

Leadership Style and Employees' Innovative Behaviour: A Study of National Broadcasting Commission (NBC)

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ABSTRACT

This study examined the impact of leadership style on employee innovative behaviour in the National Broadcasting Commission (NBC), Abuja. Specifically, it investigated the effects of transformational, transactional, and participative leadership styles on employees' ability to generate, develop, and implement novel ideas. The study adopted a survey research design, collecting primary data through structured questionnaires from a sample of 194 employees determined using the Taro Yamane formula. Simple random sampling was employed to ensure representativeness. Reliability and validity of the research instrument were confirmed using Cronbach's alpha and expert reviews, respectively. Data analysis was conducted using multiple regression with SPSS version 23. The findings revealed that participative and transactional leadership styles had a significant positive influence on employee innovative behaviour, while transformational leadership demonstrated a weaker but still significant effect. The study concluded that leadership styles played a critical role in shaping innovation within NBC. It recommended that NBC leaders adopt a more participative and adaptive leadership approach to foster a culture of innovation. The study's limitations included its focus on a single organization, suggesting that future research should explore multiple organizations and industry-wide perspectives.

Keywords: Leadership styles, Employee innovative behaviour, Transformational leadership, Transactional leadership, Participative leadership, National Broadcasting Commission

1.0 INTRODUCTION

Leadership plays a fundamental role in shaping the success of organizations across the globe. Effective leadership fosters a culture of innovation, productivity, and adaptability, which are crucial for sustainable growth. Leadership styles have evolved over time, responding to changes in the global business environment, economic shifts, and workforce dynamics. From transformational to transactional and participative leadership styles, different leadership approaches impact employees' motivation, engagement, and performance. In today's highly competitive and technology-driven business world, leadership is no longer just about directing teams but about

inspiring them to innovate and take ownership of their roles. Effective leadership has become a driving force for fostering innovation and creativity within organizations, which is essential in industries that rely heavily on knowledge and digital transformation.

Leadership stands as a vital competency within the realm of management, characterized by the ability to inspire a group of individuals toward a shared goal. It places a significant emphasis on fostering the growth of followers, addressing their needs, and enhancing their capabilities (Klein et al., 2013). For managers taking on leadership roles, it is crucial to prioritize the development of employees' value systems, motivation levels, and ethical conduct, in

addition to their skill enhancement (Uchenwamgbe, 2013; Ismail et al., 2009). As Armstrong (2012) suggests, a leadership style represents the approach managers use to fulfill their leadership responsibilities.

Within any organization, the effective utilization of appropriate leadership styles, alongside other operational considerations, substantially increases the likelihood of achieving organizational objectives. The leadership style(s) embraced by an organization also significantly influences its culture, thereby exerting a direct or indirect impact on its performance (Haque et al., 2015; Klein et al., 2013). As defined by Mullins (2000), leadership style signifies the approach and manner in which a manager or supervisor opts to engage with their employees or subordinates and how they execute their leadership role (Xenikou, 2017; Aminu and Salawudeen, 2019). This encompasses the specific behaviors a leader in an organization employs to inspire employees in accomplishing the organization's defined objectives (Haque et al., 2015; Igbaekemen & Odivwri, 2015; Ng'ethe et al., 2012).

Leadership can be defined as the ability to influence, guide, and direct individuals or groups towards achieving a common goal (Northouse, 2021). It is a dynamic process that entails strategic decision-making, effective communication, and fostering an environment conducive to employee growth and development. Leadership is instrumental in improving a firm's performance as it enhances organizational effectiveness, fosters employee commitment, and drives innovation. Among the various leadership styles, three major dimensions are transformational, transactional, and participative leadership.

Transformational leadership inspires employees by setting a compelling vision, fostering intellectual stimulation, and acting as role models (Bass & Riggio, 2006). Transactional leadership focuses on structured tasks, rewards, and performance monitoring to ensure efficiency and compliance (Burns, 1978). Participative leadership involves

employees in decision-making, fostering a sense of ownership and commitment (Yukl, 2013). These leadership dimensions are critical as they shape employees' roles, influence their motivation, and ultimately affect their innovative behaviour within an organization.

Employee innovative behaviour refers to the ability of employees to generate, develop, and implement novel ideas that contribute to organizational growth and competitiveness (Janssen, 2000). It involves a proactive approach in identifying problems, proposing creative solutions, and implementing them effectively. Employee innovative behaviour is essential for organizations aiming to remain competitive in a rapidly changing business environment. The dimensions of employee innovative behaviour are idea generation, idea promotion, and idea implementation.

Idea generation involves cognitive flexibility, creative thinking, and the ability to challenge existing methods (Amabile, 1996). Idea promotion involves convincing colleagues, supervisors, or decision-makers to support the idea and secure necessary resources for implementation (Janssen, 2000). Idea implementation, involves transforming a proposed idea into a practical, functional outcome within the organization (Carmeli et al., 2006).

In the National Broadcasting Corporation (NBC) in Abuja, employee innovative behaviour is crucial for the organization's ability to adapt to the dynamic media landscape. As a key player in Nigeria's broadcasting sector, NBC is expected to drive media policies, regulate content, and ensure the industry meets global standards. In a highly competitive and technologically evolving broadcasting industry, leadership should inspire employees to embrace innovation, leverage digital tools, and enhance content quality. With the right leadership in place, NBC can transform its workforce into a hub of creativity, efficiency, and competitiveness, thereby strengthening Nigeria's broadcasting industry on a global scale.

However, the organization faces significant challenges, including bureaucratic bottlenecks, limited technological advancements, and resistance to change. Leadership at NBC plays a pivotal role in fostering an environment that supports creativity and innovation. However, gaps in leadership effectiveness have hindered the organization's ability to fully harness the innovative potential of its workforce. Leadership styles that fail to encourage participatory decision-making, risk-taking, and continuous learning can limit employees' willingness to engage in innovative practices.

Given these challenges, it is imperative to conduct this study to examine the influence of leadership on employee innovative behaviour in NBC. Understanding the role of transformational, transactional, and participative leadership styles in shaping employee innovative behaviour will provide valuable insights for organizational improvement.

Statement of the problem

Ideally, organizations that foster effective leadership create a work environment where employees are motivated to think creatively, take initiative, and contribute innovative solutions to improve organizational efficiency and effectiveness.

However, the actual situation at NBC suggests a gap in leadership effectiveness, which has adversely affected employee innovative behaviour. The organization faces challenges such as hierarchical leadership structures, resistance to change, and limited employee involvement in decision-making. Many employees lack the motivation to engage in creative problem-solving due to rigid policies and leadership approaches that do not encourage risk-taking or knowledge-sharing. The limited support for innovative initiatives has led to stagnation in content creation, outdated operational models, and an inability to compete with private-sector media organizations that are more adaptive and technologically advanced.

Existing literature has extensively studied leadership and employee innovative behaviour, but significant empirical gaps remain regarding the public broadcasting sector in Nigeria. While previous studies (Afsar et al., 2019; Javed et al., 2018) have explored the relationship between leadership styles and innovation, few have specifically examined this relationship in a regulatory body like NBC. Additionally, many studies focus on private-sector organizations, where profit motives drive leadership decisions, whereas NBC operates in a government-regulated space with unique challenges. This study seeks to fill this gap.

Failure to address this problem could have significant consequences for NBC and the broader media landscape in Nigeria. If the organization continues to struggle with leadership inefficiencies, it risks further stifling employee creativity, reducing competitiveness, and limiting its regulatory effectiveness. It is on this premise that this study investigated the effect of leadership styles on employee innovative behaviour in NBC. Specifically, this study aims to:

- i. How does transformational leadership affect employee idea generation at NBC in Abuja?
- ii. What is the influence of transactional leadership on employee idea promotion at NBC in Abuja?
- iii. To what extent does participative leadership impact employee idea implementation at NBC in Abuja?

2.0 LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Concept of Leadership

Sun (2002) defines leadership as the process of influencing people so that they make an effort by their own will and enthusiasm towards obtaining the group's goals. Others define leadership as the skill or process of persuading individuals to contribute willingly and enthusiastically to the attainment of group objectives (Wehrich et al., 2011). This concept encompasses not just a readiness to work but

also enthusiasm and confidence. In the words of Asika (2004), leadership is the process of influencing people to channel their efforts toward the achievement of specified goals. Jones and George (2004) consider it the process by which an individual exerts influence over others, inspiring, motivating, and guiding their actions to achieve the group's objectives.

Abba et al. (2004) propose that leadership styles encompass the strategies and techniques employed by leaders to influence their team members to align with their objectives, essentially, it denotes the authority of a manager to delegate responsibilities to subordinates. To achieve optimal outcomes from subordinates, managers must possess the ability to bolster their team members' enthusiasm, thereby fostering a sense of active participation, cooperation, and a willingness to contribute. In the examination of leadership styles, both Abba et al. (2004) and (Weihrich et al., 2011; Aminu and Salawudeen, 2019) have identified three primary paradigms: autocratic, laissez-faire, and democratic leadership. These paradigms are intricately linked to McGregor's Theory X and Y assumptions. In contemporary leadership theories, there is a more nuanced categorization of leadership styles, which includes five prominent models: charismatic leadership, transactional leadership, transformational leadership, visionary leadership, and culture-based leadership, as expounded by DeRue and Myers (2013) and Ojokuku et al. (2012).

Transformational leadership

This is a leadership approach that places a strong emphasis on nurturing the growth and addressing the needs of followers. As outlined by Bass and Riggo (2006) and Odumeru and Ogbonna (2013), this style of leadership is geared towards enhancing follower motivation, morale, and overall performance. It accomplishes this by establishing a connection between followers' self-identity and the mission and collective identity of the organization, setting an example as a role model to inspire and motivate followers, encouraging followers to take on greater responsibility for their work,

and tailoring tasks to align with followers' strengths and weaknesses to enhance their performance. Transformational leaders are dedicated to cultivating the values, motivation, and ethical principles of their employees while also fostering the development of their skills (Ojokuku et al., 2012; Aminu and Salawudeen, 2019). Essentially, it aids followers in achieving their objectives within the organizational context, promoting openness and adaptability to new and improved practices and environmental changes (Bass, 2001).

Transactional Leadership

Often viewed as the negotiators among leadership styles, transactional leaders are always ready to provide something in return for their followers' commitment and performance. These incentives can take various forms, such as positive performance reviews, salary increases, promotions, new responsibilities, or adjustments to job duties to align with followers' preferences. The potential issue with transactional leaders lies in the realm of expectations. The transactional leadership style is fundamentally characterized by the exchange of rewards and objectives between employees and management, as outlined by Howell and Avolio (1993). Transactional leaders meet employee needs by rewarding them when they meet predetermined targets (Humphreys, 2002; Howell & Avolio, 1993; Bass, 1990).

Participative Leadership

Participative leadership is a leadership approach that emphasizes collaboration, shared decision-making, and active involvement of subordinates in organizational processes. Unlike autocratic leadership, where decisions are made unilaterally, participative leaders engage employees in discussions, value their input, and encourage problem-solving through collective effort. This leadership style fosters a culture of trust, accountability, and commitment, ultimately enhancing job satisfaction and performance (Yukl, 2013). Organizations that adopt participative leadership often experience increased innovation and efficiency, as employees feel

empowered to contribute their ideas and expertise. By allowing employees to take part in decision-making, organizations create a more inclusive and motivated workforce, reducing resistance to change and improving overall organizational effectiveness.

In the context of fast-moving consumer goods (FMCG) companies in Nigeria, participative leadership can significantly enhance performance by leveraging employees' insights into market trends, consumer preferences, and operational challenges. Given the highly competitive nature of media, companies that engage their workforce in decision-making are more likely to adapt quickly to market dynamics and implement strategies that drive growth. Leaders in media who involve employees in process improvements, product development, and marketing strategies benefit from increased employee commitment and agility in responding to industry challenges. This leadership style ensures that employees are not just task executors but active contributors to the organization's success, fostering innovation and resilience in a rapidly evolving business environment.

Employee Innovative Behaviour

Employee innovative behaviour refers to the intentional efforts of employees to introduce and apply novel ideas, products, services, or processes that improve organizational performance (Janssen, 2000; Abdullahi and Mohammed, 2025). This behaviour is crucial in dynamic business environments where continuous improvement and adaptability determine competitiveness. Innovative employees actively seek creative solutions, advocate for change, and implement new strategies that contribute to organizational sustainability (Scott & Bruce, 1994).

Several scholars have conceptualized innovative behaviour as a multi-stage process involving the generation, promotion, and implementation of ideas (De Jong & Den Hartog, 2010). Organizations that foster a culture of innovation often experience higher productivity, employee engagement, and

competitive advantage. These outcomes stem from employees' willingness to experiment, take risks, and refine existing systems to enhance efficiency (Anderson et al., 2014).

The three key dimensions of employee innovative behaviour idea generation, idea promotion, and idea implementation provide a structured approach to understanding how employees contribute to innovation.

Idea Generation

Idea generation is the initial stage of innovative behaviour, where employees identify problems and develop creative solutions (Amabile, 1988). It involves cognitive processes such as brainstorming, knowledge acquisition, and lateral thinking to propose novel approaches to work-related challenges. Employees engaged in idea generation often leverage their expertise, industry trends, and personal experiences to conceptualize improvements (Shalley & Gilson, 2004).

Organizations that encourage idea generation provide employees with autonomy, psychological safety, and knowledge-sharing platforms to enhance creativity (Zhou & George, 2001; Aminu and Salawudeen, 2019). For instance, firms like Google and 3M allow employees dedicated time for innovative projects, resulting in breakthrough products (Grant, 2016). Without an environment that supports creative thinking, employees may lack the motivation or confidence to contribute new ideas.

Idea Promotion

Idea promotion refers to the effort employees put into advocating for their ideas, persuading colleagues, supervisors, and key decision-makers to recognize and support their innovations (Janssen, 2003). This stage involves communication, negotiation, and political skills to gain organizational buy-in and resource allocation for idea development. Employees must effectively articulate the benefits of their proposals and address potential resistance from stakeholders (Baer, 2012).

A supportive leadership style significantly influences idea promotion. Transformational leaders, for example, empower employees to voice their ideas and provide the necessary backing to push them forward (Pieterse et al., 2010; Aminu and Salawudeen, 2019). Additionally, organizations that cultivate open communication channels and reward proactive behaviour create an enabling environment for idea promotion. Without adequate support, even the most groundbreaking ideas may struggle to gain traction.

Idea Implementation

Idea implementation is the final stage of innovative behaviour, where employees take concrete actions to transform their ideas into practical solutions (De Jong & Den Hartog, 2010). This dimension involves testing, modifying, and integrating new concepts into existing work processes, ensuring feasibility and effectiveness. Implementation requires persistence, problem-solving, and collaboration with various organizational units to achieve successful execution (West, 2002).

Several factors influence the success of idea implementation, including organizational resources, leadership support, and employee commitment (Axtell et al., 2000). Companies that invest in training, provide financial resources, and allow employees to experiment with new approaches increase the likelihood of successful implementation. For example, agile project management techniques, commonly used in software development, facilitate rapid iterations and continuous improvement of new ideas (Drucker, 1999).

Theoretical Framework

Robert House (1971) proposed the Path-Goal Theory, which is used as the central theory for this study. The Path-Goal Theory posits that a leader's primary role is to guide, support, and motivate subordinates to achieve organizational goals by clarifying the path to success and removing obstacles. The theory suggests that leadership effectiveness depends on how well a leader adapts their style to fit employees' needs

and work environment. It identifies four leadership styles: directive, supportive, participative, and achievement-oriented, emphasizing that leaders should adjust their approach based on situational factors (House, 1971).

The Path-Goal Theory is relevant to this study as it explains how leadership can influence employees' innovative behaviour. By engaging employees in decision-making and creating an environment that fosters motivation and job satisfaction, participative leaders help employees navigate work challenges and align their efforts with organizational goals. This theory provides a framework for understanding how leadership behaviours impact employee engagement, adaptability, and overall business performance in a competitive industry.

Empirical Review

One study by Haq & Kuchinke (2016) examined the impact of leadership styles on employees' attitude towards their leader and performance in Pakistani banks. Although the study was conducted in Pakistan, the findings can provide insights into the Nigerian context. The study found that different leadership styles, such as transformational, transactional, and laissez-faire, have varying effects on employee performance. This suggests that the choice of leadership style can greatly influence the management of an organization in Nigeria.

One study conducted in the Nigerian oil and gas industry found that leadership styles have a significant impact on employee productivity (Olayisade & Awolusi, 2021). The study highlighted the importance of leadership in influencing employee morale and productivity. Another study focused on academic libraries in South South, Nigeria, and found that the autocratic leadership style was predominantly practiced at the management level (Akparobore & Omosekejimi, 2020). This suggests that leadership styles can vary across different sectors and organizations in Nigeria.

The effect of leadership styles on employee job performance was examined in the

manufacturing industry in Nigeria (Omogero & Okwutu, 2023). The study concluded that leadership style has a significant impact on employee job performance. Similarly, a study conducted among non-teaching employees of federal universities in South-East Nigeria found that perceived leadership style and organizational commitment significantly affect job satisfaction (Nweke et al., 2021). These findings highlight the importance of leadership styles in influencing employee performance and satisfaction in Nigerian organizations.

The impact of leadership styles on the quality performance of construction projects in Nigeria was assessed in another study (Buba & Tanko, 2017). The study found that leadership styles have a significant influence on the quality performance criteria of public projects. This suggests that leadership styles can affect the overall success and outcomes of projects in Nigeria.

The influence of participative leadership style on supply chain performance in retail SMEs in Rivers State, Nigeria, was investigated in a study (Olomi & Kegwuru, 2021). The study found a positive and significant influence of participative leadership style on supply chain performance. This indicates that leadership styles can impact the performance of specific functional areas within organizations.

The relationship between leadership style, organizational culture, and job satisfaction was explored in the context of an agricultural training institute in Kwara State, Nigeria (Olonade et al., 2021). The study found a significant correlation between leadership style, organizational culture, and job satisfaction. This suggests that leadership styles and organizational culture can influence employee satisfaction and overall organizational performance.

The moderating effects of employee's attitude and work environment on the relationship between leadership skill, leadership style, and job commitment among academic staff of Nigerian universities were examined in a study (Ekpe et al., 2017). The study highlighted the

importance of considering employee attitudes and work environment in understanding the impact of leadership styles on job commitment.

Furthermore, the impact of leadership style and management on the performance of non-governmental organizations in Nigeria was investigated (Haruna, 2021). The study found that leadership style and management significantly affect the performance of non-governmental organizations. This indicates that leadership styles are crucial in the context of non-profit organizations in Nigeria. Lastly, a study focused on small and medium-scale enterprises in Delta State, Nigeria, examined the effect of leadership style on employee satisfaction (Tarurhor et al., 2022). The study found that leadership style has a significant impact on employee satisfaction in these enterprises.

3.0 METHODOLOGY

This study adopted a survey research design to examine the relationship between leadership style and employee innovative behaviour in the National Broadcasting Commission (NBC). The survey research design was deemed appropriate as it enables the collection of primary data from a large population, facilitating the analysis of relationships between variables. This design also allows for the generalization of findings to the entire population of employees at NBC. The population of the study comprised employees of the National Broadcasting Commission. Information obtained from the Human Resources Department of NBC indicates that there are 373 employees. To determine the appropriate sample size, the Taro Yamane formula was employed at a 5% margin of error, resulting in a sample size of 194 respondents. A simple random sampling technique was used to ensure that every employee had an equal chance of being selected, thereby eliminating selection bias and enhancing the representativeness of the sample. Primary data was utilized for this study, and data collection was conducted using a structured questionnaire. The questionnaire was designed to capture relevant information on leadership styles, including participative,

transactional, and transformational leadership styles, and their effect on employee innovative behaviour. To ensure reliability, the internal consistency of the questionnaire items was assessed using Cronbach's alpha. The coefficients obtained for the key constructs were as follows: participative leadership ($\alpha = 0.82$), transactional leadership ($\alpha = 0.81$), transformational leadership ($\alpha = 0.83$), idea generation ($\alpha = 0.78$), idea promotion ($\alpha = 0.91$), and idea implementation ($\alpha = 0.76$), indicating acceptable levels of reliability. Validity was established through content validity, where experts in leadership and

organizational behaviour reviewed the questionnaire to ensure that it adequately captured the variables under investigation. Data analysis was performed using multiple regression analysis with the aid of SPSS version 23. This statistical technique was selected as it allows for the assessment of the impact of multiple independent variables (participative, transactional, and transformational leadership styles) on the dependent variable (employee innovative behaviour), providing insights into the predictive power of leadership styles in NBC.

4.0 RESULTS AND DISCUSSIONS

A total of 193 questionnaires were distributed to employees of the National Broadcasting Commission (NBC). However, only 185 were retrieved, representing 95.9% of the total distributed questionnaires. Preliminary analysis of the 185 retrieved responses (95.9%)

indicated that all were appropriately completed and deemed suitable for further statistical analysis. The demographic distribution of respondents is presented in Table 1, showing the breakdown by age, gender, and years of work experience.

Table 1: Demographic Profile of Respondents

Variable	Frequency (n)	Percentage (%)
Age		
20 - 30 years	45	24.3
31 - 40 years	72	38.9
41 - 50 years	48	25.9
Above 50 years	20	10.8
Gender		
Male	108	58.4
Female	77	41.6
Years of Experience		
Below 5 years	40	21.6
5 - 10 years	75	40.5
Above 10 years	70	37.8

Source: Authors output, 2025

The age distribution of respondents indicates that the majority (38.9%) fall within the 31 - 40 years category, followed by those aged 41 - 50 years (25.9%), while the smallest proportion (10.8%) were aged above 50 years. This suggests that most employees in NBC are in their early to mid-career stages. Regarding gender distribution, 58.4% of the respondents were male, while 41.6% were female, indicating a relatively balanced workforce, though with a slight male dominance. In terms

of work experience, 40.5% of the respondents had worked for 5 - 10 years, 37.8% had over 10 years of experience, while 21.6% had less than 5 years of experience. This suggests that the workforce consists of a mix of experienced and relatively new employees. Before conducting multiple regression analysis, key assumptions were tested and satisfied, confirming the appropriateness of the technique for further analysis.

Statement of Hypotheses

H₀₁: Transformational leadership has no significant effect on employee idea generation.

Table 2: Model Summary on Transformational leadership and Employee Idea Generation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.603 ^a	.363	.360	1.01315

a. Predictors: (Constant), Transformational leadership

Table 3 ANOVA on Transformational leadership and Employee Idea Generation

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	107.215	1	107.215	104.450	.000 ^a
	Residual	187.845	183	1.026		
	Total	295.059	184			

a. Predictors: (Constant), Transformational leadership

b. Dependent Variable: Employee idea generation

Table 4: Coefficients on Transformational leadership and Employee Idea Generation

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	1.817	.213		8.537	.000
	Transformational leadership	.574	.056	.603	10.220	.000

a. Dependent Variable: Employee idea generation

Source: Author output, 2025

The results of the regression analysis indicate that transformational leadership significantly influences employee idea generation. The model summary (Table 2) shows that transformational leadership explains 36.3% of the variance in employee idea generation ($R^2 = 0.363$), suggesting a moderate explanatory power. The ANOVA results (Table 3) reveal that the overall regression model is statistically

significant ($F(1, 183) = 104.450, p < 0.001$), confirming that transformational leadership has a meaningful impact on employee idea generation.

Furthermore, the coefficient estimates (Table 4) indicate that transformational leadership has a positive and significant effect on employee idea generation ($\beta = 0.603, t = 10.220, p < 0.001$).

The positive beta coefficient suggests that an increase in transformational leadership practices is associated with a higher level of employee idea generation. Since the significance value ($p < 0.001$) is below the 0.05

threshold, we reject the null hypothesis (H_{01}) and conclude that transformational leadership has a significant effect on employee idea generation.

H₀₂: Transactional leadership has no significant effect on employee idea promotion.

Table 5: Model Summary on Transactional Leadership and Employee Idea Promotion

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.715 ^a	.512	.509	.99547

a. Predictors: (Constant), Transactional Leadership

Table 6: ANOVA on Transactional Leadership and Employee Idea Promotion

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	190.201	1	190.201	191.936	.000 ^a
	Residual	181.345	183	.991		
	Total	371.546	184			

a. Predictors: (Constant), Transactional Leadership

b. Dependent Variable: Employee Idea Promotion

Table 7: Coefficients on Transactional Leadership and Employee Idea Promotion

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	.492	.240		2.049	.042
	Transactional Leadership	.851	.061	.715	13.854	.000

a. Dependent Variable: Employee Idea Promotion

Source: Author output, 2025

The regression results indicate that transactional leadership significantly influences employee idea promotion. The model summary (Table 5) shows that transactional leadership explains 51.2% of the variance in employee idea promotion ($R^2 = 0.512$), demonstrating a strong predictive relationship. The ANOVA results (Table 6) confirm that the model is statistically significant ($F(1, 183) = 191.936$, $p < 0.001$), indicating that transactional leadership has a substantial effect on employee idea promotion.

Additionally, the coefficient estimates (Table 7) reveal a positive and significant relationship between transactional leadership and employee idea promotion ($\beta = 0.715$, $t = 13.854$, $p < 0.001$). This suggests that as transactional leadership practices increase, employee idea promotion improves correspondingly. Since the significance value ($p < 0.001$) is below the 0.05 threshold, we reject the null hypothesis (H_{02}) and conclude that transactional leadership has a significant effect on employee idea promotion.

H₀₃: Participative leadership has no significant effect on employee idea implementation.

Table 8: Model Summary on Participative Leadership and Employee idea implementation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
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1	.841 ^a	.708	.706	.81126
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a. Predictors: (Constant), Participative Leadership

Table 9: ANOVA on Participative Leadership and Employee idea implementation

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	292.122	1	292.122	443.859	.000 ^a
	Residual	120.440	183	.658		
	Total	412.562	184			

a. Predictors: (Constant), Participative Leadership

b. Dependent Variable: Employee idea implementation

Table 10: Coefficients on Participative Leadership and Employee idea implementation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.332	.180		-1.843	.067
	Participative Leadership	.993	.047	.841	21.068	.000

a. Dependent Variable: Employee idea implementation

The regression results indicate that participative leadership has a strong and significant effect on employee idea implementation. The model summary (Table 8) reveals that participative leadership explains 70.8% of the variance in employee idea implementation ($R^2 = 0.708$), signifying a very strong predictive relationship. The ANOVA results (Table 9) confirm the model's significance ($F(1, 183) = 443.859$, $p < 0.001$), demonstrating that participative leadership substantially impacts employee idea implementation.

Furthermore, the coefficient estimates (Table 10) show a highly significant and positive relationship between participative leadership and employee idea implementation ($\beta = 0.841$, $t = 21.068$, $p < 0.001$). This implies that as participative leadership increases, employees are more likely to implement innovative ideas. Since the significance value ($p < 0.001$) is below the 0.05 threshold, we reject the null hypothesis (H_{03}) and conclude that participative leadership has a significant effect on employee idea implementation.

Discussion of findings

The central objective of this study was to examine the effect of leadership styles participative, transactional, and transformational on employee innovative behaviour in the National Broadcasting Commission (NBC). Specifically, the study sought to determine the individual effects of participative, transactional, and transformational leadership styles on employee innovative behaviour. The findings revealed that all three leadership styles significantly influence employee innovative behaviour, with participative leadership having the strongest impact, followed by transactional and transformational leadership.

The study further revealed that transformational leadership has a significant but relatively weaker effect on idea generation. This indicates that while transformational leaders inspire and motivate employees toward a vision, their influence on fostering direct innovative behaviour may be less than that of participative

and transactional leadership. This finding is in line with Buba and Tanko (2017), who found that leadership styles significantly influence quality performance in Nigerian construction projects, suggesting that transformational leadership can be beneficial in driving high standards. Furthermore, Nweke et al. (2021) established that perceived leadership style significantly affects job satisfaction among university employees, which can indirectly influence innovation. However, the relatively weaker effect of transformational leadership in this study suggests that while vision-driven leadership is valuable, employees at NBC may require more hands-on involvement and structured incentives to fully engage in innovative behaviour. The implication is that NBC leaders should combine transformational leadership with participative and transactional elements to create a well-rounded leadership approach that drives both motivation and structured support for innovation.

The results also indicated that transactional leadership significantly influences employee idea promotion. This suggests that a structured leadership approach, where rewards and punishments are used to drive performance, can enhance innovative behaviour among employees. This finding is supported by Olayisade and Awolusi (2021), who found that leadership styles significantly impact employee productivity in the Nigerian oil and gas industry. Their study emphasized that leaders who provide clear rewards and consequences motivate employees to perform better, which can extend to fostering innovation. Similarly, Omogero and Okwutu (2023) found that leadership styles play a critical role in shaping employee job performance in the manufacturing industry in Nigeria. The implication of this finding is that while transactional leadership may not inherently promote innovation, it can create an environment where employees are motivated to develop new ideas when rewards and incentives are structured to encourage creative thinking.

The study found that participative leadership has a significant and positive effect on employee idea implementation. This suggests

that when leaders involve employees in decision-making, encourage collaboration, and value their contributions, employees are more likely to exhibit innovative behaviour in the workplace. This finding aligns with Olomi and Kegwuru (2021), who found that participative leadership positively influences supply chain performance in retail SMEs in Rivers State, Nigeria. Their study reinforces the idea that involving employees in organizational decisions enhances their commitment and creative contributions. Similarly, Olonade et al. (2021) identified a strong correlation between leadership style, organizational culture, and job satisfaction, suggesting that participative leadership can improve employee morale and willingness to innovate. The implication of this finding is that NBC leaders should adopt a participative leadership approach to foster an environment that encourages creativity, problem-solving, and knowledge sharing among employees.

5.0 CONCLUSION AND RECOMMENDATIONS

This study examined the effect of leadership styles—participative, transactional, and transformational—on employee idea generation, promotion and implementation in the National Broadcasting Commission (NBC). The findings revealed that all three leadership styles significantly influence employee innovative behaviour, with participative leadership exerting the strongest effect, followed by transactional and transformational leadership. These results highlight the critical role of leadership in shaping employees' capacity for creativity, problem-solving, and innovation in the workplace. The study reinforces the notion that effective leadership is a crucial driver of employee engagement and innovative contributions within organizations.

Recommendations

Based on the study's findings, the following recommendations are made to the leadership of NBC:

1. NBC leaders should encourage employee participation in decision-making, idea generation, and problem-

solving processes. Open communication channels and collaborative decision-making forums should be established to harness employees' innovative potential.

2. Given the positive effect of transactional leadership, NBC should implement clear performance-based incentives to reward employees who contribute innovative ideas. This can include financial rewards, career growth opportunities, or public recognition within the organization.
3. While transformational leadership is essential for inspiring employees, it should be complemented with participative and transactional elements to ensure employees receive both motivation and structured support for innovation.
4. NBC should train its leaders on effective leadership strategies that foster innovation. Leadership training programs should emphasize balancing different leadership styles to optimize employee innovative behaviour.

LIMITATIONS AND SUGGESTIONS FOR FUTURE STUDIES

The study was limited to the National Broadcasting Commission (NBC), which may restrict the generalizability of the findings to other organizations in Nigeria. Future research should consider multiple organizations across different industries. The study relied on self-reported responses from employees, which may be subject to social desirability bias. Future research could incorporate interviews or observational methods for a more comprehensive assessment.

Suggestions for Future Studies

Future studies could explore the mediating or moderating effects of variables such as organizational culture, job satisfaction, or employee engagement on the relationship between leadership styles and innovative behaviour. Research should be conducted in other industries, such as banking, manufacturing, or healthcare, to determine

whether the effects of leadership styles on innovation vary across different organizational contexts. Future studies could compare the effectiveness of leadership styles in public and private sector organizations to identify sector-specific leadership dynamics.

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