

THE EFFECTS OF LEADERSHIP STYLES ON
INNOVATIVE WORK BEHAVIOUR AND
ORGANISATIONAL CULTURE IN THE
TRANSPORTATION SECTOR OF YEMEN

BY

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ABSTRACT

In today's dynamic competitive business environment, employees are crucial for organisational sustenance and growth. Organisational leaders should be more focused on employees' abilities to enhance innovative behaviour and apprise different roles in organisations. This study compares leadership styles (Ethical and Relational) and identifies the effects on the innovative work behaviour of managers in the Yemeni transportation sector. A random sample of 364 managers working in the three main cities (Aden, Hadramout, Hodeida) in Yemen was selected. Four measurement scales are integrated to develop the research instruments. The ethical leadership survey (ELS) measures the managers' ethical leadership styles, the relational leadership questionnaire (RLQ) determined the relational leadership style, and the employee innovative work behaviour scale and organisation culture index (OCI) were also integrated. Statistical Package for the Social Sciences SPSS.20 and AMOS software for Structural Equation Model (SEM) were used for conducting the quantitative data analysis. The major findings of the study were that the relational leadership style has a significant positive effect on employee innovative work behaviour while ethical leadership did not have a significant positive effect. Furthermore, organisational culture plays a mediating role between the relationship of leadership styles and employee innovative work behaviour.

خلاصة البحث

في بيئة الأعمال التنافسية و الديناميكية السائدة اليوم ، يمكن أن يُحدث سلوك العمل الابتكاري للموظفين فرقاً كبيراً في المحصلة النهائية للمنظمة . كما يعد الأداء الإيجابي للموظف أمراً بالغ الأهمية لدعم ونمو المنظمة و تلعب القيادة دوراً مهماً في تعزيز أداء الموظف. حاولت هذه الدراسة التعرف على أنماط القيادة وتأثيرها على سلوك العمل الابتكاري من خلال دراسة المدراء في قطاع النقل اليمني. حيث تم اختيار عينة عشوائية من 364 مديراً يعملون في ثلاث مدن رئيسية في اليمن. وقد أدمجت أربعة مقاييس لقياس وتطوير استبانة البحث. استبيان القيادة الأخلاقية (ELS) لقياس النمط الاخلاقي للقيادة ، و استبيان القيادة العلائقية (RLQ) استخدم لتحديد النمط العلائقي للقيادة ، كما تم دمج مقياس سلوك العمل الابتكاري للموظف ومؤشرقياس ثقافة المنظمة (OCI) في هذه الدراسة. وقد استخدم برنامج الحزمة الإحصائية للعلوم الاجتماعية SPSS من الإصدار 20 وبرمجيات AMOS لنموذج المعادلة الهيكلية SEM لإجراء تحليل البيانات.

وتشير النتائج الرئيسية لهذه الدراسة إلى أن أسلوب القيادة العلائقية له تأثير إيجابي كبير على سلوك العمل الابتكاري للموظف ، بيد ان القيادة الأخلاقية لم يكن لها تأثير إيجابي كبير. وعلاوة على ذلك ، تلعب الثقافة التنظيمية دوراً وسيطاً في العلاقات القائمة بين أنماط القيادة هذه وسلوك العمل الابتكاري للموظف. تساهم نتائج هذه الدراسة في المجالات النظرية للإدارة التنظيمية والقيادة. وتساهم النتائج في أدبيات السلوك التنظيمي، لا سيما في مجالات الثقافة التنظيمية، وأداء الموظفين، وسلوك العمل الابتكاري. بالإضافة إلى ذلك، ستكون لنتائج هذه الدراسة آثار كبيرة على الممارسة المهنية من خلال توفير رؤى جديدة حول كيفية تطوير ورعاية سلوك العمل الابتكاري، وكذلك لوضع سياسات واستراتيجيات جديدة لتنمية مهارات الموظفين من خلال تدخلات مناسبة في مجال تنمية الموارد البشرية.

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DECLARATION

I hereby declare that this dissertation is the result of my own investigations, except where otherwise stated. I also declare that it has not been previously or concurrently submitted as a whole for any other degrees at IIUM or other institutions.

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LIST OF ABBREVIATIONS

AMOS	Analysis of a Moment Structures
AVE	Average Variance Explained
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
CR	Composite Reliability
EFA	Exploratory Factor Analysis
EL	Ethical Leadership
ELS	Ethical Leadership Survey
EIWB	Employee Innovative Work Behaviour
GOF	Goodness of Fit
LMX	Leader-Member Exchange Theory
NFI	Normed Fit Index
OC	Organisational Culture
OCI	Organisational Culture Index
RL	Relational Leadership
RLQ	Relational Leadership Questionnaire
SEM	Structural Equation Modelling
SPSS	Statistical Package for the Social Sciences

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Due to the increasing importance of innovation as an important ingredient for organisational success and growth, studies of those factors that enhance innovative work behaviour had also increased (Widmann & Mulder, 2018). Organisational leaders should be more focused on improving employees' abilities to enhance innovative work behaviour (IWB) (Dede,2019). Crant (2000) described innovation as a form of employee proactive work behaviour, and as a critical factor for an organisation to succeed or fail. New ideas are crucial aspects of innovation (Lukes & Stephan, 2017). In other words, employees' innovations are effective ways to achieve organisational success (Kahn, 2018).

Employees' innovative work behaviours can lead and develop a competitive advantage in achieving high level of performance that caused competitive sustainability in the market (Elidemir, Ozturen & Bayighomog, 2020). Furthermore, the concept of Innovative Work Behaviour is growing in importance and gaining the attention of researchers. Innovation research includes the importance of innovation at all levels of management within organisations, workgroup, network, and individuals (Afsar & Umrani,2019). An appropriate leadership style is required to create and encourage employee innovative work

behaviour at all levels of the organisation to support innovation (Bagheri, 2017). In this regard, the leader's characteristics and abilities can enhance innovative work behaviours. Furthermore, employees' willingness to engage in innovative behaviour is enhanced by an effective leadership style and tactics that motivate innovation and improve performance (Le & Lei, 2019).

An organisation's leader has powers that can influence and motivate subordinates towards the desired behaviours (Li et al., 2019). Brown and Trevino (2002) described ethical leadership from behavioural aspects. Ethics describe effective leadership in organisations as a symbiotic relationship with others. For instance, a leader's ethical behaviours seek to positively influence subordinates that reflect organisational effectiveness (Miao et al., 2020).

Leadership and innovation areas have undergone significant research. However, one area that has been largely overlooked is the impact of ethics and innovation on subordinates (Hughes et al., 2018). Organisations require continuous innovation to survive and grow in market-oriented economies. Examining the factors that affect innovation in work behaviours is of primary interest to organisations (Lianto, Dachyar & Soemardi, 2018). The innovation is receiving greater attention from the research community because they play crucial roles in enhancing new forms of value correlation with customers, organisations, and societal actors in general (Patrício, Gustafsson, & Fisk, 2018). Previous authors like (Fatima, Majeed & Saeed 2017 and Elidemir, Ozturen & Bayighomog, 2020) also found that innovative work behaviours in an organisation are determined by its resources, organisational rewards and culture.

Some studies focused on how innovative work behaviour is influenced by different leadership styles (Kahai, Sosik & Avolio, 2003; Tsai & Tseng, 2010; Pradhan & Jena, 2019; Bagheri, 2017). Although leadership is acknowledged as being a major contributor to innovative work behaviour, the efficacy of leadership styles on innovative behaviour in an organisation requires more research (Kesting, Ulhøi, Song & Niu, 2016; Elrehail, Emeagwali, Alsaad, & Alzghoul, 2018). Several studies documented that managers and leaders have increased levels of responsibilities to develop their employees, then the leadership is the predictor of innovation whether it is inbound or outbound (Noor & Dzul kifli, 2013; Naqshbandi, Tabche & Choudhary, 2019; Torres, Espinosa, Dornberger & Acosta, 2017). The authors further explain that leaders build a vibrant organisational vision that is imperative to change cultural standards to imitate greater innovation (and facilitate the development of human resources in their organisations (Naqshbandi et al. 2019). Since very limited studies conducted on the influence of different leadership styles on innovative work behaviour, it underscores a significant research gap in the literature.

Furthermore, the importance of innovation in the Middle East and North Africa (MENA) region is becoming increasingly important due to the emphasis on fast growth objectives (Alshoukr, 2019). According to the UNDP report 2019, With increasing urbanisation in many Yemen cities, mass transport, renewable energy, and new industries and information/communication technologies are becoming ever more important. Investments in industry, infrastructure and innovation drive economic growth and development. Then, Yemen was desperately looking for effective, innovative models to develop its organisations and achieve its developmental goals. This study aims to identify

the effects of ethical and relational leadership on three stages of employee innovative work behaviour (idea generation, idea promotion and realisation). It also analyses the mediating effects of organisational culture on employee innovative work behaviour.

1.1.1 Transportation Sector

Transportation services are integral to societies. Countries need effective transport services for transit users, apparent or latent, who need and value different transport modes. Transportation is defined as vehicles or transport by a conveyance that provides general or special to the public, including various modes such as buses, subways, rails, trolleys, and ferry boats (Tran & Kleiner 2005). An efficient transportation system is a necessary component of the social, economic, and physical structure in an urbanised society. It has to be competitive and attractive to transit seekers. To be well regarded, transportation services must follow regular schedules, be safe and rapid, guarantee high service quality, and utilise resources efficiently (Dridi et al., 2005).

Transportation services vitalise economies. These services improve communities' quality and life by providing safe, efficient, and economical transport. They ensure personal mobility through making available cost-effective modes and benefit society by easing traffic congestion, saving money, and creating and sustaining jobs (Tran & Kleiner 2005). Every day in the U.S., publicly-funded transportation systems provides approximately 32 million passenger trips. These systems serve commuters, students,

tourists, seniors, persons with disabilities, and others who rely on trains, buses, ferries, vans, and other accessible vehicles and facilities to reach their destinations (Federal Transit Administration, 2003). Improvements in the transportation links between urban and suburban areas result in a shift in the population from urban to suburban areas (Chau & Ng 1998). World Bank report (2014) observes serious capacity gaps in the urban and rural transport infrastructure of the MENA countries. Addressing such gaps could help accelerate economic growth, regional integration, quality of life, and creation of jobs and reduce vulnerability to accidents, exclusion of people, and poverty in the region. This study found that the MENA region lacks development in transportation.

1.1.1.1 Importance of the Transportation Sector

The importance of transportation for economic development can be summarised as providing infrastructure, improving (physical) accessibility, enhancing mobility, and improving welfare. Effective and efficient transportation provides economic benefits that result in multiplier effects such as better accessibility to markets, employment and additional investments. Consequently, citizens deprived of transportation infrastructure miss out on several economic opportunities (Boss, 2003). Given space limitations, we discuss selected the agricultural, industrial, and educational aspects of transport:

a. Transportation for the Agriculture Sector:

The lack of transport services, or problems associated with those available, are major constraints to agriculture and rural development. Agrarian communities

are highly dependent on a reliable transport system for internal transportation and link rural communities to the market centres to sell their farm products and buy industrial goods. When this role is played by transportation, then the importance of rural transportation in transforming the rural economy can be appreciated as 56% of Yemenis live in rural communities (Lackner, 2017). The access created by transportation would increase productivity and production as farmers will no longer have to go through restricting subsistence farming to prevent food wastage. That means the agricultural surpluses would be transported to markets or even the urban areas creating place utility. The access would provide farmers with larger markets to sell their goods and raise more income. Increases in real income may cause induced expenditure on farmers who may purchase from other sectors. According to research, a high disposable income generated from agriculture would stimulate the industries as the farmer would have had higher purchasing power to buy from them (Adamopoulos, 2011)

Secondly, the provision of access routes enables farmers to get in touch with extension services which would teach farmers modern farming methods to maximise profit and reduce losses. Adapting to these modern farming methods would again increase productivity and production, causing an increase in real income that may stimulate industries and encourage savings and thus influence the economy in a positive way (Gollin & Rogerson 2010).

b. Transportation for the Industrial Sector:

Two transportation objectives are usually considered when firms choose their location, namely: 1) low transportation cost and 2) satisfactory transportation service. Firms consider transportation a significant cost, usually located at places where the cost of supplying raw materials is minimised. The availability of an effective and efficient (satisfactory) transport system is also important to firms as it helps facilitate production by increasing accessibility and mobility (Keho & Echui, 2011). When these two transportation objectives (low transportation cost and satisfactory transportation service) are available in regions, there is high attractiveness to investors because they are assured of lower distribution cost and improved access for both employees and customers. Thus, investing in transport yields growth in several firms and expansion of the already existing ones in addition to firm growth implies more jobs. The expansion of existing firms will lead to greater profitability or increased market share, and as a result, employment and income will increase as the firms grow. Furthermore, the expansion of existing businesses, together with the just-created ones, will demand more than raw material and components from their suppliers. Retail and wholesale businesses can expand as employees will spend more as a result of their additional income (Henry 2019)

c. Transportation for Educational Sector:

Distance is one of the major challenges of education in most developing countries. Khorasani and Zeyun (2014) studied transportation problems for students in Malaysia and found that the distance between the academic block

and the students' residences is among the main transportation problems. School transportation plays a constant and important role in the lives of students. A study conducted in Morocco (1994) established a relationship between transport and school attendance. According to the research, only 21% of girls and 58% of boys attended school in the absence of a paved road.

On the other hand, where a paved road existed, the school participation rate increases to 48% for girls and 76% for boys. Access to education can be made possible by the provision of transport infrastructure. In areas where communities do not merit certain educational facilities because of threshold reasons, an effective and efficient transport plan will make mobility easy for inhabitants of these small communities to the bigger ones to have access to schools.

1.1.1.2 Transportation and Economic Development

The transportation sector's contribution to economic development and the causal relationship between them has received great attention from the empirical studies in the economic literature. The transportation has always been for decision-makers a political instrument reflected in government programs and subsequently implemented through public policies to reduce disparities. Economically, transportation is expensive, requiring substantial capital that takes a considerable share in public expenditure and public authorities' pressure. However, as a part of public capital, especially transport is the most potent instrument in stimulating the world's economies, being considered the "wheels" of any economic activity (WDR 1994) metaphorically. Moreover, the transportation sector is