Research on Influence of Leadership Style on Employee Innovation Behavior

HUI LIU, YI YANG, MINGMING DU and TINGTING LIU

ABSTRACT

The study is conducted by an aviation industry enterprise employee. It focuses on the impact of humble leadership on innovation behavior in local situations, the mediating effect model of psychological authorization in influencing mechanism. Though statistical analysis and summary of data, humble leader has a significant positive influence on employee innovation behavior; psychological authorization plays a part in the role of the humble leader in the process of employee innovation behavior.

KEYWORDS
Humble leadership, psychological authorization, LMX; innovative behavior.

SUMMARY OF RESEARCH AND ASSUMPTIONS

In the study of leadership behavior in the last twenty years, the positive leadership behavior has been paid more and more attention in academic circles. In recent years, Owens (2012) suggests a leadership style named humble leadership [1]. Before upended past leadership "leader-member", western scholars loved to study the humble qualities of leadership. Since.

Domestic scholars have studied the effectiveness and value of the humble leadership relatively more than western scholars. The results suggest that leadership in a local context can be more characteristic of the humble leader.

Humble leadership and employee innovation behavior

Humble leadership is the leadership of the inner humble leadership behavior, from the daily performance and psychological level to meet the spiritual needs of employees, can bring positive impact to the staff. On the influence of humble leadership variables, this paper from three angles to the theoretical definition. The Humble leadership of the performance of self-awareness, when the leaders can be keenly aware of the needs of employees, will be appropriate to meet the needs, give them support, leadership and staff work together in the enterprise, respect for employees and employees to respect the formation of a positive cycle.

In conclusion, this paper proposes the following assumptions:

H1: humble leadership has a significant positive effect on employee innovation.

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Humble leadership and psychological authorization

In the work, people's psychology will be colleagues, leadership, the company's geographical position and other factors. Under the humble leadership behavior, a series of humble practices (such as the leadership of the staff work affirmation, appreciation of the staff) will enable employees from the psychological perception to the leadership of their respect and appreciation, so that employees continue to work in the dare to try new Methods, and thus improve job performance, job performance will be positive feedback, such as the leadership of the heavy, to give more resources, more important tasks, duties outside the scope of information, job promotion.

In conclusion, this paper proposes the following assumptions:

H2: humble leadership has a significant positive effect on psychological empowerment.

The mediating effect of psychological authorization

In summary, this study from the humble leadership behavior to actively affect the subordinate work attitude and then enhance the behavior of innovation, high degree of psychological authorization of the staff will be more aware of their own indispensable position in the organization, full of their own Self-confidence, and humble behavior of humble leadership to produce a sense of identity, so as to work more active in the realization of self-worth, innovative performance.

In conclusion, this paper proposes the following assumptions:

H3: Psychological empowerment plays an intermediary role in the process of the impact of humble leadership on employee innovation behavior.

Figure 1 is the theoretical model of this paper.

RESEARCH METHODS

Determination of sample

After the invalid questionnaires were removed, the remaining valid questionnaires were 209, and the questionnaire efficiency was 83.6%.

Confirmatory factor analysis

In this paper, we use AMOS21.0 to carry out confirmatory factor analysis on the maturity index of humble leadership, employee innovation behavior variable, psychological authorization variable and LMX variable.
TABLE 1. FITTING COEFFICIENTS OF MAJOR VARIABLES FOR CONFIRMATORY FACTOR ANALYSIS.

<table>
<thead>
<tr>
<th>Variable</th>
<th>X^2</th>
<th>Df</th>
<th>RMSEA</th>
<th>CFI</th>
<th>NNFI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Humble leadership</td>
<td>362.394</td>
<td>21</td>
<td>0.023</td>
<td>0.987</td>
<td>0.976</td>
</tr>
<tr>
<td>Innovative behavior</td>
<td>1039.152</td>
<td>54</td>
<td>0.023</td>
<td>0.924</td>
<td>0.945</td>
</tr>
<tr>
<td>Psychological authorization</td>
<td>818.213</td>
<td>54</td>
<td>0.058</td>
<td>0.952</td>
<td>0.939</td>
</tr>
<tr>
<td>LMX</td>
<td>567.647</td>
<td>44</td>
<td>0.024</td>
<td>0.947</td>
<td>0.960</td>
</tr>
</tbody>
</table>

Descriptive analysis of variables

We used SPSS22.0 to describe the variables statistically. There was a significant correlation between humble leadership and psychological empowerment (r = 0.612, p < 0.01) and employee innovation (r = 0.786, p < 0.01).

TABLE 2. MEAN, STANDARD DEVIATION AND CORRELATION COEFFICIENT OF VARIABLES.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean</th>
<th>S.D.</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Humble leadership</td>
<td>3.742</td>
<td>0.791</td>
<td>1.000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Innovative behavior</td>
<td>3.612</td>
<td>0.786</td>
<td>0.734*</td>
<td>1.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Psychological authorization</td>
<td>3.607</td>
<td>0.805</td>
<td>0.612**</td>
<td>0.694**</td>
<td>1.000</td>
<td></td>
</tr>
<tr>
<td>LMX</td>
<td>3.503</td>
<td>0.819</td>
<td>0.686**</td>
<td>0.582**</td>
<td>0.664**</td>
<td>1.000</td>
</tr>
</tbody>
</table>

Note: n=209; **P<0.01

Main effect and intermediary effect

As can be seen from the table M2, the humble leadership has a significant positive effect on employee innovation behavior, so suppose H1 is supported. After joining the empowerment of the psychological, hypothesis H2, H3 supported.

TABLE 3. MEDIATING ROLE OF PSYCHOLOGICAL EMPOWERMENT.

<table>
<thead>
<tr>
<th>Hierarchical regression procedure</th>
<th>M1</th>
<th>M2</th>
<th>M3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Humble leadership</td>
<td>.727***</td>
<td>.472***</td>
<td></td>
</tr>
<tr>
<td>Psychological empowerment</td>
<td>.437***</td>
<td></td>
<td></td>
</tr>
<tr>
<td>F</td>
<td>4.667***</td>
<td>39.999***</td>
<td>57.992***</td>
</tr>
<tr>
<td>R^2</td>
<td>.140</td>
<td>.615</td>
<td>.724</td>
</tr>
<tr>
<td>△R^2</td>
<td>.475</td>
<td>.109</td>
<td></td>
</tr>
</tbody>
</table>

Note: * P <0.5; ** P <0.01; *** P <0.001

CONCLUSION

Research Conclusions

Humble leadership is the leading theory of leadership theory, psychology and organizational behavior at home and abroad, the relationship between the upper and lower levels, the heart has been authorized to play an important factor in the work of the staff. So, the relationship between the upper and lower levels, the heart of these two factors in the humble leadership and employee innovation between the existence of some relevance? Further study on this problem, uncover the black box where the role of the humble leader functions. It has important practical significance of promoting innovation behavior of Chinese enterprises, enhancing international
competitiveness. Moreover, it can help to further improve and supplement the inadequacy of the study of the humble leadership in the localization situation.

Cultivate the corporate culture of teaching each other, pull down the distance between management and employees, strengthen the communication between employees at different levels in the enterprise, and create an equal working environment. Now it is the knowledge of the competitive society, talented people in the enterprise sparkling, which requires companies to actively guide, rather than jealousy to suppress, buried talent.

REFERENCES