

## THE INFLUENCE OF TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP STYLE ON EMPLOYEE INNOVATION BEHAVIOR: CASE OF MEDIA INDUSTRY IN CHONGQING, CHINA

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### ABSTRACT

At present, the media industry urgently needs innovation to promote development. The purpose of this study is to provide some empirical help and incentive for leaders to cultivate employees' creativity. This study mainly explores the mediating effect of innovative self-efficacy on the relationship between two leadership styles and employee innovative behavior. Literature research, questionnaire survey and SPSS program data analysis were used to verify the research questions and hypotheses. Finally, through the analysis of the relationship between variables and verification conclusion: transactional leadership and transformational leadership styles have positive significant impact on employee innovative behavior, and self-efficacy and innovation in the intermediary effect between leadership style and employee innovative behavior and direct samples are positive significant, and the mediation effect of partial mediation.

**Keywords:** Leadership style, Employee innovation behavior, innovation self-efficacy

### INTRODUCTION

The media market is a highly innovative and transformative field, which requires high innovation ability of relevant practitioners. This study mainly focuses on which leadership style of transactional and transformational leadership styles can better influence the innovative behaviors of employees in media industry organizations, so as to cultivate the possibility of more innovative thinking and creative employees and provide impetus for the long-term development of media companies.

Chongqing is the political and cultural center of gravity in southwest China, and its media industry is developing rapidly. This study mainly studies the influence of leadership style on employee innovation behavior in the media industry in Chongqing, China. The business scope of such companies mainly includes film production and distribution, script writing, film and television planning; Photography and video services; Stage lighting and sound design; Web design, etc. The thoughts and behaviors of workers in artistic creation are very complex. In every organization of the company, there needs to be a leader who knows how to develop employees' innovative thinking to lead them to bring their innovation to the maximum. The media industry desperately needs to develop limitless innovation. In the development process of relevant film and television companies, leadership training and employee innovation have always been a very important part. In such a work environment, leadership style plays an important role in employees' innovative behavior. It has a direct impact on the company's external competitiveness and the company's future development potential.

With the rapid development of the media industry, competition is becoming increasingly fierce, including big companies such as iQIYI and Tencent Video. Therefore, as a leader of a company, he must give play to his ability, lead his employees to innovate constantly, and lead the innovation and development of the company. To conclude, this study is built on a realistic and theoretical basis to analyze the relationship between leadership style and employee innovation behavior, with an emphasis on the Media Business in Chongqing, China. Research Question of this study are how can leaders better promote employees' innovative behavior?2. how do transformational leadership and transactional leadership affect the generation of employees' innovative behavior? and how does leadership style influence employee innovation behavior through the mediating effect of innovation self-efficacy?

## LITERATURE REVIEW

The media market is a highly innovative and transformative field, which requires high innovation ability of relevant practitioners. This study mainly focuses on which leadership style of transactional and transformational leadership styles can better influence the innovative behaviors of employees in media industry organizations, so as to cultivate the possibility of more innovative thinking and creative employees and provide impetus for the long-term development of media companies.

### **Transformational leadership style**

Burns explains transformational leadership through the prism of Maslow's hierarchy of needs. It defines itself as a leader by making workers conscious of the value and responsibility of the activities they conduct, widening employees' expectations and wishes, and motivating employees' high-level needs to allow employees to place the company, organization, or greater political interests ahead of personal interests (Burns, 1978).

The development of corporate vision and culture is the subject of (Waldman, 1994). "Transformational leadership," he claims, "means that leaders use a range of strategies to improve workers' intrinsic engagement, articulate their priorities and missions, and make them hopeful for the future."

(Yuk, 2002) claims that transformational leadership will motivate corporate participants to change their behaviors and thoughts, as well as help workers contribute to the organization's purpose or goal. It stresses that leaders should grant workers the power to determine whether or not to complete the objectives in order to improve the organization's internal innovation culture and action framework, as well as work with effective management techniques to meet all of the organization's goals.

Based on the above summary, this study defines transformational leadership as follows: The behavioral style of transformational leadership is to make employees realize the importance of their work at all times, motivate and encourage them to pursue a higher level, establish a working atmosphere of mutual trust and mutual help, and encourage employees to sacrifice their personal interests for the benefit of the organization under special circumstances. A kind of leadership behavior that achieves results that exceed the original expectations.

### **Transactional leadership style**

Burns was the one who came up with the word "transactional leadership." He researched government figures and came to the conclusion that transactional leadership is a negotiating mechanism in which leaders and representatives gain reciprocal gains. The idea of optimizing gains while minimizing costs is practiced by both representatives and participants. Bass created the transactional leadership hypothesis in 1985, based on Burns' definition of transactional leadership. Transactional leadership theory, in his view, is the theoretical framework for the creation of leader-member exchange theory and process aim theory, and describes transactional leadership style as follows: leaders recognize and explain workers in this position so that employees have a sense of direction, understand and satisfy employees' needs, and inspire them to work hard.

(Chen Wenjing & Shikan, 2007) are the most representative. They believe that transactional leadership behavior is a way for leaders to understand the needs of subordinates, use various strategies, clarify roles, job requirements and goals, and encourage employees to complete their work to meet their needs.

Therefore, this study holds that transactional leadership behavior refers to the strategy of reward or punishment adopted by leaders on the basis of clarifying their roles and work requirements to encourage employees to work hard to achieve work goals and their own needs.

### **Innovative behavior of employees**

Many scholars have dedicated themselves to the study of human invention behavior since Joseph Schumpeter first formulated the "innovation hypothesis" in 1912. Long-term analysis has shown that creativity is essential to a company's success and development. Enterprise creativity is primarily categorized into three levels: company, team, and entity, with individual employee innovation actions acting as the basis for the organization and team to incorporate innovation. In the 1980s, academia began to pay attention to innovation at the individual level. After entering the 21st century, with the increasingly complex external environment of enterprises and the country vigorously advocating independent innovation, the business and academic circles have realized the importance of employee innovation to enterprise innovation.

### **The concept of employee innovation behavior**

Person innovation activity, according to (Zhou & George, 2001), is the starting point for organizational innovation, which involves not only the innovative concept itself, but also the generation, content, promotion, and production of the innovative idea's implementation plan.

(Shi Yongjin, 2010) proposed to carry out innovation activities with good academic qualifications and professional quality. They conclude that individual creativity activity is a mechanism or phase that leads to innovative outcomes, and their study has yielded a wealth of knowledge. From this perspective, Scott and Bruce's three-stage views have the most influence: 1. The development of problems and the generation of ideas or solutions to those problems. 2. They are looking for money to get their project off the ground. 3. The 289 creative activities were divided into five categories by Kleysen and Street: Investigating Possibility, Suggesting, Asking, Acknowledging, and Submitting.

In the Chinese context, Huang Zhikai, Lu Xiaojun, and Zhang Guoliang both expressed their opinions on Kleysen and Street's personal five-stage view of innovation was tested, and individual innovation behaviors were summarized into two stages: coming up with new ideas. The behavior and implementation of innovative ideas.

### **RESEARCH METHODOLOGY**

The research methods of this study were used to use the literature review method, questionnaire survey method, and use the spss23.0 program log according to descriptive statistical analysis, reliability analysis, correlation analysis and regression analysis. Verify the hypothesis by data. Finally, the intermediary effect between two kinds of leadership style and employee innovation behavior is analyzed and summarized.

For the current social environment and theoretical background, this paper proposes the main research issues, and analyzes the possible innovation and limitations of this research. Next, the relationship between variables is analyzed through literature review. On the basis of theoretical research, relevant hypotheses are put forward in this study. Questionnaire design and preliminary survey were carried out in combination with the international mature scale to verify the rationality of the measurement model. In the later stage, empirical research was carried out through questionnaire collection and data screening. Finally, the hypothesis is verified and the conclusion is analyzed. Through discussion of the research results, management suggestions are put forward for leaders and employees respectively.

### **DATA ANALYSIS RESULT**

The data of this study was analyzed and validated by SPSS 23.0 application. The main analysis is descriptive statistical analysis, reliability analysis, validity analysis, correlation analysis and regression analysis. First, the descriptive statistical analysis of samples and variables. The reliability and validity of the questionnaire scale were further tested to ensure the quality of the questionnaire so as to improve the reliability of the relevant analysis and regression analysis. Third, the various variables are analyzed to test whether variables are relevant. Finally, the correlation and significance of each variable are verified by the regression analysis of the relevant analysis.

#### **Descriptive statistical analysis**

The questionnaire is divided into 5 parts with a total of 51 questions. The questionnaire used Likert's 5-point scale, ranging from 1 to 5. They totally disagree, disagree, are unsure, relatively agree, totally agree. The first part is the basic information of 5 items. The second part is about 10 items of transactional leadership. The third part is about 24 items of transformational leadership. The fourth part is 6 questions about self-innovation efficacy. The fifth part is six questions about employee innovation behavior. 450 questionnaires were sent out and a total of 417 were finally recovered with a recovery rate of 92.6%. After testing, among the 417 questionnaires, there are no invalid ones with only two extremes or the same answers, so the final effectiveness rate of the questionnaire is 100%.

The results of descriptive statistical analysis of the basic information of the samples are 51.08% of males and 48.92% of females. It can be seen that the ratio of male and female in Chongqing media industry is relatively average. The average ratio of males to females also shows that the questionnaire data is fair to some extent, most of the research samples were aged 25 years but less than 30 years old, accounting

for 47.96%. People under the age of 19 and over the age of 40 accounted for a very small proportion, accounting for 1.2% and 3.12% respectively.

55.4% of the population have a bachelor's degree or above. In addition, the proportion of people with junior college is also high, accounting for 39.33%. From the analysis of educational background, we can know that the people in this study all have a high educational level. They have a certain skill base and cultural background. No matter they are employees or leaders, they have good learning ability and innovation ability, it can be seen that the vast majority of people have worked for more than 3 years, most of them are general staff, and the overall proportion of managers is only 29.5%. Therefore, it can be concluded that the overall working hours of the study group are relatively short, mainly the new generation of employees in the company. Therefore, it is very important to study the behavioral responses of these employees to different leadership styles.

### Descriptive statistical analysis of variables

The samples in this study conform to the analysis principle of statistics, and the sample data are suitable for the study in this study.

Table 4-1 Descriptive statistics of variables

Scale questionnaire	Minimum	Maximum	Mean	Std. Deviation
Transactional leadership style Contingency rewards Q6.1-Q6.5	1	5	3.808	1.074
Transactional leadership style Exception management Q7.1-Q7.5	1	5	4.000	1.127
Transformational leadership style Q8.1-Q11.6	1	5	3.789	1.070
Self-innovation efficacy Q12.1-Q12.6	1	5	3.836	1.028
Innovative behavior of employees Q13.1-Q13.6	1	5	3.903	0.979

### Reliability test

This study adopts the Cronbach's Alpha coefficient to express the reliability, and uses SPSS 23.0 to test the two kinds of leadership styles, employee innovation self-efficacy and employee's innovation behavior. The value of the Cronbach's Alpha coefficient is usually between 0-1. If the coefficient of a is no more than 0.6, the internal consensus of the scale is generally considered inadequate. Reaching 0.7-0.8 shows that the scale has a considerable degree of reliability. Reaching 0.8-0.9 shows that the scale is very good.

This data analysis is mainly based on the reliability analysis of 46 items of the scale, and the final result of the Cronbach's Alpha coefficient is 0.976. The internal consistency coefficient of all variables is higher than that of 0.8, from the analysis table 4-2 of the internal consistency reliability analysis table. The questionnaire has a good reliability.

Table Reliability Statistics Summary

Scale	variable	Cronbach's Alpha	N of Items
Leadership Style Scale	Transactional leadership style Contingency rewards	.851	5
	Transactional leadership style Exception management	.808	5
	Transformational leadership style	.963	24
Innovative self-efficacy scale	Innovative self-efficacy	.868	6
Employee innovation behavior Scale	Employee innovation	.888	6
Total		.976	46

### Person Correlation analysis of data

The correlation analysis of several variables has obtained a good result, and there is a significant positive correlation between the variables. In addition, it can be concluded that transformational leadership style has the most significant influence on employees' innovative behavior and innovative self-efficacy. Pearson correlation coefficients reached 0.814\*\* and 0.811\*\*, which is significant at the level of 0.01.

Table 4-9 Pearson Correlations (Q1-Q13.6)

	Q1	Q2	Q3	Q4	Q5	Q6.1-6.5	Q7.1-Q7.5	Q8.1-Q11.6	Q12.1-Q12.6	Q13.1-Q13.6
Q1	1									
Q2	-.058	1								
Q3	.011	-.053	1							
Q4	-.056	.885**	-.087	1						
Q5	.006	.373**	.030	.431**	1					
Q6.1-6.5	-.042	.126*	-.010	.123*	.104*	1				
Q7.1-Q7.5	-.054	.216**	-.062	.203**	-.049	.617**	1			
Q8.1-Q11.6	-.057	.130**	-.034	.136**	.103*	.784**	.702**	1		
Q12.1-Q12.6	-.065	.034	-.052	.044	.042	.743**	.633**	.811**	1	
Q13.1-Q13.6	.814**	.848**	1							1

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

\* . Correlation is significant at the 0.05 level (2-tailed).

### Regression analysis of data

Through the correlation analysis results among the variables, it is concluded that there is a significant positive correlation between the variables to the same degree. However, in order to determine the specific form of the correlation between the variables and to construct the empirical formula among the variables, it is necessary to carry out regression analysis on the variables. Regression analysis can determine the causal relationship between variables, establish a regression model and test the influence of independent variables and dependent variables. The mediation effect test method in this study used the Bootstrap analysis method (Process plugin) in the SPSS regression analysis, which can simulate the sampling distribution Process and conduct multi-mediation analysis by itself.

### Regression analysis of contingent reward transactional leadership, innovation self-efficacy and employee innovation behavior

Table 4-10 The mediating effect of innovative Self-efficacy on contingent reward transactional style and employee innovative behavior

Model:4Y: employee innovation behavior X:Contingency reward M:innovative self-efficacy

Outcome variable	innovative self-efficacy		employee innovation behavior		employee innovation behavior	
	T	p	t	p	t	p
Sample size 417						
Constant	9.7901	0	5.5289	0	11.1016	0
Contingency reward	22.6188	0			22.6188	0
Contingency reward			6.2108	0		
innovative self-efficacy			18.1664	0		
R	0.7431		0.8620		0.7337	
F	511.6109		598.6833		483.7936	

Table 4-11 Total direct and indirect effects of X1 on Y1

	Effect	BootSE	BootLLCI	BootULCI
Indirect	0.4629	0.038	0.3833	0.5345
Direct	0.213	0.0343	0.1456	0.2804
Total	0.676	0.0307	0.6155	0.7364

**Regression analysis of exception management transactional leadership, innovation self-efficacy and employee innovation behavior**

Table 4-12 The Mediating effect of innovative Self-efficacy on exception management transactional style and employee innovative behavior Model:4Y: employee innovation behavior X:Contingency reward M:innovative self-efficacy						
Outcome variable	innovative self-efficacy		employee innovation behavior		employee innovation behavior	
Sample size 417	T	p	t	p	t	p
Constant	9.9027	0	4.5847	0	10.7803	0
exception management	16.6413	0			16.9873	0
exception management			5.3264	0		
innovative self-efficacy			22.6945	0		
R	0.6326		0.8586		0.6404	
F	276.9331		580.5194		288.5671	
Table 4-13 Total direct and indirect effects of X2 on Y2						
	Effect	BootSE	BootLLCI	BootULCI		
Indirect	0.4319	0.0419	0.3468	0.5126		
Direct	0.1602	0.0301	0.1011	0.2194		
Total	0.5922	0.0349	0.5237	0.6607		

**Regression analysis of transformational leadership, innovation self-efficacy and employee innovation behavior**

Table 4-14 The Mediating effect of innovative Self-efficacy on transformational style and employee innovative behavior Model:4Y: employee innovation behavior X:Contingency reward M:innovative self-efficacy						
Outcome variable	innovative self-efficacy		employee innovation behavior		employee innovation behavior	
Sample size 417	T	p	t	p	t	p
Constant	6.4109	0	4.7779	0	7.7056	0
Transformational	28.6395	0			28.6789	0
Transformational			8.9965	0		
innovative self-efficacy			13.303	0		
R	0.8149		0.8747		0.8153	
F	820.2224		674.0993		822.4777	
Table 4-15 Total direct and indirect effects of X3 on Y3						
	Effect	BootSE	BootLLCI	BootULCI		
Indirect	0.4628	0.0512	0.3591	0.5614		
Direct	0.3841	0.0427	0.3001	0.468		
Total	0.8468	0.0295	0.7888	0.9049		

## Hypothesis test results

Tables 4-16 Validation tables for research hypotheses

Research hypothesis	Data significance	Verification results
H1a: Contingency reward transactional leadership style has a positive influence on employee innovation behavior	0.734**	support
H1a: Contingency reward transactional leadership style has a positive influence on employee innovation behavior	0.640**	support
H2a: Employee innovation behavior is positively affected by transformational leadership	0.814**	support
H3a: The Mediating Effect of Innovative Self-efficacy on Contingent Reward-Transactional Leadership Style and Employee Innovative Behavior.	0.676**	support
H3b: The mediating effect of innovation self-efficacy on the transactional leadership style of exceptional management and employee innovation behavior.	0.592**	support
H3c: The mediating effect of innovation self-efficacy on transformational leadership style and employee innovation behavior.	0.846**	support
** . Correlation is significant at the 0.01 level (2-tailed).		
* . Correlation is significant at the 0.05 level (2-tailed).		

## DISCUSSION

By descriptive statistical analysis of sample Numbers, the proportion of men and women in this study is more balanced. In addition, the Chongqing media industry is aged 20-30 years old, and they have a majority of working years in 1-5 years, more of the grassroots staff, and the industry managers are smaller. Before entering the media industry, they had a higher education background, mostly including bachelor's and master's degrees. On the other hand, there is a descriptive statistical analysis of the variables, and the results show that the average and standard deviation are less volatile, indicating that the overall quality of the sample is better.

In this study, although the mature scale of the relevant field is used, the relationship between the quality of the questionnaire data and the better verification variable is used, and the reliability and validity test of 46 items in the questionnaire are still analyzed. The results showed that the total Cronbach's Alpha value of 46 items was 0.976, greater than 0.8, and the questionnaire was highly recommended.

The results show that the total validity of the questionnaire is the total validity of the 46 items of KMO value of the scale is 0.979, which is greater than 0.7, which is greater than 0.7, indicating that factor analysis can be conducted. Bartlett sphericity test sig. value is 0.000, indicating that the questionnaire is very significant, which can be used for regression analysis.

The summary of the reliability and validity of the questionnaire found that the data had good validity, and the results of the subsequent data were analyzed and the regression analysis was analyzed.

And the research hypothesis is validated. Firstly, the correlation between variables is verified, and the results prove that there is a significant positive correlation between leadership style, employee innovation behavior and innovation self-efficacy, which is suitable for follow-up regression analysis and mediation effect test.

On regression analysis, this study used the Process Procedure for SPSS version 3.3 program plug-in to test the effect of innovation self-efficacy on leadership style and employee innovation. The results are as follows:

1. The direct effect and indirect effect of the innovation self-efficacy of the innovation of contingency reward transactional leadership style and employee innovation behavior are significant, and the conclusion is partial mediation.
2. The direct effect and indirect effect of the innovation self-efficacy of the innovation of exception management transactional leadership style and employee innovation behavior are significant, and the conclusion is partial mediation.
3. The direct effect and indirect effect of the innovation self-efficacy of the innovation of transformational leadership style and employee innovation behavior are significant, and the conclusion is partial mediation.

## CONCLUSION

By sorting out relevant literature on leadership style, employee innovation behavior and innovation self-efficacy, this study found that organizational innovation has always been a topic of great concern in academic circles. First of all, for managers, how to stimulate the creativity of employees is a difficult problem: many employees are always content with the status quo and stick to the rules. The company has adopted all kinds of

incentives to innovate, but with little effect. Secondly, although many employees have creative thinking skills and professional knowledge, they have not been fully recognized and cultivated in the enterprise, resulting in their talents cannot be fully displayed. (Fair & West, 1989) An organization needs the power of leadership to create an atmosphere conducive to the innovation and creativity of its employees.

From this basic information, we can conclude that although most of the staff in the industry are new employees, they have a certain ability of innovation and knowledge, and the potential capacity of these employees is extremely necessary to find and cultivate a suitable leader. These excellent young employees also have the ability to be a good leader in the future. Therefore, the corresponding conclusions are drawn in this study.

Firstly, leaders should give confidence to employees, provide opportunities for learning and growth, and set up positions according to their strengths to give full play to their strengths. When telling employees what to do, there is no way to set up too many requirements and rules for employees to encourage employees to define their roles, solve problems independently, and take responsibility for their employees and be responsible for the results. Second, the leader should be in the manager's Angle to listen to the opinions of the employees, make the employee participate in the decision-making process, formulate the work plan that is realistic and work, and share the task background with the employee and based on the relationship between the task, the prediction of the obstacles to ensure development, and to establish the broader enterprise development vision and driving force. Finally, leaders should encourage employees to think in multiple ways and overcome the views and languages of self-interest biases. Introduce different perspectives to encourage employees to express their opinions and ensure that the team has the ability to express their opinions. At the same time, in the process of motivating employee innovation, the leader should set up a personal model, reflect and strengthen the consistent values of the employees that the subordinates believe in, arouse the innovation motivation of the employees, encourage the employee from the outside to the outside, from the attention of the individual to the attention to the contribution of the collective.

First of all, if it is a contingency rewarding transactional leadership style, then he or she should reward employees for their work performance, effort and completion, and motivate them to complete the work more seriously by providing corresponding rewards. In addition, as an exceptional management transactional leadership style, employees' wrong behaviors in the work process should be corrected in time and given correct guidance. Let employees have a right innovation atmosphere at work. Secondly, through the data analysis of transformational leadership style on employee innovation behavior, it can be concluded that transformational leadership has a more prominent impact on employee innovation behavior than transactional leadership style, and has a very good positive significance.

Secondly, through the data analysis of transformational leadership style on employee innovation behavior, it can be concluded that transformational leadership has a more prominent impact on employee innovation behavior than transactional leadership style, and has a very good positive significance. In the process of influencing employee innovation behavior, transformational leadership style can enhance its influence effect through its four dimensions. Transformational leaders can often talk to employees about their values and beliefs, and let employees know that the future of the company is good, and that it is also important to keep itself a leader in innovative ability and be willing to make progress and innovation together with employees. To influence employee innovation by showing employees their leadership charm. Leaders should set up a good moral quality model for employees and make them a good professional environment. During the work period, leaders can appropriately encourage employees and help employees, give certain personalized care to their work and life, plan and propose for their future development, and actively promote employee innovation. Finally, there is a significant intermediary effect between the leadership style and the innovation behavior of the employee. This shows that leadership style can have an impact on employee innovation through innovative self-efficacy. It is found that innovative self-efficacy plays a partial mediating role between leadership style and employees' innovative behavior. Therefore, leadership style can directly or indirectly influence employees' innovative behaviors by cultivating and motivating their personal sense of innovation self-efficacy. As for the cultivation of employees' sense of innovation self-efficacy, more attention should be paid to the internal psychological development of employees from the perspective of employees, so as to cultivate their self-confidence and ambition. When employees' sense of self-awareness is fully satisfied, they will be better able to give full play to their innovative talents.



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