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# Exploring the Impact of Leadership Styles on Organizational Innovation of Business Selected Enterprises in the 2nd District of Albay

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## ABSTRACT

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In today's fast-paced business world, leaders significantly influence organizational culture and performance, promoting creativity, experimentation, and risk-taking. Understanding leadership styles can help organizations create a culture that supports idea generation and long-term success. This descriptive-quantitative research explores the impact of leadership styles on the organizational innovation of business enterprises in the 2nd District of Albay. Specifically, it determines the status of business establishments in terms of number of employees, kinds of business, years of existence, types of business operation, and others, whether franchise, outsourcing, and branches; identify the types of leadership styles in terms of planning, organizing, leading, and controlling; determine the challenges encountered on the leadership styles towards organizational

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innovation in business establishment along the aforementioned variables; and propose leadership style framework on organizational innovation for business enterprises. Survey questionnaires were distributed to 36 business establishments and answered by managers and employees. Based on the results, the 2nd district of Albay has a stable economic environment, with 53% of establishments having over 500 employees, 69% having over 20 years, and 72% being corporations. Leadership styles, such as visionary, supportive, and coaching, influence business operations. The Leadership Styles Framework on Organizational Innovation emphasizes flexibility, collaborative decision-making, cultural sensitivity, community involvement, innovation metrics, agile team structures, and learning initiatives.

## INTRODUCTION

Bureaucratic leadership follows rules and situational leadership adjusts to the circumstances. The success or failure of an organization is largely dependent on the leadership style chosen (Grand Canyon University, 2023). The impact of management style on organizational innovation is very important. Democratic and authoritarian leadership styles are admirably related to innovation. However, they are not considered powerful leaders because of their slow movement. Lack of caution and unwillingness towards others. Leaders in public banks need to apprehend both leadership style and organizational innovation to decide the level of relationship between management fashion and organizational innovation and increase strategies that aid revolutionary packages. Any form of organizational innovation needs to be evaluated in terms of the present leadership style, and bosses might also want to understand the dominant management style before adopting tactics to implement improvements that align with the prevailing style. Evaluating the compatibility between present leadership style and organizational innovation can help determine how reshaping the organizational culture may assist new organizational innovation activities. By growing cultures that sell innovation, managers can assist institutions in becoming more attentive to modifications within the outside surroundings and growing to be more revolutionary (Mohammed, 2016).

Leadership styles of business enterprises in the Philippines are diverse and influenced by various factors. In an article by University of the Philippines Professor Zenaida Macaspac, the leadership style of Filipinos was described as one of a hybrid or dualistic nature. It emphasizes, on the one hand, influences from the West and the Filipinos' rich culture and tradition. Renowned anthropologist Felipe Jocano adds to this description of the Filipino management style, citing

how it is differentiated through its focal features, including *familism*, *personalism*, and emotionalism. Filipinos are also much more likely to be *relationists*. This stems from their need to go beyond their individualistic selves and integrate more with groups. In the corporate world, this is seen in leaders' knack for being well-informed about their colleagues' professional and personal lives. One apparent characteristic of a Filipino is that he is emotional and often sensitive. While this can be an unattractive trait of a leader to some, the ability to relate to the problems and struggles of colleagues is one characteristic that can yield good results (Jabbar, 2022).

In the Bicol Region, Paladan (2015) revealed that a successful entrepreneur exhibits a noticeably higher inclination toward transformational leadership, and they consistently rated themselves higher in inspirational motivation for their leadership behavior. Therefore, the emerging leadership style of successful entrepreneurs is transformational leadership, and the leadership behavior they frequently use is inspirational motivation. Furthermore, the study aims to explore practices of transformational leadership behavior of successful entrepreneurs from an entrepreneur's perspective.

Many businesses in the province of Albay, specifically in the 2nd District, are impacted by the government-imposed lockdown brought on by the COVID-19 pandemic. Regional Director Rodrigo Aguilar reports that 61,522 business establishments, or 61 percent of the 75,000 registered firms in Bicol, were closed during the ECQ period from March 16 to April 30, 2020 (Serrano, 2020).

In Legazpi City, many entrepreneurs witnessed the pandemic's consequences directly in their companies. Considering the extensive statistics on the revenue losses of MSMEs and the reality that economic upheavals have regularly impacted the economy, the researcher chose this topic to develop a thorough leadership strategy for business competitiveness since few studies provide a comprehensive overview of the current leadership-related problems faced by organizations in the 2nd district of Albay.

Even though current research discusses leadership styles and innovation, the specific leadership styles exercised in SMEs in the 2nd District of Albay, Philippines, remain unexplored. This area also has different cultural and economic relations from the rest of the studied. Besides, there is scanty literature on how the COVID-19 pandemic affected the leadership styles and innovative practices of the region. This research seeks to fill this gap by determining the leadership styles dominant in SMEs located in the 2nd District of Albay and how these styles promote organizational innovation practices in the post-pandemic period. The study of leadership styles in this less studied geographical area attempts to bring a level of clarity regarding the leadership and innovation nexus as far as

SMEs are concerned. The results are expected not only to enrich theoretical knowledge but also to support local enterprises. Recognizing the leadership styles that support innovation will help create a focused leadership training program, increasing innovation policies and business growth in the Bicol region.

## FRAMEWORK

First proposed by Larry Greiner in the 1970s, posits that organizations naturally progress through distinct stages of growth, each characterized by specific challenges and managerial responses. A firm's existence develops through five phases of evolution and revolution. A stage of evolution is a growing phase in which organizational procedures are not significantly changed. On the other hand, a revolution is a time when there is a great deal of unrest within an organization. Every revolutionary period ends with a resolution that gives the all-clear to proceed to the next phase. These stages are creativity, direction, delegation, coordination, and collaboration (Mosca et al., 2021).

The second theory is aligned with the second and third objectives. The TAM can be integrated with the dimensions of leadership in the areas of planning, organizing, leading and controlling by focusing on the impact of specific leaders on technology's perceived usefulness and perceived ease of use. Visionary and transformational leaders contribute to physical progression by enhancing perceived usefulness in the case of planned strategy, showing organizational coherence with the technology in reference. Participative organizing, a democratic leadership approach, creates ease of use by making the employees embrace the technology. In leading, while for transactional leaders' technology is an outcome to be achieved and therefore encouraged by this performance incentive scheme, for transformational leaders, there is no need for such incentives as members simply adopt the technology. Last, in the controlling phase, supportive leadership provides the user or employee with constant support, increasing the perception of ease of use. In working where leadership is exercised within these functions, some elements enhance the adoption of technology by employees based on their perceptions of its usefulness and ease of use.

Since TAM specifically applies to technology acceptance, it can also be applied to understanding leadership styles by considering how leaders view and utilize such innovations. The transformation leader, for instance, who appreciates TAM will most likely focus on the perceived usefulness and ease of use of the new technologies imaginatively. Hence, the employees will be attracted to them. This will help in building a more creative and effective organization.

The framework suggests that leadership styles must adapt to organizational

stages, as each involves different methods of promoting innovation. By applying the TAM, leaders can address technology implementation and internal changes by focusing on usefulness and ease of use. This ensures that innovations are introduced into the organization's core, allowing positive reactions even in stiff competition.

## OBJECTIVES OF THE STUDY

The purpose of this study is to ascertain the appropriate leadership styles for the organization and how they affect employee engagement. The objectives are specifically as follows: (1) To determine the status of business establishment in terms of: a. The number of employees, b. Kinds of business, c. Years of existence, d. Types of business operation (sole proprietorship, partnership and corporation), e. Others, whether franchise, outsourcing, and branches. (2) To identify the types of leadership styles in in terms of: a. Planning, b. Organizing, c. Leading, and d. Controlling. (3) To determine the challenges encountered on the leadership styles towards organizational innovation in business establishment along the aforementioned variables. (4) Proposed leadership style framework on organizational innovation for business enterprises.

## METHODOLOGY

### Research design

This study uses a descriptive-quantitative technique. Descriptive research is an exploratory research technique that allows researchers to thoroughly and accurately characterize a population, situation, or phenomenon (Dovetail Editorial Team, 2023). Quantitative research is the process of gathering and evaluating numerical data. It is useful for determining averages and patterns, formulating hypotheses, examining causality, and extrapolating findings to larger populations (Bhandari, 2023).

The researcher chose this method because this research study will explore and discuss the status of business establishments, identify the types of leadership styles, and determine the challenges encountered by leadership styles regarding organizational innovation in business establishments. In addition, a survey questionnaire was utilized to gather data from different business entities in the 2nd district of Albay.

### Research Site

The study was conducted in the 2$^{nd}$ District of Albay in different business

establishments. They belong to established businesses from small-sized, medium-sized to large-sized enterprises that operates in a number of decades. Moreover, Legazpi City is the fastest growing city in the province of Albay.

**Respondents**

The respondents to this study were the managers and employees of various businesses in the 2nd District of Albay. Out of 16 identified business establishments, only eight business establishments allowed the researcher to conduct a survey as the primary data of the study. Out of 45 targeted respondents, only 36 participated in answering the questionnaire.

**Instrumentation**

The survey questionnaire will be used to gather data from the respondents. The questionnaire was subjected to expert validation by a panel of experts of business management and research methodology. The experts reviewed the questionnaire for content validity, face validity, and clarity. Their feedback was used to make necessary revisions to ensure the questionnaire accurately measured the intended constructs. The questionnaire consists of three (3) parts. First part is the status of business establishment along the number of employees, kinds of business, years of existence, and types of business operations. This part will use frequency and percentage to analyze the data. Second part is to the identification of the types of leadership styles in terms of planning, organizing, leading, and controlling. Third, determine the challenges encountered on the leadership styles towards organizational innovation in business establishment along the aforementioned variables. The second and third part of the questionnaire will use 4-point Likert scale.

**Data Gathering Procedures**

The researcher noticed the following processes when collecting data from the respondents. The researcher went to the Legazpi City Hall to gather CBMS data and used it to identify the respondents' business enterprises. After receiving consent, the researcher chose the target respondents from various business establishments in the 2$^{nd}$ district. In order to allow the researchers to gather the data required for this study, they also created a suitable transmittal letter addressed to the establishment's owner or manager. The survey's questionnaire generates responses. After a week, the completed surveys were collected.

**Data Analysis Plan**

In order to validate and provide an accurate, trustworthy analysis and

interpretation of the acquired data, the researcher used the frequency count, percentage, and weighted mean. The number of times a specific item or event happens inside a dataset is called frequency count. Percentage is a commonly used method for expressing the relative frequency of survey responses and other data. It is calculated by taking the number of times the value occurs, divided by the total number of data and multiplying by 100. The researcher used the formula below.

$$\text{Percentage} = \frac{\text{Number of times the value occurs}}{\text{Total number of data}} \times 100$$

A weighted mean is a type of average that gives different weights to data points, reflecting their relative importance. It is calculated by multiplying each data point by its weight, summing the products, and then dividing by the sum of the weights. The formula for the weighted mean is:

$$\bar{x} = \frac{\sum w_i x_i}{\sum w_i}$$

**Sampling Technique**

In this study, a purposive sampling technique was used to recruit respondents with specific qualifying characteristics. This technique facilitates an in-depth study of the research topic. The researchers narrowed their focus to specific business establishments with the objective of improving the depth and quality of the data they collected from respondents.

As much as purposive sampling has advantages, it also has disadvantages, which should be considered. A smaller sample may not accurately capture the various leadership styles and organizational behaviors in SMEs. To cope with this restriction, the researchers ought to make an effort to obtain a representative sample that consists of large and small businesses from diverse sectors and different organizational forms.

## RESULTS AND DISCUSSION

This section will present the results of the data gathered and its discussions.

**Status of Business Establishments**

The following tables present the status of business establishments in terms

of the number of employees, kinds of business, years of experience, and types of business operation in the 2nd district of Albay.

**Table 1**
*Number of Employees*

| No. of Employees | Frequency | Percentage |
|---|---|---|
| 1-50 | 11 | 31 |
| 51-500 | 6 | 17 |
| More than 500 | 19 | 53 |
| Total | 36 | 100 |

Analysis of the data in Table 1, it is found that most establishments in the 2nd District of Albay have a considerable amount of workforce. More than half of the said establishments employ over 500 employees, meaning large-scale business establishments dominate the business operation in the province. Indeed, 31% of the establishments have 1 to 50 employees, and only 17% fall within the mid-range level at 51-500 employees.

**Table 2**
*Kinds of Business*

| Kinds of Business | Frequency | Percentage |
|---|---|---|
| Small | 5 | 14 |
| Medium | 10 | 28 |
| Large | 21 | 58 |
| Total | 36 | 100 |

The results obtained are consistent with Majrashi's (2022) and Costa et al. (2023) studies on leadership in general. Both assert that leadership styles are critical in promoting employee commitment and creativity irrespective of the organization's size. In this case, Costa et al. (2023) advocate for transformational leadership and its effectiveness in encouraging employees to be innovative, especially in big organizations that aim to stimulate creative work. In this respect, however, the present study is quite different from that which centers on the issue of leadership styles and how they affect given levels of employee engagement (Canavesi & Minelli, 2022; Jun & Lee, 2023; Sen et al., 2023). Within these studies, the authors deal with management practices implemented in the companies, while in our case, we study the number of employees only and do

not address leadership styles or the engagement of employees in these companies.

Table 2 shows the breakdown of business establishment sizes in Albay's 2nd District. The numbers reveal that big businesses comprise most of the establishment, accounting for 58%. Medium-sized companies represent 28%, while small businesses comprise just 14%. The respondents point out that large-sized businesses prevail in the 2nd District of Albay, demonstrating a solid economic foundation and a potential for high employment generation. There are better chances since these businesses are likely in the possession of more resources, economies, scale, and markets, which assist in their expansion and success. Nevertheless, a lower number of medium-sized and small businesses indicates that the proportion of business composition systems is slightly diverse. Such businesses are suitable particularly because they can provide unique products and services, which stimulate innovation and develop the economy of the region.

For instance, Alblooshi et al. (2021) emphasize the effectiveness of transformational leadership in both small and large organizations. This leadership style, which is known for its visionary approach, motivation, and intellectual stimulation, works well in large businesses in mobilizing employees to work towards a common goal and drive innovation. Nonetheless, large-scale businesses may embrace transformational leadership strategies; other small size-businesses may not be suited to this approach unless otherwise. Northouse (2025) suggests that smaller businesses may benefit from autocratic or directive leadership, especially in the early stages of growth, where quick decision-making is crucial. As businesses grow, transitioning to a more democratic or participative leadership style can foster employee engagement and innovation.

To sum up, the findings of this study, coupled with the insights from related research, suggest that effective leadership in the 2nd District of Albay requires a tailored approach that considers the specific needs and size of each business. By understanding the strengths and limitations of different leadership styles, businesses can optimize their performance and contribute to the region's economic growth.

**Table 3**
*Years of Experience*

| Years of Experience | Frequency | Percentage |
|---|---|---|
| 1-10 years | 10 | 28 |

| | | |
|---|---|---|
| 11-20 years | 1 | 3 |
| More than 20 years | 25 | 69 |
| Total | 36 | 100 |

Table 3 describes the business establishments in the 2nd District of Albay according to years of operation by industry. As seen from the data, the majority of them, accounting for 69% of the total, are businesses with many years of experience, that is, over 20 years. Only 28% of the establishments have been working for 1 – 10 years, while a lesser percentage of 3% have been in business for 11 – 20 years.

Nevertheless, it is still possible for established businesses to encourage novel ideas through the application of a hybrid style of leadership. According to Amer (2017), growth and innovation within the business can be achieved through transformational and entrepreneurial leadership, even in old-age businesses. Such businesses engage in risk-taking and free new thinking by their employees, enabling them to transform themselves in line with external environments.

In summary, the business environment of the 2nd District of Albay consists of both established and emerging businesses. Although established businesses are stable and have the needed experience, emerging businesses can offer new insight and innovation. Given the relationship between business age and leadership styles as well as organizational innovation, businesses in the region will be able to fine-tune their strategies to optimum levels and enhance the economic growth of the region's development.

**Table 4**
*Types of Business Operation*

| Types of Business Operation | Frequency | Percentage |
|---|---|---|
| Sole Proprietorship | 8 | 22 |
| Partnership | 2 | 6 |
| Corporation | 26 | 72 |
| Total | 36 | 100 |

Table 4 disaggregates the number of business establishments in the 2nd District of Albay, Philippines, according to their registration. The data indicates a huge concentration of corporations, which comprise 72 percent of the total. Their share constitutes only 22 percent of the establishments. The partnership-type establishment, on the other hand, is limited to 6 percent.

The majority of corporations within the Second District of this province demonstrate that the business activities undertaken are of a high level. Corporations have several benefits for the members, i.e., limited liability, increased capital, and orderly management structures. Such strengths could be part of the reasons for the success and growth of such structures within the region. There is, however, the indication of lower levels of sole proprietorships and partnerships, which speak of some degree of entrepreneurship activities and quick response. Such business forms are appropriate in certain circumstances where the business is of a smaller scale, or a more personalized approach is preferred to run the business.

In the 2nd District of Albay, the overwhelming majority, more than two-thirds (72%) are corporations. This concurs with the concept that there is a difference in the business operation types, their leadership, and the innovation levels. This is drawn from several studies done by Grand Canyon University (2023).

Partnerships (6%) encourage a democratic leadership style characterized by a shared decision-making process that enhances teamwork and creativity (Grand Canyon University, 2023; GoCardless, 2021). Notes that partnerships may also apply a situational approach to leadership, shifting their leadership styles according to the circumstances and the partners involved.

The prevalence of corporations in Albay reveals the tendencies towards stability and efficiency. Nonetheless, to encourage innovation, it is necessary to strike a proper mix between strategic leadership and the empowerment of subordinates. Identifying the reasons behind this optimal leadership approach in the context of Albay's businesses would also involve understanding the differences in the business sector in which the businesses exist. Future studies might better understand the leadership practices of corporations of various sizes and industries in Albay.

**Identification of the Types of Leadership Styles in terms of Planning, Organizing, Leading, and Controlling.**

This section presented the results of the gathered data on identification of types of leadership styles in terms of planning, organizing, leading, and controlling. The analysis and interpretation of data were supported by related studies.

**Table 5**
*Planning*

| Indicators | 4 | | 3 | | 2 | | 1 | | Total | | AI |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | f | WM | f | WM | f | WM | f | WM | f | WM | |
| 1. Set clear, measurable goals that may be more structured and outcome-focused. Furthermore, setting broad and spiritual goals and having more visionary and inspiring leadership styles are important. | 25 | 2.78 | 10 | 0.83 | 1 | 0.06 | 0 | 0 | 36 | 3.67 | SA |
| 2. Gathers input from others and makes collaboration decisions; may have a more participative or democratic leadership style. In contrast, those who make quick, assertive decisions without much input from others may have a more autocratic or directive leadership style. | 23 | 2.56 | 13 | 1.08 | 0 | 0 | 0 | 0 | 36 | 3.64 | SA |
| 3. Imparts effectively to the employees, listening actively, providing clear instruction, and offering constructive feedback may have more supportive or coaching leadership styles. On the other hand, communicating primarily through directives may have more authoritarian leadership styles. | 16 | 1.78 | 20 | 1.67 | 0 | 0 | 0 | 0 | 36 | 3.45 | A |

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 4. Delegate tasks and responsibilities effectively, providing clear guidance and support, and have a more empowering or laissez-faire attitude. In contrast, those who micromanage tasks and rarely delegate responsibilities may have a more controlling or autocratic leadership style. | 20 | 2.22 | 16 | 1.33 | 0 | 0 | 0 | 0 | 36 | 3.55 | SA |
| | Average Weighted Mean | | | | | | | | | 3.58 | SA |

Legend: f = frequency wm = Weighted Mean AI = Adjectival Interpretation 3.50-4.00 (Strongly Agree), 2.50-3.49 (Agree), 1.50-2.49 (Disagree), 1.00-1.49 (Strongly Disagree)

Table 5 identifies the types of leadership styles in terms of planning. The statement suggests that setting clear, measurable goals is a structured and outcome-focused approach to planning. This indicates a more task-oriented or results-driven leadership style. Leaders who prioritize setting specific goals and objectives provide a clear direction for the organization, ensuring that everyone is aligned and working towards a common purpose. The broad and spiritual goals, visionary, and inspiring leadership styles received the highest weighted mean of 3.67, indicating a strong agreement among respondents. Leaders who embrace these styles often focus on the bigger picture, inspire their teams, and foster a sense of purpose and meaning in their work. By setting broad and spiritual goals, leaders encourage innovation, creativity, and a sense of fulfillment among employees, which can positively impact planning by promoting long-term vision and strategic thinking.

The study shows that more supportive or coaching leadership styles are associated with imparting effectively to employees, active listening, providing clear instructions, and offering constructive feedback. This style of leadership emphasizes collaboration, growth, and development. In terms of planning, this leadership approach can lead to better employee engagement and involvement in the planning process, resulting in more effective and well-rounded plans. In addition, the data indicates that communicating primarily through directives is associated with more authoritarian leadership styles, which received the lowest weighted mean of 3.45. In an authoritarian leadership style, leaders tend to make decisions and provide instructions without much input from employees. This approach may hinder employee autonomy and creativity, potentially impacting the planning process by limiting diverse perspectives and innovative ideas.

Overall, the average weighted mean of 3.58 indicates a strong agreement

among respondents regarding the importance of planning. It suggests that leaders who prioritize planning and goal-setting contribute to a structured and outcome-focused approach within the business enterprise.

In summary, the study highlights the importance of different leadership styles in planning. Visionary and inspiring leadership, supportive or coaching leadership, and clear goal-setting are positively associated with effective planning. On the other hand, an authoritarian leadership style and directive communication may limit employee engagement and creativity during the planning process.

Table 5 results concerning planning practices are consistent with the leadership approaches emphasized in the research papers cited. The evidence points to peers rating the visionary type of leadership very positively (WM= 3.67) with respect to the qualities of setting up wide and expansive purposes. Such is the finding of Al Khajeh (2018) and Mwakajila and Nyello (2021), who assert that transformational leadership inspires creativity by setting lofty goals and envisioning unattained tomorrows.

The analysis also highlights that planning involves effective communication alongside the involvement of the employees. Respondents rated leaders effectively communicating, listening attentively, and giving directive orders as important (WM = 3.45). This concurs with GoCardless (2021), who proposes that participative democratic leadership styles, which include the employees in the planning process, are more effective as there are varied ideas. In other words, the data supports some degree of direction-giving (WM = 3.45) and a tendency for communication. Al Khajeh (2018) discusses the potential downsides of autocratic leadership in promoting change in a system. Berisha et al. (2024) maintain that it can be useful when team members are highly motivated.

The research asserts that different leadership styles greatly influence organizations' planning activities. Successful, effective planning balances visionary leadership, great communication, and involving people. Another avenue for the empirical study could be an assessment of the leadership styles and planning tendencies within various industry groupings in the region.

**Table 6**
*Organizing*

| Indicators | 4 | | 3 | | 2 | | 1 | | Total | | AI |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | f | WM | f | WM | f | WM | f | WM | f | WM | |
| 1. Assign tasks based on individual strengths and interests may have a more empowering and participative leadership style. However, those who assign tasks based solely on hierarchy positions may have a more autocratic or directive leadership style. | 17 | 1.56 | 22 | 1.83 | 0 | 0 | 0 | 0 | 39 | 3.39 | A |
| 2. Creating a clear organizational structure with well-defined roles and responsibilities may be a more structured bureaucratic leadership. In contrast, those who prepare a more flexible or flat organizational structure may have a more adaptive or agile leadership style. | 15 | 1.67 | 19 | 1.58 | 2 | 0.11 | 0 | 0 | 36 | 3.36 | A |
| 3. Entrust decision-making authority to the employees may have a more participative or laissez-faire leadership style. On the other hand, those who maintain centralized decision-making authority may have a more authoritarian or controlling leadership style. | 15 | 1.67 | 20 | 1.67 | 1 | 0.06 | 0 | 0 | 36 | 3.40 | A |
| 4. Leaders who allocate resources based on strategic priorities and long-term goals may have more strategic and visionary leadership styles. Conversely, leaders who allocate resources based solely on short-term needs may have a more tactical leadership style. | 13 | 1.44 | 20 | 1.67 | 3 | 0.17 | 0 | 0 | 36 | 3.28 | A |
| Total | | | | | | | | | | 3.36 | A |

Legend: f = frequency wm= Weighted Mean AI = Adjectival Interpretation 3.50-4.00 (Strongly Agree), 2.50-3.49 (Agree), 1.50-2.49 (Disagree), 1.00-1.49 (Strongly Disagree)

Table 6 shows the identification of the types of leadership styles in terms of organizing. The participative or laissez-faire leadership, characterized by entrusting decision-making authority to employees, has a weighted mean of 3.40 with an adjectival interpretation of "Agree". This suggests that the respondents generally agree that this leadership style is present and effective. In terms of organizing, such a leadership style can foster a sense of responsibility and ownership among employees, leading to increased engagement and potentially higher productivity. The authoritarian leadership style, in which decision-making authority is centralized, shares the same weighted mean of 3.40 with an adjectival interpretation of "Agree". This indicates that the respondents also recognize this style as a common approach. While this style can ensure consistency and speed in decision-making, it might limit the diversity of ideas and potentially lower employee morale.

However, the strategic and visionary leadership style, which involves allocating resources based on strategic priorities and long-term goals, has a lower weighted mean of 3.28. However, still falls within the range of "Agree". This suggests that, while this style is recognized, it might not be as prevalent or impactful as the others. However, it is worth noting that this style can help align resources with the strategic goals of the organization, ensuring that all efforts contribute towards achieving these goals. Moreover, the tactical leadership style, characterized by allocating resources based on short-term needs, shares the same weighted mean of 3.28 with an adjectival interpretation of "Agree". This indicates that, while this approach is recognized and employed, it might not be as prevalent as the others. This style can effectively address immediate needs but may overlook long-term strategic goals.

The average weighted mean for organizing is 3.36, falling within the range of "Agree". This shows that the respondents generally agree with the presence and effectiveness of these leadership styles in the aspect of organizing within a business enterprise.

In summary, the data shows that various leadership styles are present and recognized in organizing within a business enterprise. Each style has unique implications and impacts on how the organization operates, and understanding these nuances can help effectively manage and lead the enterprise.

Both the study and the cited research (The Economic Times, 2023; Vorecol Editorial Team, 2024) show the importance of democratic leadership styles that encourage employees' involvement in decision-making. It enhances their sense of ownership, participation, and productivity. The study is consistent with the works of Vorecol Editorial Team (2024) and Alblooshi et al. (2021), who also discuss the importance of transformational leadership in enhancing innovative

activities. Such leaders implement systems that promote collaboration, take charge of their teams, and induce creative thinking. The results concerning the importance of allocating responsibilities according to the abilities of the team members and the need to have a definite hierarchy correspond with the idea of "mixed leadership styles" propounded by Mchunu (2019) and Amer (2017). Integrated leadership is a broad concept comprising elements of transformational leadership in its ability to envision goals and structure and plan and execute transactional leadership.

The present study elaborates on the intricate relationship between leadership styles and organizing practices. Efficient leadership in organizing is likely a mix of several approaches tailored to a specific industry, organizational object, and employee proficiency level. Future studies could investigate how leadership style and organizing practice vary by region, industry category, or organizational scale. This will enable a better understanding of effective leadership strategies in various environments.

**Table 7**
*Leading*

| Leading | 4 | | 3 | | 2 | | 1 | | Total | | AI |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | f | WM | f | WM | f | WM | f | WM | f | WM | |
| 1. Leaders who regularly provide constructive feedback to their employees may have a more supportive leadership style. In contrast, leaders who rarely provide feedback may have a more autocratic leadership style. | 22 | 2.44 | 12 | 1 | 2 | 0.11 | 0 | 0 | 36 | 3.55 | SA |
| 2. Inspires and motivates their employees through shared vision and values and may have more charismatic or transformational leadership. In contrast, those who rally on rewards and punishment to motivate their employees may have a more transactional or contingent leadership style. | 16 | 1.78 | 17 | 1.42 | 3 | 0.17 | 0 | 0 | 36 | 3.37 | A |

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 3. Gives their employees autonomy, support, and resources may have a more participative or laissez-faire leadership style, while those who maintain tight control over their employees' work may have a more autocratic or controlling leadership style. | 17 | 1.89 | 15 | 1.25 | 4 | 0.22 | 0 | 0 | 36 | 3.36 | A |
| 4. Communicating and being transparent openly with their employees may have a more collaborative and democratic leadership style. In contrast, those who primarily communicate through direct commands may have a more authoritarian leadership style. | 18 | 2 | 17 | 1.42 | 1 | 0.06 | 0 | 0 | 36 | 3.48 | A |
| | | Total | | | | | | | | 3.44 | A |

**Legend:** f = frequency wm= Weighted Mean AI = Adjectival Interpretation 3.50-4.00 (Strongly Agree), 2.50-3.49 (Agree), 1.50-2.49 (Disagree), 1.00-1.49 (Strongly Disagree)

Table 7 identifies the types of leadership styles in terms of leading. The statement suggests that leaders who provide regular, constructive feedback to their employees exhibit a more supportive leadership style. This leadership style received the highest weighted mean of 3.55, indicating a strong agreement among respondents. A supportive leader focuses on nurturing and developing their employees by offering guidance, encouragement, and constructive feedback. This approach can foster a positive work environment, enhance employee morale, and promote growth and development within the business enterprise.

On the other hand, the statement proposes that leaders who rarely provide feedback may exhibit a more autocratic leadership style. Autocratic leadership received a relatively lower weighted mean of 3.55, but it still falls within the range of "Strongly Agree". An autocratic leader makes decisions without much input from employees and maintains tight control over their work. This leadership style may limit employee autonomy and creativity, potentially leading to lower job satisfaction and reduced motivation.

However, the data suggests that leaders who give their employees autonomy, support, and resources exhibit a more participative or laissez-faire leadership style. This style gained the lowest weighted mean of 3.36, but it still falls within the range of "Agree". Participative or laissez-faire leaders empower their employees by involving them in decision-making processes and providing them with the

necessary resources to excel in their roles. This approach can foster a sense of ownership, creativity, and innovation among employees. The average weighted mean for leading is 3.44, falling within the range of "Agree". This suggests that the respondents generally agree that leadership styles impact the leading aspect of a business enterprise.

The research and the literature reviewed (Amdework, 2020; Kumar et al., 2018) agree on the benefits of supportive leadership styles. The study stresses constant and constructive evaluation, associated with a leader who nurtures and develops subordinates. Such an approach creates a healthy work climate and encourages development. The study also hints at the relationship between democratic leadership and innovation in open communication and autonomy practices. This agrees with Kamel et al. (2021), who reported a very high level of correlation between organizational innovation and democratic leadership.

There is no clear indication in the study regarding laissez-faire leadership, though the idea of independent workers does suggest that it could occur. Still, the research discussed (Amdework, 2020; Kamel et al., 2021) indicates that even though the characteristics of laissez-faire leadership would allow subordinates to be free, it could also make them uncoordinated and unmotivated. The findings indicate that good leadership probably entails flexibility in leadership styles to fit the circumstances. The study does not provide a clear answer to this question. However, future research could consider how cord leaders vary their leadership styles to accommodate the unique needs in this particular context.

**Table 8**
*Controlling*

| Indicators | 4 | | 3 | | 2 | | 1 | | Total | | AI |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | f | WM | f | WM | f | WM | f | WM | f | WM | |
| 1. Prioritizes efficiency over effectiveness focusing on completing tasks rather than bell. They may be more concerned with meeting deadlines than producing high-quality work, and may be quick to criticize or correct their employees' work if it doesn't meet their standard. | 18 | 2.00 | 16 | 1.33 | 2 | 0.11 | 0 | 0 | 36 | 3.44 | A |
| 2. Limits autonomy and independence of their employees, not given freedom to make decisions or take ownership of their work. | 12 | 1.33 | 15 | 1.25 | 7 | 0.39 | 2 | 0.06 | 36 | 3.03 | A |

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 3. Monitors and manages their employees' work, often to the point of dictating many steps of a task. They may need to constantly check in and provide feedback, not trusting their employees to complete tasks independently. | 12 | 1.33 | 20 | 1.67 | 3 | 0.17 | 1 | 0.03 | 36 | 3.20 | A |
| 4. Centralizes decision-making without input from their employees and may even go against the opinions and suggestions of others. They may feel that way and that their employees cannot make good decisions. | 14 | 1.56 | 16 | 1.33 | 2 | 0.11 | 4 | 0.11 | 36 | 3.11 | A |
| Total | | | | | | | | | | 3.20 | A |

**Legend:** f = frequency wm= Weighted Mean AI = Adjectival Interpretation 3.50-4.00 (Strongly Agree), 2.50-3.49 (Agree), 1.50-2.49 (Disagree), 1.00-1.49 (Strongly Disagree)

Further research could delve deeper into the specific industry or organizational context to understand the optimal leadership approach for fostering innovation and employee engagement. Table 8 identifies the types of leadership styles in terms of controlling. The statement suggests that prioritizing efficiency over effectiveness, focusing on completing tasks rather than bells, gained the highest weighted mean of 3.44 with an adjectival interpretation of "Agree". This indicates that respondents generally agree that this leadership style exists. Leaders with this style may be more concerned with meeting deadlines and completing tasks efficiently rather than emphasizing the quality of work. They may quickly criticize or correct their employees' work if it does not meet their standards. This style can be task-oriented and prioritize productivity and meeting targets.

On the other hand, the statement "limits autonomy and independence of their employees, not given their freedom to make decisions or take ownership of their work" received the lowest weighted mean of 3.03. This suggests that there is agreement among respondents that this leadership style exists, but it might not be as prevalent or impactful as the efficiency-oriented style. Leaders with this style may have a more controlling approach, limiting the autonomy and decision-making freedom of their employees. This can hinder employee empowerment, creativity, and ownership of their work.

The average weighted mean for controlling is 3.20, falling within the range of "Agree". This indicates that, on average, respondents agree with the presence and impact of controlling leadership styles within a business enterprise.

This study concurs with findings on control in autocratic leadership (Azimi, 2023) yet contradicts findings on democratic leadership (Health Assured

Team, 2020), which advocates for participation and ownership among its members. Even though the styles are not distinctly categorized in the study, the aspect of efficiency reflects transactional leadership McGhee (2023). Al Khajeh (2018) mentions transformational leadership where the focus is goal-oriented and accountability sought; this also means control that is controlled in terms of being results-oriented. Control is loosely defined in the context of providing high autonomy in organizations practicing laissez faire leadership Fagaly (2018) whereas control in servant leadership Fagaly (2018) is achieved through concern for employees.

The issues regarding controlling leadership styles in the study suggest a need to strike a balance. Leaders can incorporate elements of democratic and transformational leadership in their pursuit of goals to motivate and inspire employee innovations without losing control of the organization's objectives. Further research could examine the industry or context in which this study was carried out and the leadership style necessary.

## Challenges Encountered on the Leadership Styles Towards Organizational Innovation in Business Establishment in terms of Planning, Organizing, Leading, and Controlling

**Table 9**
*Planning*

| Planning | 4 | | 3 | | 2 | | 1 | | Total | | AI |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | f | WM | f | WM | f | WM | f | WM | f | WM | |
| 1. Lack of clear objectives. Without a clear understanding of what business wants to that aligns with the business establishment goals. | 11 | 1.22 | 11 | 0.92 | 11 | 0.61 | 3 | 0.08 | 36 | 2.83 | A |
| 2, Insufficient market research to understand the needs and preferences of the target audience. Without proper research, it can be a competitor. | 7 | 0.78 | 20 | 1.67 | 6 | 0.33 | 3 | 0.08 | 36 | 2.86 | A |

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 3. Inadequate budgeting can lead to a lack of resources, negatively impacting the overall quality of the experience. | 11 | 1.22 | 20 | 1.67 | 5 | 0.28 | 0 | 0.00 | 36 | 3.17 | A |
| | | | | Total | | | | | | 2.95 | A |

**Legend:** f = frequency wm= Weighted Mean AI = Adjectival Interpretation 3.50-4.00 (Strongly Agree), 2.50-3.49 (Agree), 1.50-2.49 (Disagree), 1.00-1.49 (Strongly Disagree)

Table 9 shows the challenges encountered in the leadership styles towards organizational innovation in business establishment in terms of planning. The statement means that inadequate budgeting can lead to a lack of resources, negatively impacting the overall quality of the experience. This challenge received the highest weighted mean of 3.17 with an adjectival interpretation of "Agree". This indicates that respondents generally agree that this challenge exists. Insufficient budget allocation can limit the availability of resources needed for innovation initiatives, hindering the implementation of new ideas and potentially impacting the overall success of the planning process. It suggests that leaders may need to prioritize budget allocation to support innovation efforts effectively.

On the other hand, the statement "lack of clear objectives and without a clear understanding of what business wants to achieve that aligns with the business establishment goals" received the lowest weighted mean of 2.83 with an adjectival interpretation of "Agree". This means that there is agreement among respondents that this challenge exists, but it might not be as prevalent as the inadequate budgeting challenge. The lack of clear objectives and understanding can lead to confusion and misalignment in the planning process, making it difficult to set a clear direction and prioritize innovation initiatives effectively.

The average weighted mean for planning is 2.95, falling within the range of "Agree". This indicates that, on average, respondents agree with the statement about planning. It suggests that, planning strategies in business establishments are significantly affected by the challenges mentioned.

In terms of the impact on planning strategies of the business enterprise, these challenges can pose obstacles to successful innovation initiatives. Inadequate budgeting can limit the resources available for implementing innovative ideas, potentially hindering the progress and quality of the planning process. On the other hand, the lack of clear objectives and understanding can lead to confusion and misalignment, making it challenging to prioritize and execute innovation projects effectively.

It is well-known that leadership is paramount in any organization for

planning and innovation. It involves the use of various models of leadership in a complementary manner. The transformational leadership style (Abdul-Azeez et al., 2024; Nasir et al., 2022) helps to create and communicate the organization's vision and motivation to employees, while democratic leadership (Wahyuwardhana & Wisesa, 2024; Udin, 2023) encourages creativity and engagement through the participation of employees. For example, transactional leadership (Dong, 2023; Khairy et al., 2023) may help in the provision of the requisite resources and ensure that accountability is in place in transformational leadership (Nasir et al., 2022; Abdul-Azeez et al., 2024), servant leadership (Azizian & Ullah, 2024; Bragger et al., 2021) can help in encouraging employees. Overall, it is most likely that the most conducive style to enhance creativity and achieve the organization's objectives focuses on the context of the situation.

**Table 10**
*Organizing*

| Organizing | 4 | | 3 | | 2 | | 1 | | Total | | AI |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | f | WM | f | WM | f | WM | f | WM | f | WM | |
| 1. Concerns about coordinating the schedules of all employees, especially in a large organization with multiple departments and shifts. | 12 | 1.33 | 19 | 1.58 | 5 | 0.28 | 0 | 0.00 | 36 | 3.19 | A |
| 2. Hardest to ensure that all employees participate in the experience-sharing process. | 10 | 1.11 | 16 | 1.33 | 10 | 0.56 | 0 | 0.00 | 36 | 3.00 | A |
| 3. Concerns to measure progress and keep employees motivated. | 15 | 1.67 | 14 | 1.17 | 6 | 0.33 | 1 | 0.03 | 36 | 3.19 | A |
| Total | | | | | | | | | | 3.13 | A |

**Legend:** f = frequency wm= Weighted Mean AI = Adjectival Interpretation 3.50-4.00 (Strongly Agree), 2.50-3.49 (Agree), 1.50-2.49 (Disagree), 1.00-1.49 (Strongly Disagree)

Table 10 shows the challenges encountered by the leadership styles towards organizational innovation in business establishments in terms of organizing. Indicator 1 stated that coordinating the schedules of all employees, especially in a large organization with multiple departments and shifts, is a significant challenge. This challenge received the highest weighted mean of 3.19 with an adjectival interpretation of "Agree". This indicates that respondents generally agree that this challenge exists. This could be a challenge for any leadership style,

but especially those that value collaboration and teamwork, as these styles require effective coordination of schedules to ensure smooth operations and efficient use of resources. Moreover, indicator 3, stated that concerns about measuring progress and keeping employees motivated also received the highest weighted mean of 3.19. This suggests that regardless of their style, leaders face the challenge of keeping employees engaged and motivated while tracking progress toward organizational goals. This could be especially challenging for leadership styles emphasizing empowerment and autonomy, as they require a balance between giving employees freedom and ensuring they are motivated and on track.

In addition, indicator 2, "Hardest to ensure that all employees participate in the experience-sharing process", received the lowest weighted mean of 3.00, but still falls within the range of "Agree". This indicates that, while this challenge exists, it might not be as prevalent as the others. This could be a particular challenge for participative or democratic leadership styles, which value the input and participation of all employees.

The average weighted mean for organizing is 3.13, falling within the range of "Agree". This suggests that, on average, respondents agree that these challenges significantly impact the organizing strategies of business establishments.

Most of the data in Table 10 corroborates the established literature regarding the hurdles that leadership styles pose to organizational creativity, especially during the organizing stage. This finding supports many studies on various leadership styles. In the case of democratic leadership, building a consensus may be time-consuming (Wahyuwardhana and Wisesa, 2024; Udin, 2023), whereas autocratic leadership (Khan et al., 2021; Costa et al., 2023) may be rigid in accommodating the schedules of the employees which may be counterproductive. This is most pertinent for participative styles of leadership democratic leadership (Wahyuwardhana and Wisesa, 2024; Udin, 2023), where reliance on employees' participation is primary and where encouragement of employee participation is essential. However, even transformational leadership (Nasir et al., 2022; Abdul-Azeez et al., 2024), which is more about encouraging and enthusing people, may still have difficulties getting people involved in planning to contribute their thoughts.

In addition, difficulties in assessment and encouragement are expected in any leadership practice. Transactional leadership (Dong, 2023; Khairy et al., 2023) may focus more on achieving results at the expense of the innovation process, which will demoralize the employees. While servant leadership (Azizian & Ullah, 2024; Bragger et al., 2021) is more about taking care of the employees, it may be difficult to draw the line on performance expectations. This evidence implies that a leadership style may not be enough to counter all the issues concerning the

organizing phase for innovation.

**Table 11**
*Leading*

| Leading | 4 | | 3 | | 2 | | 1 | | Total | | AI |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | f | WM | f | WM | f | WM | f | WM | f | WM | |
| 1. Resistances to changes to their established processes and procedures, especially if they have been doing things a certain way for a long time. | 14 | 1.56 | 17 | 1.42 | 4 | 0.22 | 1 | 0.03 | 36 | 3.22 | A |
| 2. Decreasing resource allocation in implementing a continuous improvement program may require significant resources, including time, money, and personnel. | 9 | 1.00 | 21 | 1.75 | 6 | 0.33 | 0 | 0.00 | 36 | 3.08 | A |
| 3. Difficulties in sustaining momentum in the continuous improvement of the long-term process that requires ongoing effort and commitment. | 11 | 1.22 | 17 | 1.42 | 7 | 0.39 | 1 | 0.03 | 36 | 3.06 | A |
| Total | | | | | | | | | | 3.12 | A |

**Legend:** f = frequency wm= Weighted Mean AI = Adjectival Interpretation 3.50-4.00 (Strongly Agree), 2.50-3.49 (Agree), 1.50-2.49 (Disagree), 1.00-1.49 (Strongly Disagree)

Table 11 shows the challenges leadership styles encounter in terms of leading toward organizational innovation in business establishments. The resistance to changes in established processes and procedures, especially if they have been followed for a long time, is a significant challenge. This challenge received the highest weighted mean of 3.22 with an adjectival interpretation of "Agree". This indicates that respondents generally agree that this challenge occurs. Leaders, regardless of their style, may encounter resistance from employees who are accustomed to doing things in a certain way. This can hinder the implementation of innovative ideas and slow down the pace of change.

The "Difficulties in sustaining momentum in the continuous improvement of the long-term process that requires ongoing effort and commitment" received the lowest weighted mean of 3.06, but still falls within the range of "Agree". This suggests that, while this challenge happens, it might not be as prevalent as the resistance to change. Leaders may face difficulties maintaining the motivation

and commitment needed for continuous improvement efforts. This challenge can be particularly relevant for leaders prioritizing continuous improvement or growth mindset.

The average weighted mean for leading is 3.12, falling within the range of "Agree." This suggests that, on average, respondents agree that these challenges significantly impact business enterprises' leading strategies.

The results of the data presented in Table 11 are consistent with the previous findings on the barriers that the organizational leader's style may pose to organizational innovation in the phase of leading. Resistance to change is a universal challenge by all leadership styles. For autocratic leaders, changing eastern organizational climate imposes a problem of getting employees to support new ideas (Costa et al., 2023; Khan et al., 2021), and nurturing the acceptance of the new challenges even in the change employing transformation leadership might be difficult due to blurry vision (Abdul-Azeez et al., 2024; Nasir et al., 2022). Regardless of their style, all leaders may face difficulties getting funds to run continuous improvement projects (Dong, 2023; Khairy et al., 2023).

Focused on the immediate return of investments, transactional leadership may also address issues that require funds immediately rather than cash that ought to be put in for future growth in innovation. Sustaining the drive prevalent in all leadership styles is challenging. Servant leadership, mostly directed to staff, might not be easy to keep up with the long-term goals (Azizian & Ullah, 2024; Bragger et al., 2021).

Additionally, leaders who depend on charisma tend to face difficulties without continuous improvement mechanisms, as they cannot inspire action without a common purpose (Subramanian & Banihashemi, 2024; Wan, 2023). This implies that the innovation process's leading style cannot be applied as a remedy for creative problem-solving hindrances.

**Table 12**
*Controlling*

| Controlling | 4 | | 3 | | 2 | | 1 | | Total | | AI |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | f | WM | f | WM | f | WM | f | WM | f | WM | |
| 1. Limits employee engagement to make them feel valued and empowered to make improvements. | 9 | 1.00 | 14 | 1.17 | 13 | 0.72 | 0 | 0.00 | 36 | 2.89 | A |
| 2. Ineffective communication can lead to misunderstandings. | 18 | 2.00 | 10 | 0.83 | 6 | 0.33 | 2 | 0.06 | 36 | 3.22 | A |

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 3. Absences of data-driven decision-making to support the progress of the drive. | 12 | 1.33 | 10 | 0.83 | 13 | 0.72 | 1 | 0.03 | 36 | 2.92 | A |
| | | | | | Total | | | | | 3.01 | A |

**Legend:** f = frequency wm= Weighted Mean AI = Adjectival Interpretation 3.50-4.00 (Strongly Agree), 2.50-3.49 (Agree), 1.50-2.49 (Disagree), 1.00-1.49 (Strongly Disagree)

Table 12 shows the challenges encountered by the leadership styles towards organizational innovation in business establishments in terms of controlling. Ineffective communication can lead to misunderstandings. This challenge received the highest weighted mean of 3.22 with an adjectival interpretation of "Agree". This indicates that respondents generally agree that this challenge happens. Effective communication is crucial for successful controlling strategies in organizational innovation. When communication is lacking or unclear, it can lead to misunderstandings, misalignment, and inefficiencies in implementing innovative initiatives.

The statement "Limits employee engagement, making them feel valued and empowered to make improvements" received the lowest weighted mean of 2.89, but still falls within the range of "Agree". This means that, while this challenge exists, it might not be as prevalent as ineffective communication. Leadership styles that limit employee engagement and empowerment can hinder the organization's ability to tap into the creative potential of its workforce. This can result in missed opportunities for innovation and improvement.

The average weighted mean for controlling is 3.01, falling within the range of "Agree". This means that, on average, respondents agree that these challenges significantly impact the controlling strategies of business enterprises.

The results presented in Table 3.D are consistent with the literature regarding the difficulties of controlling leadership types in promoting organizational innovation. This is consistent with the highest weighted mean (3.22) of the study, which is supported by researchers indicating the successful innovation requires effective channels of communication (Nasir et al., 2022; Abdul-Azeez et al., 2024). Without effective or sometimes any communication, implementing innovative strategies may fail due to erroneous assumptions, inconsistency and wastage of resources. Although not as pronounced as the issue of communication (WM = 2.89), the study incorporates that controlling leadership may also inhibit the involvement of workers. Previous studies have proven that it limits creativity and innovation (Costa et al., 2023; Khan et al., 2021). Because leaders who exercise tight control allow little room for contributions and creative ideas from their subordinates, such leaders tend to stop the generation and the testing of

new ideas. The section on related studies further elaborates on the subject and helps infer the position of controlling leadership about other leadership styles in enhancing innovation.

## CONCLUSIONS

This study highlights the limitations of controlling leadership for fostering innovation and aligns with existing research on leadership styles. It would be further strengthened by exploring how leaders can mitigate the challenges of controlling leadership and leverage its strengths in specific contexts. Dynamic flexibility, cooperative decision-making, cultural sensitivity, community involvement, innovation metrics, agile team structures, and learning and development programs are all part of the 2nd District of Albay's strategic framework for organizational innovation. It is important for leaders to constantly evaluate both the internal and external dynamics in order to spot changes and encourage adaptability in their leadership approaches. To promote an inclusive culture, participatory decision-making processes, including staff members, stakeholders, and local community representatives, are encouraged. To help leaders grasp the customs and values of the community, cultural sensitivity training is provided, and alliances with regional cultural organizations are formed. Programs for community participation are created, and lines of communication are opened up to get input on possible creative approaches. Innovation measures are implemented to gauge how innovation affects community well-being and organizational success. Agile team structures are created to improve leaders' ability to adapt and collaborate, and learning and development programs are funded. Organizations can use this strategy to promote sustainable and contextually relevant innovation, interact with the community, and navigate the local terrain.

## TRANSLATIONAL RESEARCH

The research findings reveal that leadership styles in the 2nd District of Albay significantly influence organizational innovation within business establishments. While challenges exist in planning, organizing, leading, and controlling, effective leadership can mitigate these obstacles and foster a more innovative environment. Inadequate budgeting, unclear objectives, resistance to change, ineffective communication, and limited employee engagement emerged as common challenges across all leadership dimensions.

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