee or the organization which I am former employee.</i></p> <p style="text-align: center;">1 2 3 4 5 0 0 0 0 0</p> <p><i>Personnel shortages inhibit innovation in the organization which I am current employee or the company which I am former employee.</i></p> <p style="text-align: center;">1 2 3 4 5 0 0 0 0 0</p> <p><i>In the organization which I am current employee or the organization which I am former employee gives me free time to pursue creative ideas during the workday.</i></p> <p style="text-align: center;">1 2 3 4 5 0 0 0 0 0</p> <p><i>The reward system in the organization which I am current employee or the organization which I am former employee encourages innovation.</i></p> <p style="text-align: center;">1 2 3 4 5 0 0 0 0 0</p> <p><i>In the organization which I am current employee or the organization which I am former employee publicly recognizes those who are innovative.</i></p> <p style="text-align: center;">1 2 3 4 5 0 0 0 0 0</p> <p><i>The reward system in the organization which I am current employee or the organization which I am former employee benefits mainly those who don't rock the boat.</i></p> <p style="text-align: center;">1 2 3 4 5 0 0 0 0 0</p> |
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| Conclusion of Questionnaire | <i>Thanks for participating to the questionnaire! I appreciate that you participated my research! If you have more questions about this questionnaire, please do not hesitate to get into touch: ilkertekerrr@gmail.com</i> |
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2. QUESTIONNAIRE (TURKISH)

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| Questionnaire Cover Letter | <p><i>Merhabalar, ben İlker TEKER, Vilnius Üniversitesinde yüksek lisans öğrencisiyim. Bitirme tezim için liderlik tarzlarının davranışlar üzerine etkisini araştırıyorum. Bu ankete katılarak bu araştırmadan daha geçerli sonuçlar almama yardım olabilirsiniz. Bununla birlikte, özellikle, dönüşümsel liderlik modelinin, yaratıcı çalışan davranışlarına etkisi olup olmadığını ya da ne kadar olduğunu ölçmeyi amaçlamaktayım. Anket yaklaşık olarak 10 dakika sürecektir. Daha iyi sonuçlar almak adına tüm sorulara cevap vermeniz beklenmektedir. Lakin anketi doldurmanız zorunlu değildir. Bu noktada bana yardımcı olarak araştırmamda ilerlememde katkıda bulunduğunuz için minnettarım. Verdiğiniz bilgiler saklı tutulacaktır ve sadece eğitim amacıyla kullanılacaktır. Değerli zamanınızdan ankete ayırdığınız için teşekkür ederim. Anket hakkında veya araştırmam hakkında başka soru sormak isterseniz, lütfen istediğiniz zaman iletişime geçmekten çekinmeyin: ilkertekerrr@gmail.com</i></p> |
| Section 1. | <p><i>Cinsiyetiniz nedir?</i></p> <ul style="list-style-type: none"> ✓ Kadın ✓ Erkek ✓ Diğer ✓ Belirtmemeyi tercih ederim. <p><i>Kaç yaşındasınız?</i></p> <ul style="list-style-type: none"> ✓ 0-25 yaşındayım. ✓ 26-35 yaşındayım. ✓ 36-45 yaşındayım. |

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| | <ul style="list-style-type: none"> ✓ 46-55 yaşındayım. ✓ 56-65 yaşındayım. ✓ 66 yaşındayım veya üzeriyim. <p><i>Eğitim seviyeniz nedir?</i></p> <ul style="list-style-type: none"> ✓ Lise mezunu. ✓ Üniversite mezunu. ✓ Yüksek lisans mezunu. ✓ Doktora mezunu veya üzeri. <p><i>Şu anda veya daha önceki iş tecrübelerinizde yönetici pozisyonunda bulundunuz mu?</i></p> <ul style="list-style-type: none"> ✓ Evet, bulundum. ✓ Hayır, bulunmadım. <p><i>Nereden ankete katıldığınızı aşağıdaki seçeneklerden seçebilir misiniz?</i></p> <ul style="list-style-type: none"> ✓ Türkiye ✓ Litvanya ✓ Diğer |
| <p>Section 2. İLHAM VERİCİ MOTİVASYON. Lütfen size en uygun seçeneği ölçek düzelminde seçiniz. (1- Tamamen Katılmıyorum/ 5- Tamamen Katılıyorum)</p> | <p><i>Yöneticim, ast çalışanlarını bir grubun üyesi olarak değil, benzersiz bireyler olarak görür</i> 1 2 3 4 5 0 0 0 0 0</p> <p><i>Yöneticim, muhatabı olduğu kişinin bakış açısını anlamaya çalışır.</i> 1 2 3 4 5 0 0 0 0 0</p> <p><i>Yöneticim, çalışanların katkılarına değer verir.</i> 1 2 3 4 5 0 0 0 0 0</p> <p><i>Yöneticim, ekip kimliğini ve moralini yaratan kişidir.</i> 1 2 3 4 5 0 0 0 0 0</p> <p><i>Yöneticim, ast çalışanlarının fikirlerini yeniden düşünmeye teşvik eder.</i> 1 2 3 4 5 0 0 0 0 0</p> |

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| <p>Section 3. İDEALLEŞTİRİLMİŞ ETKİ. Lütfen size en uygun seçeneği ölçek düzelminde seçiniz. (1- Tamamen Katılmıyorum/ 5- Tamamen Katılıyorum)</p> | <p><i>Yöneticim, nelerin başarılması gerektiği konusunda coşkuyla konuşur.</i> 1 2 3 4 5 0 0 0 0 0</p> <p><i>Yöneticim, uygun olup olmadıklarını sorgulamak için kritik varsayımları yeniden inceler.</i> 1 2 3 4 5 0 0 0 0 0</p> <p><i>Yöneticim, değerli argümanlarıyla çalışanlarına güven verir.</i> 1 2 3 4 5 0 0 0 0 0</p> <p><i>Yöneticim, birbirinden farklı kişilerin diğerlerinden farklı ihtiyaçları, yetenekleri ve istekleri olduğunu düşünür.</i> 1 2 3 4 5 0 0 0 0 0</p> <p><i>Yöneticim, gerçekçi planlamalar ile hedeflere ulaşır.</i> 1 2 3 4 5 0 0 0 0 0</p> |
| <p>Section 4. KİŞİSELLEŞTİRİLMİŞ ETKİ. Lütfen size en uygun seçeneği ölçek düzelminde seçiniz. (1- Tamamen Katılmıyorum/ 5- Tamamen Katılıyorum)</p> | <p><i>Yöneticim, başkalarının sorunlara birçok farklı açıdan bakmasını sağlar.</i> 1 2 3 4 5 0 0 0 0 0</p> <p><i>Yöneticim, ast çalışanlarını en iyi potansiyellerinde çalışmalarını için teşvik eder.</i> 1 2 3 4 5 0 0 0 0 0</p> <p><i>Yöneticim, herhangi bir engeli aşması için görevlendirdiği kişiye güvenmeye hazırdır.</i> 1 2 3 4 5 0 0 0 0 0</p> <p><i>Yöneticim, ulaşılabilir olan ödevler veya görevler sağlar.</i> 1 2 3 4 5 0 0 0 0 0</p> <p><i>Yöneticim, gelecek hakkında iyimser bir şekilde konuşur.</i> 1 2 3 4 5 0 0 0 0 0</p> |

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| <p>Section 5. ENTELLEKTÜEL UYARIM. Lütfen size en uygun seçeneği ölçek düzelminde seçiniz. (1- Tamamen Katılmıyorum/ 5- Tamamen Katılıyorum)</p> | <p><i>Yöneticim, kiminle uğraştığına göre tarzını ve yaklaşımını değiştirir.</i> 1 2 3 4 5 0 0 0 0 0</p> <p><i>Yöneticim, yakın meslektaşları ile işbirliğine dayalı ilişkiler kurar.</i> 1 2 3 4 5 0 0 0 0 0</p> <p><i>Yöneticim, gelecekle ilgili dikkat çekici bir vizyon ortaya koyar.</i> 1 2 3 4 5 0 0 0 0 0</p> <p><i>Yöneticim, görevlerin nasıl tamamlanacağı üzerine yeni çözüm yolları önerir.</i> 1 2 3 4 5 0 0 0 0 0</p> <p><i>Yöneticim değişimi başlatır, değişimle oluşan beklentilerin ötesinde çıktılarını peşine düşer.</i> 1 2 3 4 5 0 0 0 0 0</p> |
| <p>Section 6. YENİLİKÇİ DAVRANIŞ. Lütfen geçmiş veya güncel deneyimlerinizi referans alarak, aşağıdaki cümlelere ne kadar katıldığınızı belirtiniz. (1- Tamamen Katılmıyorum/ 5- Tamamen Katılıyorum)</p> | <p><i>Mevcut veya eski çalışanı olduğum organizasyonda yaratıcılık teşvik edilir/di.</i> 1 2 3 4 5 0 0 0 0 0</p> <p><i>Yaratıcı bir şekilde çalışma yeteneğimize, bu veya bulunduğum son organizasyondaki liderlerimiz saygı duyar/dı.</i> 1 2 3 4 5 0 0 0 0 0</p> <p><i>Mevcut veya eski çalışanı olduğum organizasyonda, insanlar aynı sorunları farklı şekillerde çözmeye çalışabilirler/di.</i> 1 2 3 4 5 0 0 0 0 0</p> <p><i>Bu veya bulunduğum son organizasyondaki üyelerin temel işlevi, üst kanallardan gelen emirleri takip etmektir.</i> 1 2 3 4 5 0 0 0 0 0</p> |

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| | <p><i>Mevcut veya eski çalışanı olduğum organizasyonda, bireysel olarak farklı olmak, çalışanı çeşitli sıkıntılara sokar/di.</i></p> <p>1 2 3 4 5 0 0 0 0 0</p> <p><i>Bu veya içinde bulunduğum son organizasyon esnek ve sürekli olarak değişime adapte olarak tanımlanabilir/di.</i></p> <p>1 2 3 4 5 0 0 0 0 0</p> <p><i>Mevcut veya eski çalışanı olduğum organizasyonda insan öfke uyandırmadan çok farklı şeyler yapamaz.</i></p> <p>1 2 3 4 5 0 0 0 0 0</p> <p><i>Bu veya içinde bulunduğum son organizasyonda, organizasyon ile iyi geçinmenin en iyi yolu, grubun geri kalanı gibi düşünerek hareket etmektir.</i></p> <p>1 2 3 4 5 0 0 0 0 0</p> <p><i>Mevcut veya eski çalışanı olduğum organizasyondaki kişilerin aynı problemlerle aynı şekilde ilgilenmeleri beklenir/di.</i></p> <p>1 2 3 4 5 0 0 0 0 0</p> <p><i>Mevcut veya eski çalışanı olduğum organizasyon değişime açık ve duyarlıdır.</i></p> <p>1 2 3 4 5 0 0 0 0 0</p> <p><i>Mevcut veya eski çalışanı olduğum organizasyonda görevli kişiler genellikle başkalarının fikirlerinden kendilerine pay çıkarırlar/di.</i></p> <p>1 2 3 4 5 0 0 0 0 0</p> <p><i>Mevcut veya eski çalışanı olduğum organizasyonda denenmiş ve doğru yollara bağlı kalma eğilimi vardır.</i></p> <p>1 2 3 4 5 0 0 0 0 0</p> <p><i>Mevcut veya eski çalışanı olduğum organizasyonda değişimden çok statüko(sürerdurum) daha ön plandadır.</i></p> <p>1 2 3 4 5</p> |
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| | <p>0 0 0 0 0</p> <p><i>Mevcut veya eski çalışanı olduğum organizasyonda yeni fikirlerin geliştirilmesine yönelik yardım her zaman bulunur/du.</i></p> <p>1 2 3 4 5</p> <p>0 0 0 0 0</p> <p><i>Mevcut veya eski çalışanı olduğum organizasyonda yeniliğe ayrılmış yeterli kaynaklar bulmak mümkündür.</i></p> <p>1 2 3 4 5</p> <p>0 0 0 0 0</p> <p><i>Mevcut veya eski çalışanı olduğum organizasyonda yaratıcı fikirleri takip etmek için yeterli zaman sağlanır/di.</i></p> <p>1 2 3 4 5</p> <p>0 0 0 0 0</p> <p><i>Yaratıcı fikirleri araştırmak için fon eksikliği, mevcut veya eski çalışanı olduğum organizasyonda bir sorundur.</i></p> <p>1 2 3 4 5</p> <p>0 0 0 0 0</p> <p><i>Personel eksikliği, mevcut veya eski çalışanı olduğum şirkette yeniliği engeller/di.</i></p> <p>1 2 3 4 5</p> <p>0 0 0 0 0</p> <p><i>Mevcut veya eski çalışanı olduğum organizasyon, iş günü boyunca yaratıcı fikirler peşinde koşmam için bana boş zaman verir/di.</i></p> <p>1 2 3 4 5</p> <p>0 0 0 0 0</p> <p><i>Mevcut veya eski çalışanı olduğum organizasyonda ödül sistemi inovasyonu teşvik eder/di.</i></p> <p>1 2 3 4 5</p> <p>0 0 0 0 0</p> <p><i>Mevcut veya eski çalışanı olduğum organizasyonda yenilikçi olanları alenen takdir söz konusudur.</i></p> <p>1 2 3 4 5</p> <p>0 0 0 0 0</p> <p><i>Mevcut veya eski çalışanı olduğum organizasyondaki ödül sistemi, esas olarak organizasyona genel katkısı bulunmayan çalışanlara fayda sağlar/di.</i></p> |
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| | <p style="text-align: center;">1 2 3 4 5 0 0 0 0 0</p> |
| Ankete katildėginiz için TEŞEKKÜRLER! | <p><i>Anketime katılarak çalıřmama destek verdiđiniz için minnettirim. Anket hakkında sorularınız olursa email üzerinden iletiřim kurabilirsiniz: ilkertekerrr@gmail.com</i></p> |

3. QUESTIONNAIRE (LITHUANIAN)

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| Questionnaire Cover Letter | <p><i>Sveiki, esu Ilker TEKER, magistro pakopos studentas Vilniaus universitete. Atlieku tyrimą baigiamajam magistro darbui apie transformacinio lyderystės stiliaus įtaką inovatyviam darbuotojų elgesiui. Dalyvaudami šioje apklausoje Jūs galite man padėti patobulinti mano tyrimą ir pasiekti tikslesnių rezultatų. Tačiau šiuo tyrimu labiausiai siekiu sužinoti, kaip transformacinis lyderystės stilius daro įtaką inovatyviam darbuotojų elgesiui. Klausimyną atsakyti užtruks apie 10 minučių. Siekiant geresnių rezultatų, labai prašyčiau Jūsų atsakyti į visus klausimus. Esu dėkingas, kad padedate man tobulėti ir sėkmingai parengti baigiamąjį magistro darbą. Jūsų pateikiama informacija bus konfidenciali ir naudojama tik edukaciniais tikslais. Dėkoju už jūsų brangų laiką, o jeigu turėtumėte papildomų klausimų apie šį tyrimą, visada galite susisiekti su manimi: ilkertekerrr@gmail.com</i></p> |
| Section 1. | <p><i>Kokia jūsų lytis?</i></p> <ul style="list-style-type: none"> ✓ <i>Moteris</i> ✓ <i>Vyras</i> ✓ <i>Kita</i> ✓ <i>Verčiau nesidalinsiu</i> <p><i>Kiek jums metų?</i></p> <ul style="list-style-type: none"> ✓ <i>Iki 25 metų</i> ✓ <i>Nuo 26 iki 35 metų</i> ✓ <i>Nuo 36 iki 45 metų</i> |

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| | <ul style="list-style-type: none"> ✓ <i>Nuo 46 iki 55 metų</i> ✓ <i>Nuo 56 iki 65 metų</i> ✓ <i>66 metai ir daugiau</i> <p><i>Koks jūsų išsilavinimas?</i></p> <ul style="list-style-type: none"> ✓ <i>Vidurinis išsilavinimas</i> ✓ <i>Bakalauro laipsnis</i> ✓ <i>Magistro laipsnis</i> ✓ <i>Daktaro laipsnis ir aukščiau</i> <p><i>Ar jūs dirbate įmonėje kurios nors srities vadovo pareigose?</i></p> <ul style="list-style-type: none"> ✓ <i>Taip</i> ✓ <i>Ne</i> <p><i>Ar galėtumėte nurodyti, iš kur jūs dalyvaujate šiame tyrime?</i></p> <ul style="list-style-type: none"> ✓ <i>Lietuvos</i> ✓ <i>Turkijos</i> ✓ <i>Kita</i> |
| <p>Section 2. ĮKVEPIANTI MOTYVACIJA. Pasirinkite teisingą įvertinimą, kiek labai šis teiginys jums tinka: (1- Visiškai nesutinku/ 5- Visiškai sutinku)</p> | <p><i>Mano vadovas traktuoja pavaldinius kaip išskirtinius individus, o ne kaip paprastus grupės narius.</i> 1 2 3 4 5 0 0 0 0 0</p> <p><i>Mano vadovas stengiasi suprasti kito žmogaus potencialą.</i> 1 2 3 4 5 0 0 0 0 0</p> <p><i>Mano vadovas vertina darbuotojų įnašą.</i> 1 2 3 4 5 0 0 0 0 0</p> <p><i>Aukščiausias vadovas užtikrina komandos vienybę ir moralę.</i> 1 2 3 4 5 0 0 0 0 0</p> <p><i>Mano vadovas ragina pavaldinius permąstyti savo idėjas, įvertinti alternatyvas.</i> 1 2 3 4 5 0 0 0 0 0</p> |

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| <p>Section 3. IDEALIZUOTA ĮTAKA. Pasirinkite teisingą įvertinimą, kiek labai šis teiginys jums tinka: (1- Visiškai nesutinku/ 5- Visiškai sutinku)</p> | <p><i>Mano vadovas kalba entuziastingai apie tai, kas turi būti pasiekta.</i> 1 2 3 4 5 0 0 0 0 0</p> <p><i>Mano vadovas kritiškai nagrinėja visas prielaidas, norėdamas įsitikinti, kuri tinkamiausia.</i> 1 2 3 4 5 0 0 0 0 0</p> <p><i>Mano vadovo argumentai yra labai vertingi.</i> 1 2 3 4 5 0 0 0 0 0</p> <p><i>Mano vadovas priima kiekvieną individą kaip turintį savitus poreikius, galimybes bei siekius.</i> 1 2 3 4 5 0 0 0 0 0</p> <p><i>Mano vadovas kelia realistiškus tikslus planams įgyvendinti.</i> 1 2 3 4 5 0 0 0 0 0</p> |
| <p>Section 4. INDIVIDUALUS SVARSTYMAS. Pasirinkite teisingą įvertinimą, kiek labai šis teiginys jums tinka: (1- Visiškai nesutinku/ 5- Visiškai sutinku)</p> | <p><i>Mano vadovas ragina kitus pažvelgti į problemas iš įvairių perspektyvų.</i> 1 2 3 4 5 0 0 0 0 0</p> <p><i>Mano vadovas skatina pavaldinius dirbti pagal maksimalias savo galimybes.</i> 1 2 3 4 5 0 0 0 0 0</p> <p><i>Mano vadovas yra pasiruošęs pasitikėti žmogumi, kurį jis/ji vertina, kad įveiktų bet kokias kliūtis.</i> 1 2 3 4 5 0 0 0 0 0</p> <p><i>Mano vadovas skiria darbus ar užduotis, kurios yra lanksčiai pasiekiamos.</i> 1 2 3 4 5 0 0 0 0 0</p> <p><i>Mano vadovas optimistiškai kalba apie ateitį.</i> 1 2 3 4 5 0 0 0 0 0</p> |
| <p>Section 5.</p> | <p><i>Aukščiausiasis vadovas keičia savo stilių ir priėjimą priklausomai nuo to, su kuo susiduria.</i></p> |

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| <p>INTELEKTINĖ SIMULIACIJA. Pasirinkite teisingą įvertinimą, kiek labai šis teiginys jums tinka: (1- Visiškai nesutinku/ 5- Visiškai sutinku)</p> | <p>1 2 3 4 5 0 0 0 0 0 <i>Mano vadovas kuria kooperatyvius santykius su artimiausiais kolegomis.</i> 1 2 3 4 5 0 0 0 0 0 <i>Mano vadovas iškelia įtikinamą ateities viziją.</i> 1 2 3 4 5 0 0 0 0 0 <i>Mano vadovas siūlo naujus mąstymo būdus, kaip įgyvendinti užduotis.</i> 1 2 3 4 5 0 0 0 0 0 <i>Mano vadovas inicijuoja teigiamus pokyčius, kurie viršija lūkesčius.</i> 1 2 3 4 5 0 0 0 0 0</p> |
| <p>Section 6. INOVATYVUS ELGESYS. Pasirinkite teisingą įvertinimą, kiek labai šis teiginys jums tinka: (1- Visiškai nesutinku/ 5- Visiškai sutinku)</p> | <p><i>Kūrybingumas yra skatinamas organizacijoje, kurioje aš esu darbuotojas (arba organizacijoje, kurioje buvau darbuotojas).</i> 1 2 3 4 5 0 0 0 0 0 <i>Mūsų gebėjimas veikti kūrybiškai yra gerbiamas vadovų dabartinėje organizacijoje (arba paskutinėje, kurioje teko dirbti).</i> 1 2 3 4 5 0 0 0 0 0 <i>Organizacijoje, kurioje šiuo metu dirbu (arba buvau darbuotoju) darbuotojams leidžiama mėginti spręsti tas pačias problemas skirtingais būdais.</i> 1 2 3 4 5 0 0 0 0 0 <i>Pagrindinė grupės narių funkcija šioje organizacijoje (arba organizacijoje kurioje dirbau) yra vykdyti nurodymus, kurie nuleidžiami iš aukščiausios vadovybės.</i> 1 2 3 4 5 0 0 0 0 0 <i>Organizacijoje, kurioje šiuo metu dirbu (arba buvau darbuotoju) žmogus gali turėti daug problemų, jeigu yra kitoks nei kiti.</i></p> |

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| | <p style="text-align: center;">1 2 3 4 5 0 0 0 0 0</p> <p style="text-align: center;"><i>Ši organizacija (arba paskutinė, kurioje dirbau) gali būti apibūdinama kaip lanksti ir pastoviai prisitaikanti prie pokyčių.</i></p> <p style="text-align: center;">1 2 3 4 5 0 0 0 0 0</p> <p style="text-align: center;"><i>Žmogus negali daryti dalykų, kurie yra pernelyg ktoniški organizacijoje, kurioje šiuo metu dirbu (arba organizacijoje, kurioje dirbau), nesukeliant pykčio.</i></p> <p style="text-align: center;">1 2 3 4 5 0 0 0 0 0</p> <p style="text-align: center;"><i>Geriausias būdas prisitaikyti šioje organizacijoje (arba paskutinėje, kurioje dirbau) yra mąstyti taip, kaip mąsto likusi grupės dalis.</i></p> <p style="text-align: center;">1 2 3 4 5 0 0 0 0 0</p> <p style="text-align: center;"><i>Iš žmonių organizacijoje, kurioje šiuo metu esu darbuotojas (arba organizacijoje, kurioje buvau darbuotoju), yra tikimasi spręsti problemas įprastais būdais.</i></p> <p style="text-align: center;">1 2 3 4 5 0 0 0 0 0</p> <p style="text-align: center;"><i>Organizacija, kurioje šiuo metu dirbu (arba organizacija, kurioje dirbau), yra atvira ir reaguojanti į pokyčius.</i></p> <p style="text-align: center;">1 2 3 4 5 0 0 0 0 0</p> <p style="text-align: center;"><i>Atsakingiems asmenims organizacijoje, kurioje dirbu dabar (arba organizacijoje, kurioje dirbau), dažniausiai atitenka garbė už kitų idėjas.</i></p> <p style="text-align: center;">1 2 3 4 5 0 0 0 0 0</p> <p style="text-align: center;"><i>Organizacijoje, kurioje dirbu dabar (arba organizacijoje, kurioje buvau darbuotoju), darbuotojai linkę apsistoti ties išbandytais ir žinomais būdais.</i></p> <p style="text-align: center;">1 2 3 4 5 0 0 0 0 0</p> |
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| | <p><i>Organizacijoje, kurioje dirbu dabar (arba organizacijoje, kurioje buvau darbuotoju) labiau yra rūpinamasi status quo, o ne pokyčiais.</i></p> <p>1 2 3 4 5 0 0 0 0 0</p> <p><i>Pagalba naujų idėjų kūrime yra visada prieinama organizacijoje, kurioje dirbu dabar (arba organizacijoje, kurioje buvau darbuotoju).</i></p> <p>1 2 3 4 5 0 0 0 0 0</p> <p><i>Egzistuoja pakankami resursai, skirti inovacijoms organizacijoje, kurioje dirbu dabar (arba organizacijoje, kurioje buvau darbuotoju).</i></p> <p>1 2 3 4 5 0 0 0 0 0</p> <p><i>Egzistuoja pakankamas laikas, skirtas kūrybinių idėjų įgyvendinimui organizacijoje, kurioje dirbu dabar (arba organizacijoje, kurioje buvau darbuotoju).</i></p> <p>1 2 3 4 5 0 0 0 0 0</p> <p><i>Finansavimo nebuvimas kūrybinių idėjų išplėtojimui yra problema organizacijoje, kurioje dirbu dabar (arba organizacijoje, kurioje buvau darbuotoju).</i></p> <p>1 2 3 4 5 0 0 0 0 0</p> <p><i>Personalo trūkumas slopina inovacijas organizacijoje, kurioje dirbu dabar (arba organizacijoje, kurioje buvau darbuotoju).</i></p> <p>1 2 3 4 5 0 0 0 0 0</p> <p><i>Organizacijoje, kurioje dirbu dabar (arba organizacijoje, kurioje buvau darbuotoju), yra skiriama pakankamai laiko kūrybinių idėjų generavimui darbo dienos eigoje.</i></p> <p>1 2 3 4 5 0 0 0 0 0</p> <p><i>Atlyginimų ir motyvavimo sistema organizacijoje, kurioje dirbu dabar (arba organizacijoje, kurioje buvau darbuotoju) įkvėpia inovacijas.</i></p> <p>1 2 3 4 5 0 0 0 0 0</p> |
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| | <p><i>Organizacijoje, kurioje dirbu dabar (arba organizacijoje, kurioje buvau darbuotoju), pripažįsta ir vertina tuos darbuotojus, kurie yra inovatyvūs.</i></p> <p style="text-align: center;">1 2 3 4 5 0 0 0 0 0</p> <p><i>Atlyginimų ir motyvavimo sistema organizacijoje, kurioje dirbu dabar (arba organizacijoje, kurioje buvau darbuotoju), teikia naudą tiems, kurie "nekelia bangų".</i></p> <p style="text-align: center;">1 2 3 4 5 0 0 0 0 0</p> |
| Dėkojame už dalyvavimą apklausoje! | <p><i>Esu dėkingas, kad dalyvaujate mano tyrime! Jeigu iškiltų daugiau klausimų apie šią apklausą, nedvejokite kreiptis: ilkertekerrr@gmail.com</i></p> |

4. PRIMARY MODEL OF REGRESSION ANALYSIS

| Model Summary ^b | | | | | | |
|--|-------------------|----------------|-------------------|--|---------------|-------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson | |
| 1 | .545 ^a | .297 | .287 | .52049 | 1.865 | |
| a. Predictors: (Constant), Intellectual Stimulation, Inspirational Motivation, Individual Consideration, Idealized Influence | | | | | | |
| b. Dependent Variable: Innovative Behavior | | | | | | |
| Bootstrap for Model Summary | | | | | | |
| Model | Durbin-Watson | Bias | Std. Error | Bootstrap ^a BCa 95% Confidence Interval | | |
| | | | | Lower | Upper | |
| 1 | 1.865 | -.642 | .111 | . | . | |
| a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples | | | | | | |
| ANOVA ^a | | | | | | |
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 32.766 | 4 | 8.191 | 30.236 | .000 ^b |
| | Residual | 77.481 | 286 | .271 | | |
| | Total | 110.247 | 290 | | | |
| a. Dependent Variable: Innovative Behavior | | | | | | |

b. Predictors: (Constant), Intellectual Stimulation, Inspirational Motivation, Individual Consideration, Idealized Influence

| Model | Coefficients ^a | | | | | Collinearity Statistics | |
|--------------------------|-----------------------------|------------|---------------------------|--------|------|-------------------------|-------|
| | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Tolerance | VIF |
| | B | Std. Error | Beta | | | | |
| 1 (Constant) | 1.576 | .154 | | 10.248 | .000 | | |
| Inspirational Motivation | .143 | .058 | .217 | 2.449 | .015 | .312 | 3.209 |
| Idealized Influence | .074 | .067 | .107 | 1.109 | .268 | .265 | 3.769 |
| Individual Consideration | .176 | .065 | .259 | 2.718 | .007 | .270 | 3.704 |
| Intellectual Stimulation | .003 | .065 | .004 | .052 | .958 | .336 | 2.973 |

a. Dependent Variable: Innovative Behavior

| Model | Bootstrap for Coefficients | | | | | |
|--------------------------|----------------------------|-------|------------|-----------------|--|-------|
| | B | Bias | Std. Error | Sig. (2-tailed) | Bootstrap ^a BCa 95% Confidence Interval | |
| | | | | | Lower | Upper |
| 1 (Constant) | 1.576 | .001 | .151 | .001 | 1.301 | 1.875 |
| Inspirational Motivation | .143 | .003 | .060 | .024 | .027 | .273 |
| Idealized Influence | .074 | -.003 | .069 | .277 | -.054 | .196 |
| Individual Consideration | .176 | .007 | .068 | .012 | .048 | .339 |
| Intellectual Stimulation | .003 | -.007 | .066 | .957 | -.137 | .111 |

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

4. FINAL MODEL OF REGRESSION ANALYSIS

| Model | Model Summary ^b | | | | |
|-------|----------------------------|----------|-------------------|----------------------------|---------------|
| | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
| 1 | .542 ^a | .293 | .288 | .52014 | 1.892 |

a. Predictors: (Constant), Individual Consideration, Inspirational Motivation

b. Dependent Variable: Innovative Behavior

| Model | Bootstrap for Model Summary | | | | |
|-------|-----------------------------|-------|------------|--|-------|
| | Durbin-Watson | Bias | Std. Error | Bootstrap ^a BCa 95% Confidence Interval | |
| | | | | Lower | Upper |
| 1 | 1.892 | -.665 | .109 | . | . |

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 32.330 | 2 | 16.165 | 59.751 | .000 ^b |
| | Residual | 77.916 | 288 | .271 | | |
| | Total | 110.247 | 290 | | | |

a. Dependent Variable: Innovative Behavior

b. Predictors: (Constant), Individual Consideration, Inspirational Motivation

| | | Coefficients^a | | | | | Collinearity Statistics | |
|-------|--------------------------|---------------------------------|------------|---------------------------|--------|------|--------------------------------|-------|
| | | Unstandardized Coefficients | | Standardized Coefficients | | | | |
| Model | | B | Std. Error | Beta | t | Sig. | Tolerance | VIF |
| 1 | (Constant) | 1.636 | .136 | | 12.067 | .000 | | |
| | Inspirational Motivation | .173 | .053 | .264 | 3.291 | .001 | .380 | 2.632 |
| | Individual Consideration | .209 | .054 | .308 | 3.835 | .000 | .380 | 2.632 |

a. Dependent Variable: Innovative Behavior

| | | Bootstrap for Coefficients | | | | | |
|-------|--------------------------|-----------------------------------|-------|------------|-----------------|-----------------------------|-------|
| | | | | | | Bootstrap ^a | |
| Model | | B | Bias | Std. Error | Sig. (2-tailed) | BCa 95% Confidence Interval | |
| | | | | | | Lower | Upper |
| 1 | (Constant) | 1.636 | .002 | .146 | .001 | 1.357 | 1.906 |
| | Inspirational Motivation | .173 | -.002 | .054 | .002 | .059 | .269 |
| | Individual Consideration | .209 | .001 | .058 | .001 | .098 | .326 |

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples