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Driving Innovation through Authentic Leadership: An Empirical Study of Emotional-Management Skills and Employee Performance

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ARTICLE INFO			ABSTRACT
Article History:			The purpose of this study is to look into the effects of Authentic Leadership on innovation and emotional-management skills. The findings will show that Leadership and Innovation have a significant impact on corporate performance. It will also be revealed that leadership has impact on innovation capabilities, which affects company performance. In this study, convenience sampling technique is used. Population selected for this study is employees of the automobiles companies in South Punjab of Pakistan is unknown. Employees are the ones who are directly linked with the customers. As the population is very large and unknown, the sample size would be 350 by using sample size estimation. Unit of analysis is the employees working in automobiles companies in South Punjab. The findings of this study indicate that emotional-management skills and Leadership have an impact on and can predict workers' innovative work habits. Additionally, there is a favorable relationship between emotional-management skills and innovative skills as well as between Leadership and these traits.
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Introduction

Innovation is often regarded as one of the most important characteristics in strengthening a company's competitive edge in the twenty-first century (Zhang et al., 2018; Le and Lei, 2020 (Waseel, Zhang, Shehzad, Hussain Sarki, & Kamran, 2024). Associations have been looking to examine compelling ways to deal with help their advancement potential, understanding the

significance of development. Notwithstanding, because of an absence of initiative methods for development, they remain emulates and battle to become pioneers (Schuckert et al., 2018; Lei et al., 2020). In such conditions, the inquiry emerges of "what sort of administration style is generally appropriate for pioneers to embrace to further develop advancement ability in their associations?" This study examines the impacts of credible authority (AL) on creative capacity by means of the interceding elements of the capacity to appreciate people on a profound level to respond to this inquiry. Conventional organization contention techniques have been changed by quick mechanical enhancements and the globalization cycle, and development has as of late been significant for organizations to keep up with their skill (Adams, Bessant, and Phelps, 2016). As a result, a rising number of firms are focusing on development drives to acquire and support upper hands. In adjust to developing business sector requests, innovation, and cutthroat methodologies, an organization's ability to make new products, administration, strategies, promoting procedures, and high level frameworks is alluded to as advancement (Lawson and Samson, 2011). Development helps organizations by supporting their intensity and achievement, as per past review (Sweet potato, Guan, Joke, and Tang, 2014). Organizations are presently confronting overall difficulties, so concurring Hanaysha and Hilman (2015), and development has advanced as a critical way for achieving an upper hand. As per past exploration, advancement significantly affects authoritative life span (Ancona and Caldwell, 1987), brand execution (Higgins, 1995), and the improvement of extended near edge (Ancona and Caldwell, 1987). Porter et al., 1990. Innovation is broadly viewed as a significant upper hand in the present business climate, supported by incredible leadership capability in greatness, trustworthiness, effectiveness, adaptability, and rate (Lawson and Samson, 2011; Liu, Shen, Ding, and Zhao, 2017). In the theoretical and exact writing, it has been stressed that organizations should focus on both different parts of innovation to get competitive edge. The overflow of market amazing open doors, specifically, energizes firms, everything being equal, to reinforce their abilities and foster new items to satisfy buyers' necessities and yearnings (Afzali and Ahmed, 2016; Sternberg and Arndt, 2019). As indicated by Martos-Partal (2012), product innovation are the best weapon for acquiring an upper hand and supporting financial achievement. The capacity of a partnership to effectively development and bring new merchandise into market sections is a basic center skill that prompts innovation capabilities and productivity (Damanpour, 1991). Innovation capabilities can be viewed as in various authoritative elements, including structures, products, administrations, and cycles, as indicated by Gunday, Ulusoy, Kilic, and Alpan (2019). Leadership is another component that has showed up as of late as a significant driver of organization execution (Peterson, Walumbwa, Avolio, and Hannah, 2018), notwithstanding the way that proof put together exploration with respect to the subject is still in its beginning phases, with much to learn and investigate (Peterson, Walumbwa, Avolio, and Hannah, 2018). As agreeing Roncesvalles and Sevilla (2019), Leadership is a basic determinant of worker productivity, which prompts better hierarchical results. Avolio, Gardner, Walumbwa, Luthans, and May (2014) characterize a credible pioneer as somebody who knows with their own way of behaving, mastery, qualities, and how others see that person. As per Zhou and Shi (2014), valid pioneers put a premium on trustworthiness while speaking with allies, rousing and persuading them, and guaranteeing moral way of behaving. Genuine pioneers additionally support the confidence of their adherents by recognizing that their portion comparative qualities. Accordingly, a legitimate initiative style requires a consciousness of what really decides proceeded with extension in pioneers, devotee, gatherings, partnerships, and whole networks. Valid authority and development, as indicated by past examinations, are basic to an organization's prosperity and intensity. In spite of the way that imaginative abilities and bona fide authority are basic in deciding hierarchical adequacy and execution, hardly any exploration in the financial business, nations like Malaysia, affect corporate execution. Past review investigating the connection among advancement and business execution yielded blended results. To put it another

way, a few agents (Birley and Westhead, 1990; Heunks, 1998) tracked down no connection among advancement and corporate productivity, while others (Vermeulen, De Jong, and O'shaughnessy, 2015) noticed a negative connection. Other exploration have found that development works on hierarchical viability (Rosenbusch, Brinckmann, and Bausch, 2011). While investigating prior research on development, it's quite important that most of it has zeroed in on three sorts of advancement: items, cycles, and administration advancement.

In view of the prior, fair initiative is a significant administration style to utilize in an organization. Legitimate initiative can persuade representatives to further develop their work execution and establish a positive work space. Representatives' confidence in their supervisor will urge them to give criticism to the pioneer and association, and creative work conduct will prompt work fulfillment (Waseel et al., 2025). Imaginative work conduct and further developed work execution are helpful to the organization's capacity to support quality and contend with contenders (Le and Lei, 2019). In any case, there is as yet an absence of comprehension of AL and its system of activity to connect it with go between and produce development (Lei et al., 2019; Le and Lei, 2019). Besides, Avolio's (2017) review "supporting more integrative techniques for initiative hypothesis building" uncovered a shortage of review that genuinely tried representatives' characteristics inside the authority interaction. Legitimate initiative to comprehend people on a significant level as of now greatest influence their progressive people since they are seen as dependable and aware of direct and the capacity to understand individuals on a deeper level (Hohlbein, 2015). The ability to see the value in pioneers on a capacity to understand people on a profound level can be used to perceive prepared pioneers (Batool, 2013), as these administration authority know about and sort out themselves. Using the capacity to understand people on a profound level to impact workers at their center to influence delegates is a crucial philosophy for dealing with legitimate execution, and real trailblazers can see the worth in people while moreover supporting in the groundwork of dynamic associations among chiefs and workers (Gardner, Coglisier, Davis, & Dickens, 2011; Humphrey, Pollack, and Hawver, 2018). Those drive may in like manner be good for changing and support their associations' thriving. Generally speaking, past assessment has shown that capacity to see the value in people on a significant level essentially influences certified drive (e.g., Ilies, Morgeson, and Nahrgang, 2015), to the degree where coordinating it into any power style (Hohlbein, 2015) could deal with definitive accomplishment and execution. The ability to comprehend individuals at their center is described by Mayer, Caruso, and Salovey (2016) actually's "ability to see and show feeling, adapt significant in considerations, translate and sway feeling, and manage feeling in oneself as well as others. The capacity to understand people at their core has been connected with more elevated levels of execution of the group (e.g., Rezvani et al., 2016) and individual from the group commitment (e.g., Miao et al., 2016). These discoveries propose that ability to understand individuals at their core can influence a pioneer's way of behaving as well as a group's viability. Given the significance of the capacity to understand anyone on a deeper level in look groups, it's basic to check whether it's additionally significant in virtual groups. Surveying whether the capacity to appreciate people at their core supports virtual colleagues' efficiency, practicality, and satisfaction can assist HR with concluding whether these abilities ought to be searched out when enlistment virtual groups (Quisenberry, 2018). As indicated by Avolio et al. (2014), valid authority is a mix of groundbreaking and moral administration, where a real chief follows up on a specific conviction to acquire believability and representative trust, as well as to foster a work group. As a result, Leadership is a process of gaining legitimacy or fulfilling a leader's obligation by being honest, respecting all employee feedback, and adhering to a code of ethics. Leadership, according to experts, is a leader's capacity to use and encourage skills such as high self-awareness, ethics, and suitable norms. The goals are to influence the employee, establish a favorable environment, and

gain the employee's trust. Employee reward has become a standard for employees to innovate and provide feedback to their bosses.

Theory and Literature Review

This paper, based on the Social Exchange Theory, believes that genuine leaders develop trust, openness and justice in leader-employee relationships that will motivate employees to reciprocate through positive attitudes and discretionary behaviour like creative work practices (Chernyak-Hai & Rabenu, 2018). By giving workers a sense of importance and support through the perception of being surrounded by an authentic and morally sound leader, employees develop emotional-management skills and readiness to do more than the directive given to them in their job descriptions. According to the Resource-Based View, genuine leadership and ability of employees to cope with emotions are considerable and scarcity resources that are hard to imitate and able to improve innovation capacity and eventually lead to high corporate performance (Zhang, Waseel, Alam, Sarki, & Kamran, 2025). Moreover, relying on the Emotional Intelligence Theory, emotional-management skills serve as the primary mediating factors as a result of which authentic leadership is converted into innovative work behavior, since employees with outstanding emotional intelligence have the capacity to control emotional reactions, cooperate effectively, and convert supportive leadership in innovative and performance-enhancing products (Waseel, Zhang, Zia, Mohsin, & Hussain, 2024).

Firm Innovation Performance

An organization's capacity to design, develop, and deploy a new product, service, or process to increase efficiency and effectiveness while also gaining a competitive edge is referred to as innovation. The advantages of innovation may be seen in its function in assisting firms in defining their positioning and industrial future (Huang, Lu, & Luo, 2016). Therefore, development capacity might be characterized as a brand's capacity to reliably make an interpretation of information and thoughts into powerful new item, administration, cycle, and framework acquaintances all together with achieve business targets and fulfill partner needs (Lawson and Samson, 2001). Development is one of the principal parts of dynamic capacities, as per Hii and Neely (2000), which might be characterized as an association's capacity "to deliver novel thoughts, track down new market prospects, and execute attractive advancements by utilizing current assets and capacities." Development capacities, as per Lawson and Samson (2001), are the capacity to consistently transform an association's information and thoughts into new merchandise, administrations, cycles, and frameworks to further develop execution and advantage business partners. Kogut and Zander (1992) had comparable perspectives, characterizing advancement capacity as the capacity to make new products, cycles, administrations, and frameworks to address market issues. To remain serious, an organization needs powerful abilities to work on its general execution (Teece, 2009; Zollo and Winter, 2003). Cycle and item advancement are basic for improving business execution, as indicated by past examinations (Brown and Eisenhardt, 1995; Wang and Ahmed, 2007). Past examination has found that general advancement further develops business execution (Gunday et al., 2011; Zott, 2003). Walker (2004) additionally checked that general advancement further develops execution results by permitting endeavors to make better market positions, bringing about expanded upper hands and productivity. The capacity to foster another item or administration to address market issues is alluded to as item advancement (Damanpour, 1991). As per Hanaysha and Hilman (2015), the item advancement process brings about the presentation of new items or administrations that might be utilized to work on authoritative efficiency and brand achievement. At the point when business supervisors need to develop by delivering new items, Sharma and Lacey (2004) say they should survey the capacities and present status of their items, as well as

those presented by contenders. Besides, as per Sipos (2008), the capacity to convey inventive items that are portrayed by a high show of innovation and high level strategies of creation is a key wellspring of hierarchical seriousness. Therefore, to contend in the present serious market, organizations should frequently deliver new things in target regions utilizing current creation processes. Item development was viewed as well associated with a company's exhibition and long haul upper hand by Eggert, Thiesbrummel, and Deutscher (2014). Weiss and Wittkopp (2005) found an ideal relationship between item development and the company's piece of the pie. Besides, administrations development is broadly perceived as a critical type of advancement that can assist organizations with acquiring upper hands and work on their exhibition. The capacity of a business to concoct new administrations and better approaches for overhauling purchasers to furnish them with more worth is alluded to as administration development. The capacity to create new or unique thoughts and contributions to work on the course of administration conveyance was likewise characterized in the writing (Sundbo and Gallouj, 2000). For both present and expected clients, administration enhancements convey higher worth (Kindström, 2010). Administration development has been viewed as a critical part in improving firm execution in past exploration (Eggert et al., 2014; Lin, 2013). Different examinations have found that presenting new administrations impressively affects the association's monetary exhibition and income development (Cainelli, Evangelista, and Savona, 2004), organization productivity (Cheng and Krumwiede, 2012), and brand esteem (Cainelli, Evangelista, and Savona, 2004). (Dotzel, Shankar, and Berry, 2013). Process development is one more kind of advancement that numerous organizations have explored to work on their intensity. A cycle development can be characterized as an association's capacity to present and execute a new or refreshed creation and conveyance method essentially. Huge changes in working methods, work gear, or business applications are instances of cycle advancement. The significant objectives of cycle development are to lessen in general unit or thing fabricating costs, further develop item or administration quality, and make or furnish new or impressively further developed products with engaging elements (Gunday et al., 2011). Associations use advancement in their working cycles and frameworks, as per Lawson and Samson (2001), to work on the nature of their products and convey enhanced their clients. Also, Chandra and Neelankavil (2008) exhibited that organizations may effectively make new items utilizing a proficient and imaginative methodology that permits them to think of new ideas to fulfill buyer needs and assumptions. At last, showcasing development is a critical kind of advancement that has stood out enough to be noticed in the promoting writing. The capacity of a company to foster new, unique, and imaginative strategies and ways for showcasing its items and administrations to a specific gathering is alluded to as promoting development. To put it another way, showcasing advancement is the ability to create and carry out another advertising system that remembers massive changes for valuing, special materials, item arrangement, item plan, or bundling (Gunday et al., 2011; Karlsson and Tavassoli, 2015). The major goals of marketing innovations are to better meet the demands of varied clients, penetrate new markets, or position the company's products or services in target markets in a different way to increase sales and business performance. According to Kotler (1991), marketing innovations emerge in the form of unique pricing methods, appealing product design elements, product positioning to attract buyers, and promotional actions. According to John and Davies (2000), marketing innovations increase brand sales through increasing product use and enhancing company performance.

Leadership Style

Leadership is defined as the ability to persuade people to achieve a planned goal (Northouse, 2012). Leadership has been recognized as an effective leadership style that handles the challenges and rapid changes that businesses confront both inside and externally (Wang & Hsieh, 2013). To

put it another way, valid initiative spotlights on building positive associations with supporters through supporting trust, respectability, and straightforwardness (Walumbwa et al., 2008). Legitimate pioneers utilize self-assurance hypothesis to develop and impact their devotees by moving positive mental way of behaving, which is basic for expanding authoritative execution. Bona fide pioneers, as per Ilies, Morgeson, and Nahrgang (2005), will quite often apply a significant effect on their devotees' direct to guarantee their self-assurance. Gardner, Avolio, Luthans, and May (2005) utilized self-assurance hypothesis to explore valid initiative and found that genuine pioneers put an accentuation on supporting incorporated administrative cycles among their adherents, which could prompt expanded worker prosperity and worked on authoritative execution. Also, Luthans and Avolio (2003) found that credible pioneers help by and large hierarchical execution by adding to and supplementing their supporters' mental capital through sure mental characteristics. Woolley, Caza, and Toll (2011) found more help in their review, which found that genuine pioneers who underline their devotees' significant properties can influence their work. By and large, genuine administration is much of the time viewed as a compelling strategy for helping associations in accomplishing their goals (Wang and Hsieh, 2013). This administration style underscores the utilization of mental inspiration and feeling of authoritative individuals to track down ways of working on hierarchical proficiency and adherents' assets while likewise working on society's government assistance (Avolio and Luthans, 2003). Credible pioneers, as per Eagly (2005), propel their supporters to accomplish authoritative objectives in light of shared values while additionally making significant commitments to society. Credible pioneers are moral, and they endeavor to construct associations with their devotees that are based on receptiveness, genuineness, trust, and backing (Gardner, Avolio, and Luthans,). Bona fide administration was found to helpfully affect organization execution in past examinations (Hmieleski, Cole, and Noble, 2012; Roncesvalles and Sevilla, 2015; Wang, Sui, Luthans, Wang, and Wu, 2014). Genuine pioneers, as per Gardner and Schermerhorn (2004), center around developing and affecting their supporters by invigorating their work conduct through certain mental strategies that rouse individuals to really perform.

Real initiative, as indicated by Walumbwa et al. (2008), is a direct that addresses a pioneer who utilizes his capacities. Whether it is through certain mental capacity, positive morals, mindfulness, reasonable way of behaving, a fair data handling, and straightforward relationship, and empower himself. Bona fide authority improves worker commitment and satisfaction while additionally reinforcing the representative's character. As per Avolio et al. (2004), bona fide authority is a mix of groundbreaking and moral authority, wherein a valid pioneer follows up on a specific conviction to acquire believability and representative trust, as well as to foster a work group. Subsequently, genuine initiative is a course of acquiring authenticity or satisfying a pioneer's commitment by tell the truth, regarding all worker criticism, and sticking to an implicit set of principles. Valid initiative, authorities on the matter agree, is a pioneer's ability to utilize and empower abilities like high mindfulness, morals, and reasonable standards.

The objectives are to impact the representative, lay out a pleasant climate, and fabricate extraordinary connections to acquire the worker's trust. Representative joy turns into a benchmark for development and giving criticism to the pioneer and business. As indicated by Walumbwa et al. (2008), there are a few parts of credible initiative: Mindfulness is the initial step. Mindfulness is an individual's capacity to see themselves, fathom themselves, and, subsequently, check the world out. Knowing their assets and shortcomings permits them to evaluate the effect they will have on others. Subsequently, moral norms are assimilated and choices are made as per them. For instance, having the option to control one's activities and discourse since one perceives that one's words and activities can influence others. Researchers used features of Walumbwa, et al. in this work, based

on the preceding description (2008). Self-awareness, relational transparency, balanced processing, and internalized moral perspective are the four aspects.

Emotional-management skills

Emotional-management skills (EI) is a crucial personal trait for both team members and team leaders. It includes "the ability to accurately sense, appraise, and express emotion; the ability to access and/or generate feelings when they aid thought; the ability to comprehend emotion and emotional knowledge; and the ability to regulate emotions to promote emotional and intellectual progress" (Mayer and Salovey, 1997). How much a work group fulfills the presentation assumptions for key partners — directors, clients, and others — while likewise measuring up to the individuals' assumptions of working with the group is alluded to as group viability (Sundstrom, 1999). Virtual group adequacy envelops the attributes of group execution, group suitability, and part fulfillment, as announced in the majority of the related distributions (Marlow et al., 2017). Colleague fulfillment shows sees about their work unit and eagerness to keep cooperating over the long haul, though group execution connects with the result displayed by the group. The capacity of colleagues to work all together in what's in store is portrayed as their judgment of their group's feasibility. Analysts have underscored the significance of the capacity to understand anyone on a deeper level in useful groups (for example Nafukho et al., 2016; Thory, 2016). The capacity to understand individuals at their core has been associated with more elevated levels of group execution (e.g., Rezvani et al., 2016) and fulfillment among colleagues (e.g., Miao et al., 2016); both are significant. These discoveries infer that capacity to understand people on a deeper level can impact a pioneer's way of behaving and the exhibition of a group. Considering that ability to understand people at their core is connected to group viability in up close and personal groups, it's critical to check whether the capacity to appreciate anyone on a deeper level's significance reaches out to virtual groups. Since virtual groups contrast essentially from up close and personal groups (Martins et al., 2004), it's urgent to comprehend how the ability to understand people on a profound level may be applied to further develop virtual group viability. Pitts et al. (Pitts et al., 2012) found that capacity to understand people on a profound level is areas of strength for an of group feasibility in virtual groups, and that group correspondence is one way by which the capacity to understand people on a deeper level impacts virtual group suitability. This is a huge finding, however research on the job of pioneers' capacity to understand people on a deeper level in complete group achievement, including virtual group execution, reasonability, and fulfillment, presently can't seem to be led. Understanding whether the capacity to appreciate individuals on a profound level increments virtual colleagues' presentation, feasibility, and fulfillment can help HR conclude whether these ranges of abilities ought to be looked for while enrolling virtual groups (Quisenberry, 2018). Since virtual groups have less verbal and nonverbal signs, lower social commitment, correspondence, and profound articulation, we foresee the capacity to appreciate people on a deeper level to similarly affect group viability in virtual groups (Jarvenpaa and Leidner, 1999). Most of EI research has followed the capacity or 'mixed models' calculated qualification (Mayer, Caruso, and Salovey, 1999). In any case, another separation has as of late been proposed (Boyatzis, Rochford, and Cavanagh, 2017), which divides 'mixed models' into attribute and social EI. The second is a technique that "catches EI as it appears in genuine conditions by social event outside sources' perceptions (as opposed to self-evaluations) of a singular's way of behaving" (Truningner, Fernández-I-Marn, Batista-Foguet, Boyatzis, and Serlavós, 2018).

Moreover, a pioneer who gets it and is prepared to do appropriately controlling their own feelings, as well as discretion, is bound to be viewed as a good example by their supporters, bringing about expanded trust and regard (Barling, Slater, and Kelloway, 2000). Therefore, it was theorized that a

pioneer's degree of SM (profound poise) as an AL conduct (for example imparting significant qualities and a common feeling of direction) would straightforwardly affect glorified impact (II) as an AL conduct (for example conveying significant qualities and a common feeling of direction) will straightforwardly affect glorified impact (II) (Bass and Riggio, 2006). Besides, this expertise to direct one's "inner sentiments, wants, and assets" (Boyatzis, 2009) could help devotees' readiness to take part in moving inspiration (IM) ways of behaving, as they might put more confidence in such a pioneer (Dirks and Ferrin, 2002). Such solid pioneer part collaborations ought to decidedly affect the pioneer's capacity to impart a convincing vision and objectives to their devotees unhesitatingly. Second, pioneers with the capacity to successfully understand and decipher others' feelings (for example SocA) are probably going to be more mindful of the degree to which their devotees' assumptions can be affected, which is '... a quality of IM' (Barling et al., 2000). For example, by displaying empathy (a subdimension of the ESCI SocA subscale), a leader should be able to confidently read and respond to follower emotions, which could aid in the communication of the organization's vision and goals, as the follower is more likely to have greater trust in the leader (Gillespie & Mann, 2004). However, organisational awareness and service orientation are sub-dimensions of EI competence in the ESCI. These EI skills involve being able to read and comprehend others' emotions, as well as understanding what other people need and finding ways to address those needs (Boyatzis, 2018). From the above literature review this study developed following hypothesis

H1: *There is significant positive relationship between Leadership and Innovation Capabilities.*

H2: *There is significant positive relationship between Leadership and Emotional-management skills.*

H3: *There is significant positive relationship between Emotional-management skills and Innovation Capabilities.*

H4: *Emotional-management skills mediate the significant relationship between Leadership and Innovation Capabilities.*

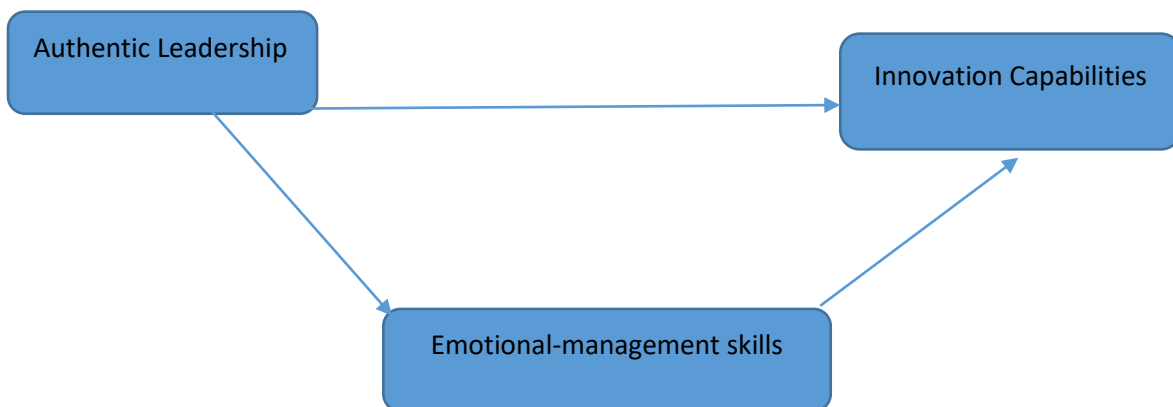


Figure 1:

Methodology

The overall method or structure of the study is called research design (Jobber and O'Reilly, 1998). Sekaran and Bougie (2010) says that research design is based upon nature of the study, and nature of study is divided in three types namely 1) descriptive, 2) exploratory and 3) hypothesis testing.

Hypothesis testing approach is used when description of the nature of certain relationships is intended (Sekaran and Bougie, 2010). Thus, this study is hypothesis testing in nature as the intention is to validate the relationships among Leadership, emotional-management skills, and innovation capabilities. Thus, this study is hypothesis testing in nature as the intention is to validate the relationships among Leadership, emotional-management skills, and innovation capabilities. The major entity that is to be analyzed in the study is called unit of analysis (Zikmund, 1997). Artifacts, organizations, groups and individuals are the units of analysis mostly used in social sciences (Sekaran and Bougie, 2010). As the study variables are mostly functional at individual level, so the unit of analysis for this study will be individual.

Research designs can be classified into two types, cross-sectional and longitudinal. Longitudinal design refers to the observation of the same respondent on more than one point of time to check the variance in the difference of the time. Cross sectional studies refer to the observation at single point of time (Zikmund & Babin, 1997). In this study, the cross-sectional research design is used to collect data from the respondents regarding Leadership, emotional-management skills, and innovation capabilities. The rationale behind selection of cross-sectional design is that is suitable for the similar kind of studies that is hypothesis testing, this design allows a careful observation from the selected sample of the population. Moreover, cross-sectional design allows collecting data from a large sample easily and comparison is easy due to collection of data on the same point of time, Cross sectional studies are relatively easy and convenient as compared to longitudinal design (Mann, 2003).

Multiple choice questionnaires are the suitable tool for cross sectional studies to measure degree of agreement and importance. Survey techniques are being widely used in research studies related to consumer behavior (Day, 1976). Furthermore, survey questionnaire method is cost effective and easy to use. The rate of response is increased in survey questionnaire due to confidentiality of responses, interview bias and social desirability of responses is minimized. Above mentioned arguments support the use of survey questionnaire method for this study. Self-reporting survey is used in this study as it refers to examine the relationship between Leadership, emotional-management skills, and innovation capabilities. It is useful and valid to adopt self-reporting method in this survey for collecting data (Bansal & Taylor, 1999; Kumar, Bhagwat, & Zhang, 2015; Nimako & Owusu, 2015; Tokman, Davis, & Lemon, 2007).

A list of complete population is called a sampling frame, and the sample is selected from this sampling frame (Frazier, Tix, & Barron, 2004). Sampling frame should include complete list of every possible unit of population, and all the units of population must be represented only once. Having a complete list of population is very difficult and mostly an appropriate list of population is made. This situation is also faced by this research, as it is practically not possible to get the list of all the employees. The sampling frame is based on data collected by investigating the in automobiles companies in South Punjab, which also happens to be my population. A sample is a subset of the population that is representative of the entire population. Two typical sampling strategies are probability and non-probability sampling. The statistical conclusions are generated via probability sampling (Hair et al., 2007). In this study, convenience sampling technique is used. In convenience sampling technique, the researcher selects the sample which is convenient to be selected and analyzed. It. The rationale behind selecting the convenient sampling is that the sample is very much scattered and highly differ in some characteristics like age group, income level, social class, etc. Population selected for this study is employees of the automobiles companies in South Punjab of Pakistan is unknown. Employees are the ones who are directly linked with the customers. As the population is very large and unknown, the sample size would be 350 by using

sample size estimation (Hair et al. 2007). Unit of analysis is the employees working in automobiles companies in South Punjab.

Research Instrument

All perceptual constructs were measured using multiple items from different studies in the extant literature. Ten items adapted from (Walumbwa et al. 2008) were used to measure Leadership. Responses to items in Leadership were rated on five-point scales ranging from 5 (strongly agree) to 1 (strongly disagree). Higher scores indicated higher levels of each construct. The Emotional-management skills Scale (eight items) was used to operationalize Emotional-management skills (Petrides, 2009). Response options for items in Emotional-management skills ranged from 5 (strongly agree) to 1 (strongly disagree). Ten items adapted from Damanpour (1992) and (Elenkov and Manev 2005) were used to operationalize Innovation capabilities. Responses to items in Innovation capabilities was rated on five-point scales ranging from 5 (strongly agree) to 1 (strongly disagree). Higher scores indicated higher levels of each construct.

Data analysis is performed to assess the opinion of the respondents according to different variables such as demography etc. (Janssen et al., 2008). Reliability is the extent up to which multiple items of the scale are having internal consistency (Hair et al., 1998). Reliability is the internal consistency of the scale. It is measured by the Cronbach's alpha.

Analysis

To make sure that the instrument was valid and reliable internal consistency method was used through using Cronbach's alpha as a reliability coefficient for all the factors in the study. Data was collected from all the automobiles companies in South Punjab. As there are some constraints like financial constraints and shortage of time, so that the data is selected from the employees belonging to 3 to 4 cities of Pakistan naming Bahawalpur, Rahim Yar Khan, Khan Pur, Sadiq Abad. This model was analyzed by using Self-Reporting Survey Questionnaire. Questionnaires were distributed among the respondents and necessary guidance was provided wherever needed, so that the respondents can complete the survey, with precision. After collection of the required data, it is analyzed using SPSS and AMOS.

Data Analysis and Results

Descriptive statistics, correlation analysis, reliability and validity were used in the data analysis, which was done using SPSS and AMOS. SPSS is useful for both qualitative and quantitative data. Although all data sets are valued equally, around 85 percent of research academics carry quantitative data for further analysis. SPSS software will be used for further analysis because it provides a flawless graphical representation as well as an acceptable result for the data entered. SPSS is a simple drag-and-drop program that includes practically all basic and some advanced statistical analysis, making it simple for research academics to learn how to use it and perform analysis. SPSS 21.0 was used to generate graphical and statistical results in this case. By using SPSS, Correlation and Regression analysis was made to investigate the relationship among the study variables. AMOS is used for Confirmatory Factor Analysis (CFA) to check the reliability and validity. To check the fitness of the model Structured Equation Modeling (SEM) technique is used. The confidence interval of the study is 95% with 5% of significance.

We begin collecting data in July 2022, and we finish collecting data in August 2022. One month has been allotted for the data collecting. Following is a summary of data collection and response rates:

Table 4.1: Response Rate

Questionnaire Distributed	350
Total number of responses	252
Total Response Rate	72%

The distribution of the surveys is displayed in Table 4.1. There have been distributed more than 350 links to survey forms overall. The survey received 250 responses, yielding a 71.42 percent response rate.

Table 4. 2: Respondents Profile

Gender		Frequency	Valid Percent	Cumulative Percent
Valid	Male	135	53.8	53.8
	Female	117	46.2	100.0
	Total	252	100.0	

In terms of gender distribution, men made up the majority of respondents (53.8%) while women made up 46.2% of the population overall.

Moreover, 23.82 % of the respondents are in the age of 18 and 24, according with data collected. 21 percent all between the ages of 25 and 34, 28.9% were between the ages of 35 and 44, 19.3% mostly between the ages of 45 and 54, and 6.0 percent were 55 and over. There were 22.5 graduates who responded, 28.1% of master's respondents, 9.6% of doctoral respondents, and 14.9% of other respondents.

Any analyst should first review the information document for errors including missing information, uncommon qualities, and multivariate exceptions because these problems would confuse results if not addressed properly prior to performing any measurable tests for results inquiry (Hair, Anderson, Babin, and Black, 2010). The business as usual of the outcomes is checked once the information record has been examined for the aforementioned problems. Furthermore, the researcher carried out a missing data set analysis as the first step of the data analysis. There are two sources of missing values in the data set: one is from respondents who did not answer to the survey and hence did not complete the statement section, and the other is from data entry mistakes made when entering the data into SPSS (Hair et al., 2010). Since there were no missing values in the data set, the researcher was able to uncover these problems after conducting a missing value analysis.

The researchers tested the data in the second round of screening it for aberrant values. Since the quantitative variables are listed in the range of the provided answer categories, they are referred to as abnormal or aberrant values. Therefore, it is advised that researchers address these issues prior to performing the analysis (Hair et al., 2010; Pallant & Manual, 2007). All items of the variables examined on the Likert Five-point scale that were outside of the upper and lower bounds, as well as those that were less than one and greater than five, were referred to as aberrant values in this analysis. No aberrant value in this analysis were discovered.

Factor Analysis

The essential statistical tool for the discovery of the smaller collection of reasonably broad variables is the component research. This is used to verify if estimates are valid and correct. The

fundamental design of the poll is a fantastic factual tool, and this strategy coordinated several aspects in light of their relationships. Things that are related to one another have comparative characteristics to display composite factors. These composite factors are additionally referred to as elements. It is crucial to determine whether the example can be used to demonstrate the element research. Information from the absence of value, odd characteristics, and anomalies were also separated out in this examination. To carry out a factor investigation, the example must measure satisfactorily. The examination shows that the example size of 250 is allowed after the 10 multivariate anomalies are taken out. The base example size ought not to be under 50 the information is supposed to be more prominent than 100. Nonetheless, the example size is consequently not a huge concern on the off chance that the stacking factor is more prominent than 0.60. Things with factor stacking greater than 0.50 were held in the review. According to Nayyar (2012), qualities between 0.50 and 0.70 are deemed fair, 0.70-0.8 are considered superb, and values between 0.8 and 0.9 are called spectacular (Nayyar, 2012).

Table 4. 3: Exploratory Factor Analysis:

Rotated Component Matrix^a			
	Component		
	1	2	3
SMEAN(AL5)	.822		
SMEAN(AL1)	.814		
SMEAN(AL4)	.813		
SMEAN(AL3)	.811		
SMEAN(AL2)	.796		
SMEAN(AL7)	.434		
SMEAN(EI8)		.813	
SMEAN(EI7)		.791	
SMEAN(EI6)		.762	
SMEAN(EI4)		.741	
SMEAN(EI3)		.722	
SMEAN(EI5)		.704	
SMEAN(IC2)			.896
SMEAN(IC3)			.874
SMEAN(IC4)			.863
SMEAN(IC1)			.859
Extraction Method: Principal Component Analysis.			
Rotation Method: Varimax with Kaiser Normalization. ^a			
a. Rotation converged in 5 iterations.			

Table 4.4: Final pattern matrix Continue...

KMO and Bartlett's Test		
KMO		.858
Bartlett's Test	Approx. Chi-Square	2617.597
	df	137
	Sig.	.000

Reliability Test for the Variables:

The meaning of reliability is "how much everything in the scale measure a similar hidden work" (Pallant, 2013). It is likewise depicted as the consistency of results while estimating the things of factors over and over (M.- K. Kim, Park, and Jeong, 2004). The worth of Cronbach's Alpha for all factors in Table shows research study.

Table 4. 5: Reliability

Item-Total Statistics						
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Total Correlation	Item-Cronbach's Alpha if Item Deleted		
M_AL	7.0338	.948	.628	.774		
M_IC	6.6640	1.017	.717	.671		
M_EI	6.0382	1.146	.633	.760		

The results in Table 4.5 depicts the values of Cronbach's Alpha for all three variables of current study which are Leadership ($\alpha = 0.774$), Emotional-management skills ($\alpha = 0.760$), Innovation Capabilities ($\alpha = 0.671$) representing all the respective items of the variables which meet the standards for further analysis (Hair et al., 2010).

Descriptive statistics:

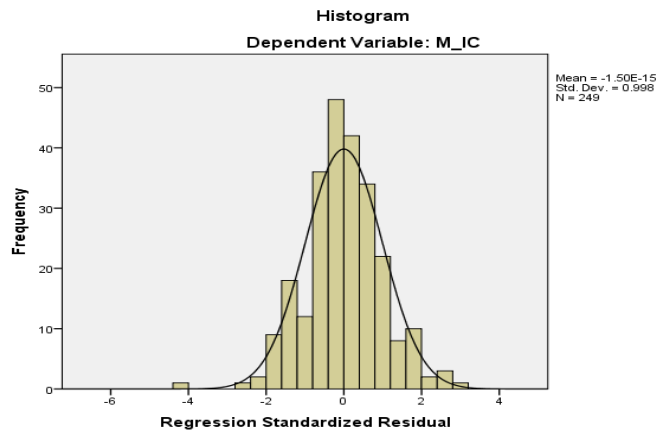
The descriptive results in Table 4.6 show the mean value of Leadership is 2.8341 and standard deviation is 0.63436. Similarly, Emotional-management skills mean is 3.8298 and standard deviation, 0.55488. The mean of Innovation Capabilities is 3.8298 and standard deviation is 0.52276.

Table 4.6: Descriptive Statistics

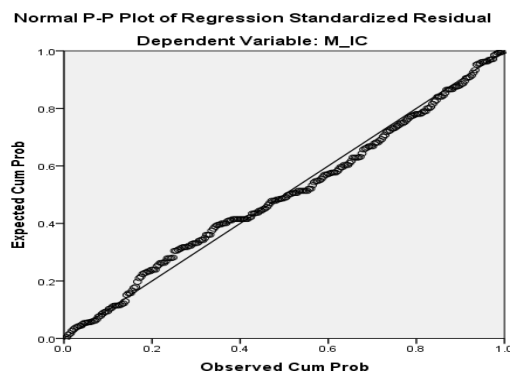
Descriptive Statistics									
	N	Mini mum	Maxi mum	Mean	Std. Deviation	Skewness	Kurtosis		
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
M_AL	249	1.00	4.40	2.8341	.63436	-.033	.154	-.239	.307
M_IC	249	1.00	5.00	3.2040	.55488	-.244	.154	1.197	.307
M_EI	249	2.00	5.00	3.8298	.52276	-.432	.154	.951	.307
Valid N (list wise)	249								

Normality assumption was evaluated with a standard P-P regression and histogram. Figures 4.1 and 4.2 indicate that normality expectations are not violated. Normality assumption was evaluated with a standard P-P regression and histogram. Figures 4.1 and 4.2 indicate that normality expectations are not violated.

Regression standardize Residual



Normal PP-Plot of standardize Residual



The following conclusions of the various regressions are tested using a dispersion map. The linear relation between residuals and expected values is clearly seen in Figure 5.3.

Scatter Plot

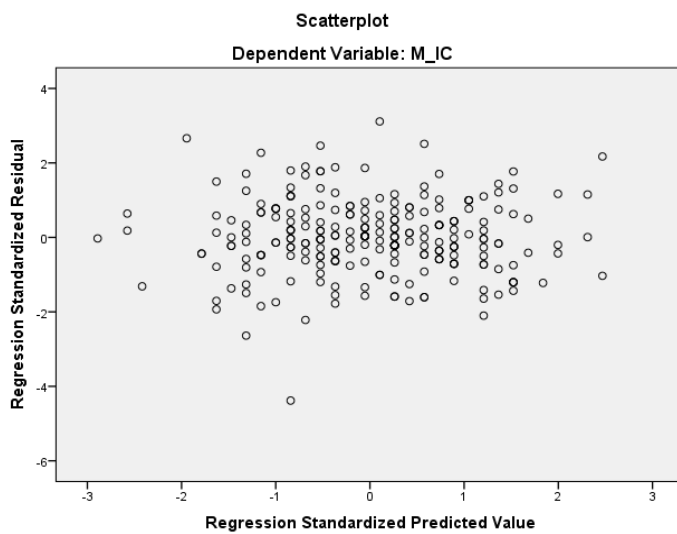


Table 4.7: Correlation

Correlations		M_AL	M_IC	M_EI
M_AL	Pearson Correlation	1	.618**	.514**
	Sig. (2-tailed)		.000	.000
	N	249	249	249
M_IC	Pearson Correlation	.618**	1	.633**
	Sig. (2-tailed)	.000		.000
	N	249	249	249
M_EI	Pearson Correlation	.514**	.633**	1
	Sig. (2-tailed)	.000	.000	
	N	249	249	249

** . Correlation is significant at the 0.01 level (2-tailed).

Table 4.8 Hypothesis Testing

			Estimate	S.E.	C.R.	P	Label
M_EI	<---	M_AL	.424	.045	9.448	***	Accepted
M_IC	<---	M_AL	.348	.045	7.732	***	Accepted
M_IC	<---	M_EI	.455	.055	8.322	***	Accepted

Table 4.9 Mediation Analysis

Leadership	B	Innovation			P-Value
		S.E.	L.B.	U.B.	
Total Effect	.721	0.425	0.045	0.054	0.000
Direct Effect	.298	0.424	0.034	0.054	0.000
Indirect Effect	.423	0.019	0.000	0.000	0.000

- Leadership have positive impact on Innovation (S.E= 0.045, p < .000),
- Leadership have significant positive impact on Emotional-management skills (S.E= 0.045, p < .000),
- Emotional-management skills have significant positive impact on Innovation is positive (S.E= 0.055, p < .000),
- Total effect of Leadership on Innovation with inclusion of Emotional-management skills is positive (S.E= 0.0425, p < .000)

Discussion

Theoretical Implications

Prior to the industrial revolution, the rapid changes in the business environment, and the pursuit of globalization, digitalization, and free trade agreements, increasing a company's capacity for innovation was recognized as a key component of overcoming uncertainty, increasing competition, and gaining a competitive edge (Vargas, 2015; Le and Lei, 2018). Therefore, one of the main concerns of academics and professionals is how to successfully increase firms' innovation capabilities. In the first place, researchers focused on the significance of examining the authority development relationship since the associations among administration and the advancement cycle have not been unequivocally explored. This was finished in acknowledgment of the basic job that administration plays in advancing development (Crossan and Apaydin, 2010; Anderson et al.,

2014; Le and Lei, 2019). The paper altogether fills these hypothetical holes by looking at what legitimate initiative means for both an association's and a singular's ability for advancement. It likewise shows that legitimate initiative is one of the best administration methods of reasoning for anticipating both a person's and an association's ability for advancement. Especially, the observational outcomes show that genuine initiative higher affects individuals' ability for advancement than it does on an association. In accordance with prior research showing that genuine administration decidedly affects an association's ability for advancement, bona fide authority is viewed as the most ideal choice for cultivating worker trust and raising Capacity to appreciate anyone at their core, the two of which enormously work with the course of information dividing for development between individuals (Bligh, 2017; Le et al., 2018). The outcomes show that credible authority's positive impacts fundamentally increment representatives' inspiration and preparation to improve. Second, specialists observed that further developing workers' positive mental assets is particularly gainful for organizations hoping to improve and adjust to a tumultuous and quick moving climate (Eid et al., 2012; Schuckert et al., 2018).

The essential antecedents that empower and animate individuals' readiness to improve and the limit of associations to do so are great mental feelings (Luthans et al., 2007; Jafri, 2012; Schuckert et al., 2018). Most of prior investigations, be that as it may, just took a gander at the general effect of the capacity to understand people on a deeper level on development as opposed to the exact effect of every individual component of the ability to appreciate people on a profound level on specific kinds of development (e.g., AMBAs and Raja, 2015; Ziyae et al., 2015). The exploration has inspected the impacts of two specific ability to understand anyone on a deeper level aspects on individuals and an association's ability for development with an end goal to close these hypothetical holes. The outcomes have exhibited that idealism and self-viability impressively affect the two elements of development. The outcomes likewise showed that, contrasted with the advantages of positive thinking, representative self-viability is more significant in foreseeing imagination. These outcomes have extraordinary importance and an incentive for pioneers who need to further develop development by developing a specific part of their colleagues' capacity to understand individuals on a profound level. Generally speaking, the article has given per users more prominent information and verification of productive and clear methodologies to work on organizations' ability for development. Third, various prior examinations asked researchers and scientists to investigate the components that intercede the connection among administration and innovativeness (e.g., Gumusluoglu and Ilsev, 2009; Makri and Scandura, 2010; Le and Lei, 2019). Representatives' ability to appreciate anyone on a deeper level is one of the most urgent develops among conceivable intercession processes among AL and advancement. Without a doubt, it is notable that workers spikes development (Rego et al., 2012; Le and Lei, 2019). Analysts battle that perhaps of the main natural inspiration that assists individuals with turning out to be more inventive and imaginative at work is their great ability to understand anyone on a profound level states (Luthans et al., 2007; Sweetman et al., 2011; Schuckert et al., 2018). Moreover, Luthans (2012) encouraged the need for examination into and avocation of the potential interceding and precursor elements of the capacity to appreciate people on a deeper level in hierarchical conduct factors. Thus, by looking at how the capacity to understand people on a profound level (EQ) of representatives plays an intervening job in what AL means for specific significant qualities of development capacity, the examination has considerably added to the making of the executives drives and promoting the development hypothesis. The observational outcomes have first affirmed the intervening impacts of the ability to appreciate individuals on a deeper level among AL and development abilities and have featured that AL fundamentally predicts individuals' and associations' ability for development, either straightforwardly or in a roundabout way, by encouraging a climate that will build laborers' positive mental assets.

Furthermore, the discoveries of this study showed that item development essentially works on firm execution, which is reliable with prior examinations (Calantone, Cavusgil, and Zhao, 2002; Hamel, 1991; Oladele and Oladele, 2016) that found that organizations that give items that unequivocally match their objective market's necessities and assumptions before opponents and all the more really are probably going to be in a superior position and ready to make reasonable upper hands. Like this, Chandra and Neelankavil (2008) guaranteed that global organizations hold their drawn out progress in arising locales by giving state of the art merchandise champion characteristics and charming benefits. More noteworthy help was found by Luo (2010), who found that a company's presentation and long haul upper hand were both decidedly influenced side-effect development. This concentrate additionally found that assistance development essentially influences business execution. A few scholastics agreed with the end, expressing that help development essentially influenced corporate achievement (Eggert et al., 2014; Lin, 2013). As indicated by Johne (1999), organizations can carry out a help development way to deal with support their monetary exhibition and net revenues. These outcomes are reliable with Akhisar, Tunay, and Tunay's (2015) decision that item and administration development is a critical consider showcasing achievement. The outcomes likewise showed an extensive effect of interaction development on business execution. This is in accordance with prior examinations that shown areas of strength for an of cycle development on business execution (Gunday et al., 2011). More proof was uncovered in before research showing process advancement is essential for improving organization achievement (Karabulut, 2015; Rosenbusch et al., 2011; Vivero, 2002). These findings show that process innovation is crucial in determining corporate performance, and that modern firms frequently implement new procedures to stay competitive and meet customer demands. Additionally, Oke (2007) discovered that many innovations have a favorable impact on business success. Additionally, previous research showed that innovative companies outperform less inventive ones in terms of profitability, market share, and customer value (Figg, 2000; Jonash & Sommerlatte, 1999). The body of research unequivocally demonstrates that process innovation and company performance are positively correlated.

Managerial Implications

The main management implications of this research may be seen in emphasizing how crucial innovation capabilities are to boosting company performance in the automotive industry. To acquire competitive advantages and produce positive results, managers should place a priority on investments in various innovation kinds and especially develop their innovation capabilities. That's what the outcomes exhibit, except for process development, development capacities essentially affect organization progress in the car business. In this way, while upgrading deals execution, incomes, and piece of the pie are the essential objectives, the executives in the financial business ought to likewise offer imaginative support contributions and constantly foster new items, as well as expanding functional proficiency by utilizing a compelling cycle. Moreover, chiefs in the financial business shouldn't underestimate the adequacy of showcasing development in passing the upsides of items and administrations on to forthcoming clients. Chiefs are told to adjust to the changing business sector climate, which is characterized by wild rivalry and developing client requests, by reliably offering creative items and administrations to address those issues as they work to upgrade their portions of the overall industry. They should unavoidably address the ascent in client assumptions for more excellent to contend in target markets. To fill in any holes in the examination and present supportive proposals for executing this authority style in the car business, this concentrate likewise tended to the capability of real administration in influencing business execution. This study is one of only a handful of exceptional that has tried to examine the connection between genuine initiative and imaginative abilities in the car business. The outcomes

showed the way that veritable administration can impact further developed business execution in the auto business. This recommends that initiative style and the capacity of pioneers to rouse and spur supporters to achieve hierarchical objectives likewise play a part in the exhibition of the car business. Therefore, managers in the automotive industry should demonstrate genuine leadership qualities that could help them to create a positive work atmosphere that focuses on encouraging, changing behavior, creating trust, and a reward system in order to achieve company objectives.

Future Research Recommendation and Limitations

This study has a number of restrictions that might provide opportunities for more investigation. First, the relationship between innovation and genuine leadership was the main emphasis of this study. For better understanding of their relationships with company success in the automotive industry, future research may desire to look at additional predictors of business performance, such as corporate social responsibility and social media marketing. Additionally, the information was gathered from a number of workers in the automotive industry. These findings can be expanded upon by additional study by concentrating on other industry situations and brands. Few studies have also looked at innovation capacities in the automotive industry, which presents new research opportunities. Finally, it is recommended that future research take into account replicating this study in many nations and cultures, taking into account the cultural distinctions across various countries. To gain a fuller understanding of their relationship, future study should look at the correlations between the constructs under the mediating functions of these components. Fourth, according to Le et al. (2018), employees' emotional-management skills is important to the business and helps a number of important outcomes. Future research should continue to look at other factors that might help generate such unique human capital. Finally, Leadership is thought to influence innovation as well as a variety of organizational outcomes, including employee satisfaction, commitment, and organizational citizenship behaviours (Han et al., 2016; Liao et al., 2017; Lei et al., 2019; LODJ 41,4 494 Villaluz and Hechanova, 2019). Future research should maximize the potential and advantages of Leadership by examining its connection to knowledge.

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