



***MODERATING EFFECT OF PSYCHOLOGICAL EMPOWERMENT ON
RELATIONSHIP BETWEEN LEADERSHIP STYLE AND INNOVATIVE
WORK BEHAVIOR***

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By

ARIF MD KHAN

**Thesis Submitted to the School of Graduate Studies, Universiti Putra Malaysia,
in Fulfilment of the Requirements for the Degree of Master of Science**

July 2019

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Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfilment of the requirement for the degree of Master of Science

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July 2019

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Special attention has been devoted to the relationship between leadership style and innovative work behavior (IWB) over the past years. There is an abundant literature on that the leadership style which effect on innovative work behavior (IWB), however, the evidence corroborating the link between transformational leadership (TFL), transactional leadership (TNL) and innovative work behavior (IWB) has been lacking, especially in the banking sector in Bangladesh. Given this deficiency, this study investigates the effects of transformational leadership (TFL) and transactional leadership (TNL) on innovative work behavior (IWB), especially the employees in commercial banks in Bangladesh. In addition, the moderating effect of psychological empowerment on these relationships is examined. Based on the quantitative technique, the study used SPSS and Smart-PLS for analysis on 372 of sample data collected from employees in the commercial banks of Bangladesh. The findings show that innovative work behavior (IWB) is positively and negatively related to transformational leadership (TFL) and transactional leadership (TNL) respectively. Interestingly, the impact of transformational leadership (TFL) on innovative work behavior (IWB) is more pronounced when psychological empowerment (PE) of employees is high, whereas the effect of transactional leadership (TNL) becomes negative under these circumstances. The implication of this study is mainly derived from understanding of psychological empowerment (PE) at individual level of employees and its effect on innovative work behavior (IWB) with the use of both transformational leadership (TFL) and transactional leadership (TNL) style. Therefore, it is crucial for the leaders to combine these practices in their behavior. There is also a need to understand the fact of individual level psychological empowerment in order to foster employees innovative work behavior (IWB). Future research could be conducted by exploring the practices which are most relevant to innovative work behavior (IWB) of employees, relating to contingency factors which influence the connection of Transformational leadership (TFL), transactional leadership (TNL) and innovative work behavior (IWB).

Abstrak tesis yang dikemukakan kepada senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk Ijazah Master Sains

KESAN SEDERHANA PEMERKASAAN PSIKOLOGI DALAM HUBUNGAN DI ANTARA GAYA KEPIMPINAN DAN TINGKAH LAKU PEKERJA INOVATIF

Oleh

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Sejak beberapa tahun kebelakangan ini, tumpuan khas telah diberikan kepada hubungan di antara gaya kepimpinan dan tingkah laku pekerja inovatif. Terdapat banyak bahan penulisan tentang gaya kepimpinan dan kesannya terhadap tingkah laku pekerja inovatif. Namun, bukti yang menunjukkan hubungan yang kukuh di antara gaya kepimpinan transformasi, gaya kepimpinan transaksi dan tingkah laku pekerja inovatif sangat terhad khususnya dalam sektor perbankan di Bangladesh. Kekurangan tersebut memberikan ruang kepada penyelidik untuk membuat kajian tentang kesan gaya kepimpinan transformasi dan kepimpinan transaksi ke atas tingkah laku pekerja inovatif, khususnya dalam kalangan pekerja bank komersil di Bangladesh. Sebagai tambahan, kajian ini juga melihat kesan sederhana pemerksaan psikologi dan hubungannya dengan kedua-dua gaya kepimpinan ini. Teknik kuantitatif digunakan dalam kajian ini dan aplikasi SPSS dan Smart-PLS diguna pakai untuk menganalisis data yang dikumpulkan. Seramai 372 orang pekerja bank komersil di Bangladesh dijadikan sampel dalam kajian ini. Dapatan kajian menunjukkan terdapat kesan positif di antara tingkah laku pekerja inovatif dengan kepimpinan transformasi, sementara kepimpinan transaksi pula mempunyai kesan negatif. Lebih menarik lagi, kesan positif kepimpinan transformasi ke atas tingkah laku pekerja inovatif lebih terserlah apabila keberkasaan psikologi pekerja berada pada tahap yang tinggi, tetapi keadaan yang serupa dalam kepimpinan transaksi menunjukkan kesan negatif dalam tingkah laku pekerja inovatif. Implikasi daripada dapatan kajian ini, menunjukkan kedua-dua gaya kepimpinan ini perlu digabungkan untuk mencapai tahap tingkah laku pekerja inovatif yang tinggi. Para pemimpin perlu menggunakan kedua-dua gaya kepimpinan dalam tindakan mereka. Di samping itu, keperluan individu memahami keberkasaan psikologi juga perlu diberi perhatian dalam memastikan tingkah laku pekerja inovatif dapat dibangunkan dalam kalangan mereka. Kajian pada masa akan datang boleh dilakukan untuk meneroka amalan yang relevan dengan tingkah laku pekerja inovatif dan hubungannya dengan faktor luar jangkaan yang mempunyai kaitan dengan gaya kepimpinan transformasi dan gaya kepimpinan transaksi serta tingkah laku pekerja inovatif.

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This thesis was submitted to the Senate of the Universiti Putra Malaysia and has been accepted as fulfilment of the requirement for the degree of Master of Science. The members of the Supervisory Committee were as follows:

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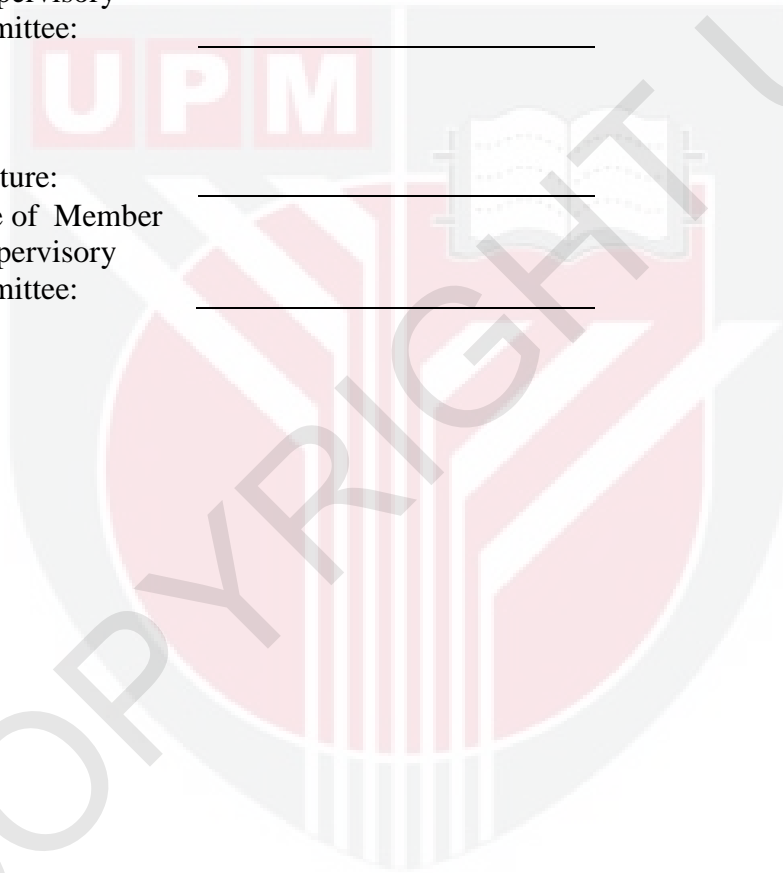


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LIST OF ABBREVIATIONS

TFL	Transformational Leadership
TNL	Transactional Leadership
PE	Psychological Empowerment
IWB	Innovative Work Behavior
SEM	Structural Equation Modeling
PLS	Partial Least Squares



CHAPTER 1

INTRODUCTION

1.1 Background of the study

At the advent of growing economics across the world, the banking sectors today have a great burden and face increasing challenges to be managed and to satisfy the growing demand of consumers (Jeucken & Bouma, 2017). Rapid technological thrust forward with new innovation creates new demands to the current banking industry making it imperative to cope up with the current corporate and consumer spheres. The competence and ability of the banking sectors need continuous upgrading. According to Vogel, (2018) banking sector are important in the sense they have a need to render innovative services with the increasing service par excellence of the industry across the world. Due to the impact of globalization, the banking sector has the responsibility of revolutionizing their operations and service delivery system through initiating innovations (Roy, 2015).

Innovation is an important priority for the effectiveness of an organization (Edmondson, 2018). Short of innovations will cause an organization to lag behind in terms of competitiveness. The findings of several literature reviews reveal the most powerful engine for the growth of an organization is nothing but innovation and the continuous innovative exercises (Hickman 2018; Nicholls, 2018). According to past research, organizational effectiveness entirely depends on innovative work performance as it helps to propel the organization in the race of competitiveness, for example, adopting to innovative work style lead to excellent work culture both to the organization and the employee (Maurer & London, 2018). It does not matter whether it is in individual or at organizational levels, innovation is an essential driver for success (Derbyshire & Giovannetti, 2017; Bleischwitz, 2018).

In factual terms, it is expected in every workplace, each individual employee plays a key role as a catalyst in implementing innovation (Ahmed, 1998; Vallicelli, 2018). The innovation is significant because the creativity and effective ideas lie in the innovation (Scott & Bruce, 1994; Ringberg et al., 2018). According to Mitchell & Walinga (2017), the set of innovative ideas within the employees brings the new prospects to the organizations subsequently. Prior to that, Huhtala & Parzefall (2007), suggest that innovative performance of employees bring new dimensions to the organizations and they eventually become the most powerful assets of an organization. Consequently, the main goals of any competitive and innovative organization are the development achieved through recruitment of innovative employees (Li & Hsu, 2016).

Torchia et al. (2018), states that, innovative work behavior (IWB) of employees becomes vital to the survival of organizations. Further, According to Talib (2013), Lee et al. (2018), in the core of the commercial logic, IWB among employees are known as the key factor in achieving competitive advantage. In addition, studies by Sarros et

al. (2008), and Elrehail et al. (2018), recommend that leadership styles are the most essential antecedents for increasing IWB of employees, which in turn would create innovation in the working spheres.

In the Asian countries, banking industry keeps facing radical changes due to different speed of growth in the economy and finance sectors. To be compatible with the rapid and radical changes, the commercial banks need suitable leadership (Alnawafleh et al. 2018). Competition has become the word of the day at the advent of globalization. Many of the commercial banks prefer to keep a difference in pace in IWB (Iren and Tee, 2018). Innovative products in services have become the tool of differentiations with other banks (Jeucken, 2017). Additionally, Lin, Doan and Doong (2016), found the banking sectors in Asian country is fairly competitive and that they ought to make sure the IWB of the staff would lead the employees to perform with more efficiency. The competitive nature mostly relies upon individual innovation of the worker (Demesko, 2017). Therefore, banking authority ought to set its target the leadership designs which might guarantee innovation of individual staff.

In the field of management, studies about leadership styles are vast, as identified by (Jung et al., 2003; Gumusluoglu & Ilsev, 2009; Sharifirad, 2013; Tahsildari et al., 2014; Iscan, Ersari & Naktiyok, 2014; Diaz-Saenz, 2011; Rouine, 2018; Asrar-ul-Haq & Anwar, 2018). Moreover, it is found that the tremendous quantity of scholars focused on the transformational leadership (TFL) and transactional leadership (TNL) in order to measure their impact on employee's IWB (Xie et al., 2018).

Based on the transformational leadership (TFL) theories, the core leadership function is stimulating innovation (Xie et al., 2018). However, Transactional leadership (TNL) is presumed less effective to enhance individual IWB among the employee's, compared to transformational leadership (Cotton et al. 2018). Plethora of studies found that the result on the effectiveness of the two leaderships are not abundant (Stiglitz, 2015). However, the same researchers could find and establish on the agreement of the two leadership in some high-end profiles, while the consequences in common areas only render negative findings and outcomes.

Thus, the motivation behind the study is the contradictory results from some or many earlier literatures. This phenomenon has given rise to further research in order to understand the moderating variable by which the relationship between TFL and TNL could be discussed and improved.

The relationship of TFL, TNL and IWB are contingent in the case study. The work is carried out to unfold and understand which of these have relationship in order to prove it is positive or negative. The focus on the moderation in the leadership-innovation relationship is also believed to be consistent. More generally, it is indeed consistent with the contingency approaches in leadership research. Furthermore, the logic upholds the effectiveness of leadership styles is dependent on the factors within the context of leadership (Yukl, Mahsud, Hassan & Prussia, 2013).

According to some literature transactional leadership (TNL) has negative impact towards IWB. Some literature suggests that studies on transactional leadership (TNL) and innovative work behavior (IWB) are still scarce and inconsistent (Kark et al., 2018). The majority of findings indicate transactional leadership is less efficient compared to transformational leadership in engendering employee's IWB (Jung et al., 2003; Sharifirad 2013; Tahsildari et al. 2014; Iscan et al. 2014; Antonakis & House, 2014; Kroes, 2015; Lai et al., 2018; Lee et al., 2018; Ossebaar 2012; Demesko, 2017)

According to Iscan, Ersari, and Naktiyok, (2014) TNL has confidence, nevertheless not creating as great meaningful impact on innovation as TFL in the organization and organizational performance (Mahmood et al, 2018). Furthermore, they pointed that in high empowering climate, transactional leadership have its positive impacts towards IWB, however, in contrast, a study by Xenikeu (2017), found a positive relationship between IWB and transactional leadership. Thus, suggesting an inconsistent effect and influence of TNL and IWB.

Therefore, the study based on the different findings from past research aims to fill the gap with respect to the antecedent which may increase innovative behavior of employees not only from the perspective of TFL style but also from the perspective of TNL in the context of employees in the banking sector.

The voluminous literature suggests that psychological empowerment is a significant source for competitive advantage and can increase IWB (Burke, 2018; Sanz-Valle and Jiménez-Jiménez, 2018). Spreitzer (2008), defines empowerment as a kind of belief where employees are seriously concerned with their role in the organization. Psychological and structural are the two ideas of empowerment. In the past studies, psychological empowerment is shown as moderator and it is considered as an important resource for IWB in the context of Iranian social organizational security staff (Spreitzer; 1995, Von Krogh et al., 2012). This research proposes that psychological empowerment can moderate the relationship between TFL and TNL with IWB.

1.2 Overview of Bangladesh Banking Sector

Banking sector plays a vital role for the overall economic development of a country (Stiglitz, 2016). Since Bangladesh is a developing country, financial institutions, especially banking sector, have significant contribution in the development process (Hossain & Yahya, 2017). There are fifty-nine scheduled banks in Bangladesh. There are 6 state owned commercial banks (SOCBs) which are fully or majority owned by the Government of Bangladesh. 3 specialized and established banks are now operating for specific objectives like agricultural or industrial development. These banks are also fully or majority owned by the Government of Bangladesh. There are a total of 41 private commercial banks operating in Bangladesh now. Bangladesh Bank as the central bank of Bangladesh executes all the functions that the central bank traditionally performs as elsewhere in the world.

The government of Bangladesh reorganized the Dhaka branch of the State Bank of Pakistan as the central bank of the country and named it Bangladesh bank in the year of 1972 with the effect from 16th December, 1971. Since the country's independence, Bangladesh Bank has been working as the central bank. Bangladesh Bank keeps itself busy with issuing of currency, providing transaction facilities of all public monetary matters. The responsibility of Bangladesh Bank also includes planning the government's monetary policy and its implementation. All other banks such as the private commercial banks of Bangladesh have been guided and regulated by the Bangladesh Bank.

Private commercial banks are the highest growth sector in Bangladesh. They tend to offer better service and products. Technological innovation has completely changed the commercial banks business landscape. The introduction of innovative services and products such as internet banking, e-Wallet, Automated Teller Machines (ATMs), Mobile banking and many others, have transformed the way commercial banks attract, satisfy and retain their customers (Mohammadi, 2015). However, the commercial banking sector innovative services still need further improvement compared to international standard. In order to become an upper middle-income country by 2031 and achieve a high income country status by 2041, Bangladesh requires huge investments in psysical capital and innovation to enable reforms in areas such as financial sector, and busines regulation.

1.3 Problem Statement

In the workplace IWB of employees have been identified as the foundation of high-performing organization (Scott & Bruce, 1994). Therefore, it is important and critical to study of what motivates or enables IWB of employees. Successful organizations across the world have been constantly facing competitiveness and strive hard adopting to some sigma. Martínez-Córcoles & Stephanou, (2017); Dong et al., (2017), expose that transformational leadership (TFL), transactional leadership (TNL), psychological empowerment (PE) and innovative work behavior (IWB) are essential to the organizations to achieve continuous success in their respective commercial ventures. Leadership is a catalyst or an enabler of psychological empowerment (Lin et al., 2017). The right leadership phenomenon of an organization is more like a guiding light showing the path of progress.

Past researches also state that leadership has been persuasive in bringing and moulding IWB among the employees (Damschroder et al., 2009; Lukoschek et al., 2018; Xie et al., 2018). Innovative leadership is where psychological empowerment follows an antecedence to create IWB (Barton & Barton 2011; Gu et al., 2017; Lee et al., 2018). However, the relationship of these causal links among the variables are not well developed (Odoardi et. al., 2015). Some earlier analysis proved that there had been some positive effect of definite leadership strategies (for example, supportive leadership, participative leadership, relational leadership, authentic leadership) on employees' IWB within an organization (Whitley et al., 2009).

Organizational innovation, are either directly or indirectly influenced by IWBs at every stage and the leadership influence takes the organization to the forefront (Moghimi, 2016). Xie et al. (2018), state that stimulating innovation is a basic function of leadership and this is in accordance to transformational leadership theories. Earlier studies also suggested that transformational leadership facilitates and stimulates IWB among employees, as stated by (Cotton, 2018). In spite of the efforts taken in generating employees of IWB by the roles of transformational leadership and transactional leadership, it is not up to the salvation point. According to Stiglitz (2015), and Altunoğlu & Gurel (2018), high-quality consequences and others normally end up with negative results.

The present study thus takes a moderating variable to show the relationship between transformational leadership (TFL), transactional leadership (TNL), and innovative work behavior (IWB) despite the disagreeable findings in the previous studies. As the contingent relationship is presented among the variables (transformational leadership, transactional leadership and IWB), it would be worthy to establish whether this relationship is positive or negative.

Earlier literature also indicates that TFL impacted employees by way of persuading them to display creative and innovative behavior (Afsar et al., 2015; Dussault & Frenette, 2015). However, the mechanism adopted in TFL technique affected the follower's IWB and this has not been adequately addressed (Lehmann-Willenbrock et al. 2015). A few researchers in their research (Jung et al. 2003; Gumusluoglu & Ilsev, 2009; Iscan et al., 2014) found that TFL has positive effect more than TNL in order to bring out from the employee's their own creative and innovative behavior in the manufacturing industry.

Despite the negative tendency towards TNL, the outcomes of these leadership styles (TFL, TNL) on (IWB) are still underexplored (Ryan & Tipu, 2013; Demesko 2017; Naqshbandi & Tabche, 2018). In order to address this issue, the present study argues that the relationship between TFL and the IWB followers as well as TNL IWB followers IWB are contingent on psychological empowerment (PE) of an individual employee. Moreover, the motivating nature of TFL is more effective in engendering innovative work behavior when PE is high which means the followers feel more proactively influence on the work role. On the other hand, the rewarding and punishing nature of TNL should be more effective in the case of individuals with low psychological empowerment which means the followers don't feel proactively influenced by the work role. Therefore, this study anticipates that the follower of psychological empowerment (PE) should moderate the effectiveness of transformational leadership (TFL), transactional leadership (TNL), in engendering innovative work behavior (IWB) among the bank employees in Bangladesh.

In the context of developing countries specifically in Bangladesh, there is a great need to study on employees' IWB (Pansera & Owen, 2015), and the relationship between leadership and psychological empowerment (Amundsen & Martinsen, 2015). According to Kebede et al., (2015), the practice of IWB of employee's as well

employee's psychological empowerment in the context of Bangladesh may be new. According to Gu et al. (2017), the attraction gets the immediate attention of scholars in every part of world. Moreover, the sector is emergent though and there is a lack of proficiency in the service processes compared to international standards (Muttakin et al., 2015).

IWB has not been considered as priority in Bangladesh (Nguyen, Islam, & Ali, 2011; Rubel & Kee, 2013; Shah et al., 2016). The earlier studies found that the enabler of creative behavior and IWB is only the deciding factors to leadership (Beekhof & Vuuren 2017; Xie et al. 2018). Leadership is also known as the main determinants of enlightenment steps taking the employees ahead by IWB, as confirmed by IWB (Si et al. 2012; Xie et al. 2018). In addition, according to Lee & Kim (2018), psychological empowerment is important antecedents of innovative work behavior and another study also suggested that TNL have positive effects on the relationship with IWB when it is moderated by psychological empowerment (Özarallı, 2015; Kang & Kim, 2017).

Therefore, the current study is based which suggest the relationship between TFL, TNL and IWB with the moderating role of PE but with inconsistent results (Elrehali et al., 2018). This study is extended by examining these relationships in the context of bank employees from commercial banks of Bangladesh.

1.4 Research Questions

The research questions for the dissertation have been drafted as follows:

- 1) What is the effect of transformational leadership (TFL) style on innovative work behaviour (IWB) among employees in Bangladesh commercial banks?
- 2) What is the effect of transactional leadership (TNL) style on innovative behaviour (IWB) among employees in Bangladesh commercial bank?
- 3) Does psychological empowerment (PE) moderate the relationship between transformational leadership (TFL) and innovative work behaviour (IWB)?
- 4) Does psychological empowerment (PE) moderate the relationship between transactional leadership (TNL) and innovative work behaviour (IWB)?

1.5 Research Objectives

The purpose of the study is to investigate and elaborate the link between transformational leadership (TFL) and transactional leadership (TNL) with innovative work behaviour (IWB), as well as psychological empowerment as the moderator.

The objectives are based on to achieve the following purposes:

- 1) To determine the effect of TFL on IWB of employees from the commercial banks of Bangladesh.
- 2) To investigate the effect of TNL on IWB of employees from the commercial banks of Bangladesh.
- 3) To identify the moderating effect of PE on the relationship between TFL and IWB among the employees in commercial banks of Bangladesh.
- 4) To examine the moderating effect of PE on the relationship between TNL and IWB among the employees in the commercial banks of Bangladesh.

1.6 Significance of the study

Apart from providing relevant literature for reviews, the study has presented dynamic theoretical, practical, and methodological contribution. The structure of the current study is carried out among the employees of the banking service in Bangladesh wherein much reformation in the banking industry need to be aligned with the current situation.

The study has dealt in depth the contributing knowledge by investigating the relationship between TFL, TNL and IWB. There are several studies on TFL, TNL, and IWB. However, the research appeared to be limited empirically, given to certain limitation concerning the relationship of TFL, TNL, and IWB (Chen & Hou, 2016).

The practice of innovative work behavior (IWB) is the core reason which could bring the organization ahead (Mittal and Dhar, 2015). Therefore, developing innovative work behavior (IWB) among employees in every organization is obviously the most vital task. It is necessary for the leaders to understand the employees' IWB in the banking sector of Bangladesh for achieving at par status with the rest of the world. Thus, the concept of the study reveals whether the current working style is up to the expectation of the people and how the leadership performance can be improved.

The findings will also enlighten the selected commercial bank branch managers on the level of IWB among the employees. Moreover, it would provide valuable information to the management in understanding the factors that affect employee's IWB. Additionally, this would assist the management to understand the antecedent and creating a new and better working environment so as to increase IWB, among the employees of the commercial banking sector.

This study will bridge the gap of IWB studies in the commercial banking sector in Bangladesh. Moreover, it will add on to the limited study of the same nature in the developing world specifically Asia. In addition, the field of leadership and IWB scholars may get more insights on the relationship between leadership styles and IWB

whereby generally, better performance could be achieved among the leaders and employees in the banking sector in particular.

According to Chen et al. (2014), investigating the mediating or moderating role of other variables in the relationship between TFL, TNL and IWB are crucially important. Therefore, this research can be of some significance by developing its own conceptual framework by introducing PE as the moderator variables in the relationship between TFL, TNL and IWB.

As a practical contribution, this study proposes to explore the relationship between TFL, TNL and IWB in Bangladesh, a developing country from the perspective of leadership style and individual employee. Moreover, emerging suggestions from the findings of the studies will give an insight to the bank managers, planners, policy makers and administrators to solve related issues and problems. The study is believed to provide managerial input which is necessary for decision making on issues related to PE, which will, in turn, enhance employees IWB.

Since similar studies on banking services in Bangladesh have not been conducted, the findings of this study would contribute in enhancing the knowledge in the area of TFL, TNL, PE and IWB. It will also provide an opportunity to further explorations. The uniqueness of the study, which examines the relationship between TFL, TNL and IWB by the moderating role of PE among the employees of the commercial banking sector of Bangladesh would also contribute and help future researchers to use it as reference or reviewing.

1.7 Scope of the study

The main focus of the study falls on the role of Psychological Empowerment (PE) on the relationship of the two leaderships style namely the Transformational Leadership (TFL) and the Transactional Leadership (TNL) which are pertinent to Innovative Work Behaviors (IWB) among the employees of the commercial private banking sector in Bangladeshi context. The study is motivated due to the fact that organizations are operating increasingly at competitive speed and in complex environments. The banking sector, with their attempts to align mission and vision, goals and strategies with the external environment of racing competitive market, are seeking for competent leaders who can create the environment for employees' innovative work behaviors, which in turn, fulfil the overall organizational innovation.

The total number of employee population in the banking sectors constituting from five major innovative commercial banks of Bangladesh is not adequate to be used as sample for a comprehensive study. There are many more bank employees servicing in other commercial banks and privately-owned commercial banks, who are not included in the sampling list giving concern to a huge bracket of sample number. Therefore, the narrow sample strength phenomenon may limit the scope providing some pitch errors. Additionally, the length of service of the employees is another factor not accounted

due to the time frame required in the service before an employee is considered as permanent which is one of the criteria set in Bangladeshi banking sectors. This factor could be considered as a limitation of the study. Thus, the fore-running factors could limit the generalization in the finding. However, all efforts are made to arrive at the utmost accuracy of the study.

1.8 Definition of terms

Table 1.1 : Operational Definition

Operational definition	
Transformational leadership (TFL)	TFL is defined as an approach of leadership that cause individual changes by motivating and inspiring (Giddens, 2018). TFL focus on future needs, concern themselves with long term issues and view themselves from a holistic perspective (Khan, Aslam & Reaz, 2012).
Transactional leadership (TNL)	TNL involves motivating and directing followers primarily through appealing to their own self-interest (Lai et al., 2018). TNL focus on setting objectives, monitoring and controlling outcomes.
Innovative work behaviour (IWB)	IWB of employees is defined as their ability to implement new ideas and make it usable (Scott & Bruce, 1994). It is critical to innovation in organization. IWB can be defined as the problem recognition and initiation and intentional introduction (within a work role, group or organization) of novel and useful ideas concerning products, services and work methods and as a set of behaviors which need to be developed, launched and implemented into practice (De Jong & Den Hartog, 2010).
Psychological empowerment (PE)	Conger & Kanungo (1988), postulate that motivational concept of self-efficacy is known as empowerment. According to Spreitzer (1995), PE is a psychological state residing within individuals which have four personal psychological determinants namely meaning, self-determination, competence, and impact which might affect organizational overall innovation.

1.9 Chapter Summary

The main purpose of the study is highlighting Innovative Work Behavior (IWB) moderated by both the leadership styles in the banking industry of Bangladesh. The study includes a core of context on the research background, the research problems, research questions and objectives. The focus of attention has been drawn on the importance of two leadership styles (TFL & TNL) with the relationship of IWB by playing the role of PE. The entire context is created to assist the banking sectors to fine tune or upgrade the service industry which are sought by a developing country such as Bangladesh.

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