

# An Integrative Literature Review on Leadership Models for Innovative Organizations

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**Abstract:** The main goal of this research is to analyze the type of leadership that can be more effective for innovative organizations. In this case, the research question can have an important meaning for organizations because innovation is a significant issue for the competitiveness of organizations; innovation has many constraints and most often fail because of the type of the leaders. In this context, the research question is, "Which are the most effective leadership styles for innovative organizations?" The methodology used was qualitative based on an integrative literature review, and the results show that paternalistic, authentic, and democratic leaders are the most effective in the support the implementation of innovative processes in organizations.

**Keywords:** Leadership, Leadership Models, Leadership Styles, Innovative Organizations, Integrative Literature Review, Qualitative methods.

## 1. INTRODUCTION

Leadership is a recurring theme in an academic and professional context, being considered by management literature a success factor in organizations, and that specific leadership style can lead to better performance and more innovative organizations. According to Levin, there are three major leadership styles (Lewin *et al.*, 1939): "a) autocratic leaders make decisions without consulting their team members. This can be appropriate when decisions need to be made quickly, when there is no need for team participation, and when team agreement is not necessary for an outcome. However, this style can lead to high levels of absenteeism and staff turnover; b) democratic leaders, make the final decision, but they include team members in the decision-making process". The third type of leader encourages creativity, and employees are often highly engaged in new activities. As a result, team members have high levels of job satisfaction and high productivity, develop their knowledge, their skills, and become self-motivated to do their work effectively. This article intends to analyze the literature that has been published in the past 29 years to understand if the leaders can be considered as influencers of the level of innovation of an organization.

The article is structured as followed: first, the integrative literature review methodology, second the theoretical framework on leadership models for innovative organizations, and third the conclusions.

## 2. METHODOLOGY

### 2.1. Integrative Literature Review Methodological Approach

Literature reviews have five purposes (Torraco, 2016): (a) review, update, and critique the literature, (b) conduct meta-analysis of the literature, (c) review, critique and synthesize the literature, (d) reconceptualize the topic reviewed in the literature, and (e) answer specific research questions about the topic discussed in the literature.

For this research, the decision was to do an integrative literature review, according to the main guidelines of this type of literature review. Those guidelines include several phases that will be defined below.

The first phase is the formulation of the problem, which may be related to practice and policy. The second phase is to define the sources and the searches. Both need to be comprehensive but with a specific focus, considering that scientific database

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search is a transparent and reproducible process. The third phase is the selection of the articles, related to the problem identified, according to several criteria of eligibility, as a defined timeline, the specific sources, the keywords, and others. The fourth phase is the appraisal of the selection, an evaluation of the quality, and the grade of integrative review, which will depend on the sample: that include the sources, the methods, and the instruments. The fifth phase is translated into the synthesis process with qualitative and narrative analysis for both qualitative and quantitative studies. The synthesis can assume a form of a table or model to present the results. The primary method that can be used consists of data reduction, data display, data comparison, conclusion drawing, and verification (Whittemore *et al.*, 2005).

In the case of this research, it is intended to conduct a meta-analysis of the literature and answer specific research questions, following the main procedures of the integrative literature review.

## 2.2. Results and Analysis of the Results of the Integrative Literature Review

For research purposes, the SCOPUS database was used, and the period selected from 1990 to 2019. SCOPUS is an abstract and citation database released by Elsevier in 2004. Scopus covers more than 36,000 titles from more than 11,000 publishers, of which more than 34,000 are peer-reviewed journals in top-level subject fields: life sciences, social sciences, physical sciences, and health sciences.

The filtering process was carried out by placing the following limits: peer-reviewed journals published in English, which integrate the SCOPUS index between 1990 and 2019, and using the keywords "leadership models" and "innovative organizations" (see Annex 1).

The collection obtained a total of 10 articles, mostly inserted in journals of the first and second quartile from which one was removed, because it is in duplicate, and are distributed temporally as follows (Table 1):

By quartiles of the SCOPUS ranking, one can see the strong predominance of Q1 and Q2 journals, which in a small sample is a remarkable fact of the importance given to the theme (Table 2).

Regarding the subjects covered by the articles, they were divided and aligned according to the topics addressed, highlighting three fundamental groups: a group based on the characteristics and personality of

leadership, with two articles; a second group on leadership or leadership style, with four articles; a third group on other topics, namely learning, with three articles. The breakdown and its authors can be found in the following Table 3.

**Table 1: Breakdown of Articles Per Year**

YEAR	Number of Articles
2019	1
2018	2
2017	1
2013	1
2009	2
2001	1
1996	1
1995	1

Source: authors.

**Table 2: Article Breakdown Per SCOPUS Quartile**

Quartile	# of articles
Q1	4
Q2	2
Q3	3

Source: authors.

It thus seems unequivocal that themes related to personality, leadership style, or direction are assumed to be the most addressed aspects in the literature of the period 1990-2019.

According to Griffith *et al.* (2018), leadership style does not directly influence follower creativity but interacts with leader distance to shape creative outcomes. Lovelace & Hunter (2013) point out that charismatic leaders tend to subordinate creative performance above and beyond pragmatic and ideological leaders on middle-stage creative tasks.

Ahmed *et al.* (2018) investigating the relationship of leadership styles (paternalistic, authentic, and democratic) with relationship-based employee governance and open service innovation, having concluded that the three leadership styles positively influence the relationship.

Winston (2001) confirms that there is a relationship between diversity leadership and organizational success especially in academia, while Yet (1995, 1996) found that while both supportive and directive styles of

**Table 3: Major Subjects on Literature**

Subjects	# of articles	Authors
Based on the leader character/personality	2	Griffith, J. A., Gibson, C., Medeiros, K., MacDougall, A., Hardy III, J., & Mumford, M. D. (2018) Lovell, J. B., & Hunter, S. T. (2013).
Based on leadership or directive style	4	Ahmed, F., Naqshbandi, M. M., Kaur, S., & Ng, B. K. (2018). Winston, M. D. (2001). Yeh, Q. J. (1996). Yeh, Q. J. (1995).
Based on learning activities and other	3	Coetzer, A., Susomrith, P., & Ampofo, E. T. (2019) Saeed, M. A., Jiao, Y., Zahid, M. M., & Tabassum, H. (2017). Ming Zhang, Y., & Tee Ng, P. (2009).

Source: the authors.

management are essential in supervision of R&D processes, the supportive behavior seems to be more effective than the directive strategy in motivating research professionals at work.

### 3. THEORETICAL FRAMEWORK ON LEADERSHIP MODELS FOR INNOVATIVE ORGANIZATIONS

#### 3.1. An overview of the Leadership Theories

Over time several leadership theories have arisen to describe what leadership is. Many theories on leadership have been developed in the last two centuries. Leadership theories try to explain why some leaders are effective, and others do not and aim to provide options for different scenarios. Since "Great Man" theories, which evolved in the 19<sup>th</sup> century, leadership research has been growing significantly. Neo-charismatic theories have been receiving the most attention from researchers with 294 publications between 2000 and 2012 (Dinh, Lord, Gardner, Meuser, Liden, & Hu, 2014). Nevertheless, the question still arises: what are the ingredients that are associated with a great leader? Below, we will share the main types of leadership theories:

##### 3.1.1. Great Man Theory and Trait Theory

The earliest studies of leadership accepted the basic assumption that leaders were born with specific natural abilities and heroic traits that have influenced others to follow them. These theories postulate that great leaders are born with certain qualities that will make them exceptionally good in the leadership role. Beginning in the first half of the twentieth century, both of these theories are very similar since they aimed to discover physical traits (e.g., appearance, height, and others.) characteristics of personality (e.g., self-

confidence, emotional stability, and others.) and skills (e.g., verbal and written fluency, mental intelligence, and others.) that would differentiate effective from ineffective leaders. Many traits were identified, but no single set of traits has emerged as the ideal for all contexts. Stogdill (1948), reviewed 124 studies and concluded that people did not necessarily become leaders because they benefited from a set of traits. However, the interest in leadership traits continues until the present day. Kouzes and Posner (1988) investigated more than 1,500 managers and found that the 4 main traits associated with leadership excellence were: honesty, vision, ability to inspire, and competence. Researchers refer to these 4 characteristics as "being reliable."

##### 3.3.2. Behavioral Theories

The failure to identify a universal set of leadership traits led researchers to try to uncover what a leader does instead of what a leader is. These studies try to determine how effective leaders vary in their behavior from ineffective ones and were based on the belief that leaders are made, not born. In changing the study of leadership to the behaviors of the leaders, this approach expanded the horizons of understanding by analyzing the behaviors of the leaders regarding followers in several environments (Northouse, 2016). Furthermore, not only the way the leader behaved toward followers were examined but also how this correlated with effectiveness. The behavioral theories divided those leaders who were oriented to tasks and those who were concerned with people.

##### 3.3.3. Contingency Theories

Researchers next began to look at contextual and situational elements that have an effect on leadership effectiveness. These theories argue that there is no

single way of leading, which means that leaders should analyze the situation in which they are operating and tailor their behavior to develop the effectiveness of leadership. These theories emphasize that in order for leadership to be understood, other elements like group attributes and organizational environment should be taken into account. Major situational variables are the characteristics of followers, characteristics of the work environment and follower tasks, and the external circumstances.

### **3.3.4. Transactional Theories**

Transactional or exchange theories focus on results and measure success according to that organization's system of rewards and punishments. Exchanges that take place between leaders and followers were analyzed in the search to uncover the elements that would contribute to optimal performance. Transactional leaders focus on the role of supervision, have formal authority, elicit desired performance from the followers through extrinsic motivation, remain strict regarding rules and develop a mutual reinforcement dynamic where people and organizational objectives are aligned. Transactional theories value a jointly beneficial relationship between leaders and followers since human beings are searching for pleasurable experiences and avoiding distasteful situations. Leader-member exchange theory (LMX) (Dansereau, Graen, & Haga, 1975) is a transactional leadership approach that pointed researchers to focus on the differences that might exist between the leader and each one of the followers. The earliest studies were directed to analyze the nature of vertical linkages between the leader and each follower (vertical dyad linkage) (Northouse, 2016). Later studies examined the quality of leader-member exchanges and the extent to which these exchanges are associated with positive outcomes for followers, groups, leaders, and the organization (Graen & Uhl-Bien, 1995). Accordingly to Bass (1985), transactional leadership factors are contingent reward and management by exception. The former means that the leader provides a reward that is exchanged by an effort by the follower, and the latter is associated with detailed performance metrics to track performance and distribute rewards and punishments accordingly. In the passive form of management by exception, the leader intervenes only when standards are not met.

### **3.3.5. Transformational Theories**

The transformational leadership approach began with Burns (1978), who attempted to uncover the needs

and motives of followers in order to accomplish leadership goals and follower's fullest potential. Transformational leadership is the process that facilitates a connection between leaders and followers, which increases the level of motivation and morality in both (Northouse, 2016). Bass (1985) developed a framework of transformational leadership based on four attributes of transformational leadership: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Idealized influence means that leaders model the behavior and commitment they expect to inspire followers to emulate them. Inspirational motivation is related to the communication of a shared vision and inspiring followers by expressing important purposes in simple ways. Intellectual stimulation is based on the encouragement of followers to bring their creativity, beliefs, and values to work collaboratively in problem-solving. Finally, individualized consideration is where the leader listens carefully to the needs of each follower, treat each employee individually, and take into account their aspirations to grow.

### **3.3.6. Charismatic Leadership Theories**

These theories explain the positive impact of leader charisma in follower outstanding performance since they are a strong role model, highly competent, articulates ideas with a moral overtone, have high expectations about themselves and followers and they are able to arouse motivation by being part of a greater cause (Bass, 1985; Burns, 1978; House, 1977; Weber, 1947). A meta-analytic examination concludes that charismatic behaviors were associated with the leader and follower effectiveness (DeRue, Nahrgang, Wellman, & Humphrey, 2011; Judge & Piccolo, 2004). Charismatic leaders convey optimism, enthusiasm, and trust, encourage followers to accomplish goals and to pursue the route set by the leader and express a positive message to followers (Conger & Kanungo, 1998; Shamir, House, & Arthur, 1993). Charismatic leadership deserved much attention from researchers in the last 25 years. Nevertheless, the current interest in charisma is not shared among all leading researchers since it may reveal a "dark side" (Hogan, Raskin, & Fazzini, 1990). Yukl (1999) argues that charismatic leadership is not always desirable since it seems to be incompatible with shared leadership and empowerment. Howell and Avolio (1992) state that unethical charismatic leaders work to attain personal goals through followers' manipulation. Deluga (2001) distinguishes between socialized charismatic leaders and personalized charismatic leaders. The former tend

to be altruistic leaders that align their vision with follower aspirations, and the latter tend to be exploitive leaders that use power for self-serving personal gain (Deluga, 2001). Research has shown that charismatic leaders impact their followers through cognitive processes of identification and internalization (Gardner & Avolio, 1998; Howell, 1988). Nevertheless, Bass (1985) suggests the existence of intense emotional dynamics that underlie the leadership process.

### 3.3.7. Servant Leadership Theories

Robert Greenleaf coined the term servant leadership. In an essay that was published in 1970, Greenleaf wrote: "The servant-leader is a servant first. It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. That person is sharply different from one who is a leader first, perhaps because of the need to assuage an unusual power drive or to acquire material possession. The leader-first and the servant-first are two extreme types. Between them, some shadings and blends are part of the infinite variety of human nature. The difference manifests itself in the care taken by the servant first to make sure that other people's highest priority needs are being served. The best test, and difficult to administer, is: Do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? Moreover, what is the effect on the least privileged in society? Will they benefit or at least not be further deprived?" (Greenleaf, 1970, pg.15)

This perspective on leadership is based on the notion that leaders should be focused on creating an emotional bonding with the followers, empathizing with their needs, taking care and empower of them, and create the fertile ground for followers to develop and excel. Servant leadership replaces self-interest with service to others, and it is about transformation and focus in the future and long term relationships.

The model of servant leadership has three elements: antecedent conditions, servant leaders' behaviors, and outcomes. The behaviors of leaders that encourage servant leadership are: conceptualizing, emotional healing, putting followers first, helping followers grow and succeed, behaving ethically, empowering, and creating value for the community. These behaviors are likely to affect the individual, organizational, and societal levels (Northouse, 2016).

### 3.3.8. Relation Leadership Theory

Relation leadership is a relatively new concept (Murrell, 1997; Uhl-Bien, 2003) that consists in an overarching framework for the research of leadership as a social influence process through which emergent coordination (e.g., evolving social order) and change (e.g., new approaches, values, attitudes, behaviors, ideologies) are developed and produced (Uhl-Bien, 2006). The relational focus is one that progresses beyond unidirectional or even reciprocal leader/follower link to one that recognizes leadership wherever it occurs (Hunt & Dodge, 2000). In leadership, a relational focus relies on social construction actions by which determined understandings of leadership come across (Uhl-Bien, 2006), and its goal is to raise our understanding of the relational dynamics that comprise leadership and organizing (Uhl-Bien, 2006).

### 3.2. Leadership Styles

Leadership styles are the approaches or the behavior pattern of a person who wants to motivate and influence others. There is not one single style and only one way to lead. According to Bales (1950), two classic leadership styles are used by the leader in the organizational realm: a task-oriented and interpersonally oriented. The former is related to the concern of accomplishing appointed activities by organizing a task-oriented plan. Inside the scope of this style, employees are persuaded to follow the procedures, maintain high standards of performance, and achieve the goals that were defined. The latter is linked with the concern to establish positive interpersonal relationships, which tends to make employees feel appreciated for the work they do. The leader helps and does favors for the subordinates, gives support, and takes care of the welfare employees. This model was then developed in the Ohio State studies.

Another approach that follows from early experimental studies (e.g., Lewin & Lippitt, 1938; Lewin, Lippitt, & White, 1939; White & Lippitt, 1960) operationalized the autocratic, democratic and laissez-faire leadership styles. Autocratic leaders, also called directive, give a clear picture of what needs to be done, when and how it should be done, and make decisions independently. Democratic or participative leaders share relevant information with employees about their work and engages them with problem-solving. Laissez-faire leaders let employees work on their own, provide very little guidance, and allow them to set their

objectives. As a result, researchers have found that employees working under these conditions feel they have no guidance and are left helpless with no direction, resulting in unsatisfied group members. Therefore, the comparison between democratic and autocratic leadership became the primary conceptual focus. Since early research, which were developed in the thirties, a copious number of studies have examined the effects of democratic and autocratic leadership, and a lot of books and articles have elaborated upon these leadership styles.

More recently, Blanchard (1985) developed a situational approach that highlights that leadership is formed by a directive and supportive dimension, which gives rise to four leadership styles: - directing style, - coaching style, - supporting style and, -delegating style. According to Northouse (2016), the directing leader focuses his/her communication on goal attainment and spends a smaller amount of time using supportive behavior. The coaching leader gives special attention to both goal achievement and meeting followers' socioemotional needs and expectations. The supporting leader does not focus solely on objectives but uses supportive actions that bring out followers' skills around the goal to be attained. Finally, the delegating leader shares less goal input and social backing, promoting followers' confidence and motivation about the goal.

In recent years, research suggests that effective leaders use six different styles to reach leadership outcomes, each arising from different emotional intelligence elements (Goleman, 2000): - coercive style (requires immediate compliance); - authoritative style (mobilize people toward a vision); - affiliative style (build emotional bond and harmony); - democratic style (develop consensus through participation); - pacesetter style (expects greatness and self-direction), and coaching style (develop people for the future). Research has been showing that the more styles a leader manifests, the better. Leaders who have mastered four or more of the abovementioned styles — especially the authoritative, democratic, affiliative, and coaching styles—have the very best climate and business performance (Goleman, 2000)

### **3.3. Effects of Leadership on Innovative Organizations**

Innovation invites organizational actors to triumphantly respond to the workplace challenges, unexpected circumstances, development of new ideas

to upgrade the way work is done and to produce and distribute new business offers (Tsoukas, 2009; Kocher, Kaudela-Baum, & Wolf, 2011). Moreover, organizational leaders are the most important members who can promote innovative work behavior at the workplace and bring new changes to a problematic situation (Nazir, Qun, Atif, & Abdullah, 2018). Innovative work behavior is related to the development and implementation of innovative ideas by employees in order to increase performance at the organizational, group, and individual levels (West & Farr, 1990).

Leadership was found to be an essential element that facilitated innovative work behavior in organizations (Afsar, Badir, & Saeed, 2014; To, Herman, & Ashkanasy, 2015; Javed, Abdullah, Zaffar, Haque, & Rubab, 2019).

Research has been showing that transformational leadership has an effect in the creative process behavior (To *et al.*, 2015) and relational leadership, in the form of inclusive leadership (Choi, Tran, & Kang, 2017), is positively related to innovative work behavior through psychological empowerment (Javed *et al.*, 2019). Research also found a moderating effect of empowerment on transformational leadership and innovative work behavior (Li, Sajjad, Wang, Muhammad Ali, Khaqan, & Amina, 2019). Furthermore, trust and work engagement explain the link between transformational leadership and innovative work behavior (Li *et al.*, 2019). Servant leaders tend to unlock employee's desire to manifest innovative work behaviors by revealing employee-centered behaviors (Liden, Wayne, Liao, & Meuser, 2014; Panaccio, Henderson, Liden, Wayne, & Cao, 2015). It was also found that servant leadership is related to innovative behaviors, through the mediator thriving at work (Wang, Meng, & Cai, 2019). Furthermore, employees' perceptions of meaningful work explain the link between servant leaders and innovative work behavior. Nevertheless, this relationship is conditional on the moderating role of job autonomy in the path from servant leadership to meaningful work (Cai, Lysova, Khapova, & Bossink, 2018).

## **4. LIMITATIONS AND FUTURE RESEARCH**

Future research should be focused in better understanding the links between leadership styles and innovative behaviors. It is possible that other variables, beyond empowerment, engagement and meaning at work (e.g. emotional intelligence) may also contribute to explain the relationship between leadership and

Annex 1:

#	AUTHOR(S) AND DATE	TITLE	METHODOLOGY	FINDINGS	PUBLICATION	SCOPUS IMPACT FACTOR	SCOPUS QUARTILE	READERS	CITATIONS
1	Coetzer, A., Susomrith, P., & Ampofo, E. T. (2019)	Opportunities to participate in formal and informal vocational learning activities and work-related outcomes in small professional services businesses	Resource constraints characterize small businesses; therefore, their managers need to know the exact nature of additional benefits, beyond knowledge and skill acquisition, that might accrue from employee participation in different types of learning activities. s. The present study addresses this area of neglect by exploring associative relationships between opportunities for employees to participate in (1) formal learning activities and (2) informal learning activities and three important work-related outcomes: affective commitment, innovative behaviors, and work engagement.	Opportunities to participate in formal learning activities were positively associated with heightened levels of affective commitment, work engagement, and innovative behaviors, while opportunities to participate in informal learning activities were positively related to work engagement.	<i>Journal of Vocational Education &amp; Training</i>	0.32	Q3	-	-
2	Griffith, J. A., Gibson, C., Medeiros, K., MacDougall, A., Hardy III, J., & Mumford, M. D. (2018).	Are you thinking what I am thinking? The influence of leader style, distance, and leader-follower mental model congruence on creative performance	Leaders have been classified as having charismatic, ideological, or pragmatic (CIP) leadership styles, each characterized by distinct patterns in cognition and interaction. Although each CIP style has been shown to facilitate certain aspects of the creative process for followers, questions remain regarding the impact of leadership style on overall follower creative performance.	Using the CIP model of leadership, this study explores leader distance and leader-follower mental model congruence on follower creative performance. Results indicated that while leadership style does not directly influence follower creativity, it interacts with leader distance to shape creative outcomes.	<i>Journal of Leadership &amp; Organizational Studies</i> , 25(2), 153-170.	0.85	Q1	44	1
3	Ahmed, F., Naqshbandi, M. M., Kaur, S., & Ng, B. K. (2018).	Roles of leadership styles and relationship-based employee governance in open service innovation: Evidence from the Malaysian service sector.	The purpose of this paper is to investigate the relationship of leadership styles (paternalistic, authentic and democratic) with relationship-based employee governance and open service innovation	Data were collected using a structured questionnaire from 422 medical professionals working in the Malaysian healthcare sector. The results of several statistical analyses showed that the three leadership styles positively influence relationship-based employee governance and open service innovation. Results also confirmed the mediating role of relationship-based employee governance in the relationships between the three leadership styles and open service innovation	<i>Leadership &amp; Organization Development Journal</i>	0.52	Q2	-	1

4	Saeed, M. A., Jiao, Y., Zahid, M. M., & Tabassum, H. (2017).	Relationship of organisational flexibility and project portfolio performance: assessing the mediating role of innovation.	Hyper-competition in the business environment has forced the companies to innovate and manage projects as portfolios frequently. This article presents a conceptual framework that highlights the role of innovation between organisational flexibility and project portfolio performance.	Dimensions of organizational flexibility are outlined in the framework with the assumption that each dimension of flexibility interacts with the other variables. Links between the dimensions of flexibility and the performance of the project portfolio are proposed, considering innovation as a mediator. Moreover, the moderating role of environmental dynamism, absorptive capability, and project portfolio management quality is discussed.	<i>International Journal of Project Organisation and Management</i>	0.28	Q3	-	-
5	Lovelace, J. B., & Hunter, S. T. (2013).	Charismatic, ideological, and pragmatic leaders' influence on subordinate creative performance across the creative process.	Using the charismatic, ideological, and pragmatic (CIP) model of leadership as a framework, two primary research questions were examined. First, when engaging in different tasks along the creative process, does leadership style influence the creative performance of subordinates? Second, how does the level of stress, to which subordinates are exposed, moderate the relationship between leadership style and creative performance?	Hypotheses were tested using a laboratory-based design, where 336 participants engaged in 3 different creative tasks specifically designed to represent the different steps along the creative process. The results indicate that charismatic leaders influence subordinate creative performance above and beyond pragmatic and ideological leaders on middle-stage creative tasks.	<i>Creativity Research Journal</i>	0.62	Q1	58	14
6	Ming Zhang, Y., & Tee Ng, P. (2009).	Exploring Yi Jing and its implications to change and leadership	<i>Yi Jing</i> is one of the most archaic works among the Chinese classics. Various schools of thought developed their philosophical perspectives from the book, and its influence is wide-ranging and far-reaching. This paper attempts to show how leaders can approach the <i>Yi Jing</i> beneficially by identifying the principles, values, and virtues in each of the 64 scenarios, deriving insights about change and leadership. It also aims to show how the <i>Yi Jing</i> compares with Western management literature.	<i>Qian Gua</i> , which is the first scenario in the <i>Yi Jing</i> , offers us powerful insights about change and leadership by offering a framework of understanding change and human enterprises, considering the aspects of beginning, process, benefit and sustainability; a framework to understand the leadership development process; and leadership principles of conscientious self-cultivation, transformational leadership through virtues and riding the tides of change.	<i>Chinese Management Studies</i>	0.25	Q3	-	4



7	Winston, M. D. (2001).	The importance of leadership diversity: The relationship between diversity and organizational success in the academic environment.	In the academic community, efforts to foster diversity are generally supported by a rationale that relates to equity and changing societal demographics. Private-sector research, however, indicates support for a rationale relating to overall organizational success. Such research forms the basis for the consideration of the relationship between diversity and organizational success in the academic environment.	The results provide evidence that there is a relationship between diversity and organizational success and offers further support for the results of the prior research in this area, as well as offering data to enhance the rationale for the support of diversity efforts in the academic library community.	College & Research Libraries	1.67	Q1	25	13
8	Yeh, Q. J. (1996).	Relating management practices to job characteristics of R&D: The case of Taiwan	Based on a study of researchers in three major R&D industries in Taiwan, this article found that while both supportive and directive styles of management are essential in the supervision of R&D processes, the supportive behavior seems to be more effective than the directive strategy in motivating research professionals at work.	Data also indicated that industrial conditions might significantly influence the job characteristics of R&D. The management differences between industries are explained in the features peculiar to each particular industry.	Asia Pacific Journal of Management	1.15	Q1	3	3
9	Yeh, Q. J. (1995).	Leadership, personal traits, and job characteristics in R&D organizations: a Taiwanese case.	Explores how leadership affects the job characteristics of R&D professionals in Taiwan by incorporating personal traits as the covariables. Defines leadership as the interaction of the directive and supportive styles, with directive emphasizing actions for getting the jobs done, and supportive focusing on doing favors for enhancing creativity.	Data were collected from three significant types of R&D organization – the government, the private, and the military, in Taiwan. The consistently overall effect of the supportive leadership on the job characteristics model across different types of organizations in the test is evidence of the importance of the supervisory role in enriching the R&D jobs.	Leadership & Organization Development Journal	0.52	Q2	-	6

innovative behaviors. Furthermore, since organizations are operating, more than ever, in a global economy with plenty of interactions occurring through virtual channels of communication, it would be also important to explore the role of emergent leadership styles in self-managed virtual teams and their participation in leveraging innovation in organizations.

## 5. CONCLUSIONS

This study aimed to raise awareness of the importance of the leadership style for the competitiveness of innovative organizations. Considering the results of the Integrative Literature Review it is possible to verify that regarding the subjects covered by the articles, they were divided and aligned according to the topics addressed, highlighting three fundamental groups: a group based on the characteristics and personality of leadership; a second group on leadership or leadership style; the third group on other topics, namely learning. It is interesting to note that from the research that emerges, the predominance of paternalistic, authentic and democratic leadership styles are more related to innovation, according to the several studies made in the past 29 years (1990-2019). It thus seems unequivocal that themes related to personality, leadership style, or direction are assumed to be the most addressed aspects in the literature during that period.

Another conclusion is that organizational leaders are the most important members who can promote innovative work behavior at the workplace. Research has been showing that transformational leadership has an effect in the creative process behavior; research also found a moderating effect of empowerment on transformational leadership and innovative work behavior. Moreover, servant leaders tend to unlock employee's desire to manifest innovative work behaviors by revealing employee-centered behaviors. It was also found that servant leadership is related to innovative behaviors.

In summary, leadership styles can enhance innovation in organizations. In this context, it is possible to state that leadership can push organizations to become more innovative.

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