Leader Bottom-Line Mentality and Entrepreneurial Innovation Behavior: The Mediating Role of Risk-Taking Willingness

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ABSTRACT: This study examines the effect of leader bottom -line mentality on proactive innovation behavior and investigates the mediating role of employees' willingness to take risks according to Social Exchange Theory (SET). Samples of 168 employees were collected and analyzed using SPSS by :descriptive statistics ,reliability and correlation analysis ,and mediation analytic analysis of PROCESS-Macro Model 4.Findings Leader Bottom -line mentality negatively influences proactive innovation behavior and partially mediates this relationship . The study highlights that excessive emphasis on financial outcomes discourages employee risk-taking, which is essential for innovation. The findings imply that organizations should balance performance -oriented leadership with supportive practices that encourage risk-taking to promote proactive behavior.

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Introduction

Innovation has become a critical factor of success for organizations operating in highly competitive and rapidly changing environments. Whether in business, education, manufacturing, or public institutions, employees are increasingly expected to engage in proactive innovation behavior, a forward -looking process in which individuals initiate, develop, and implement new ideas without direct instruction (Luo et al., 2025). One of the most important factors shaping employees ' innovation actions is leadership style, particularly the extent to which leaders prioritize financial and performance outcomes. As a growing body of research demonstrates, Leader: Bottom -line Mentality (BLM), a narrow leadership focus on maximizing results while ignoring social, emotional, and ethical attention, may significantly influence employees' willingness to innovate and take risks (Wan et al.,2021; Zhang et al .,2022; Luan et al., 2025), although organization. Usually, organizations promote performance-driven leadership to meet market demand; too much focus on the bottom line can weaken the very behavior needed to achieve sustainable growth, including creativity, experimentation, and risk-taking. This growing Inconsistency between short-term performance and long-term innovation has established an important problem for both scholars and practitioners.

In today's business environment, organizations must innovate to remain in line with market standards. Yet many fail to encourage innovation because of the way leaders behave. Some leaders are so focused on financial results and short-term success that they create a high-pressure atmosphere in which some employees feel unsafe to try new ideas. This is known as leader bottom-line mentality. An employee feels unsafe to experiment when only success is rewarded,

and when mistakes are punished, they stop experimenting, which limits their innovative actions. Innovation also requires taking risks, but if employees feel their leader cares only about the results, they may be less willing to take risks. This not only decreases motivation but also prevents the organization from being able to adapt to changing market conditions. The main problem this study looks at is that their high focus on the financial results may prevent employees from being innovative, and this may happen because less willing to take risks understanding this is important because so many organizations talk about innovation but don't create an environment that actually supports innovation.

Empirical evidence shows that bottom–line mentality–focused leadership may decrease workers' motivation to propose new ideas or engage in creative experimentation (Wan et al., 2021). On the other hand, some researchers have suggested that a moderate exposure to the bottom line reflects motivated employee behavior by explaining expectations and motivating goal achievement (Zhang et al., 2022). However, there is little available evidence on the boundary conditions of the role of BLM in supporting or harming innovation (Wan et al., 2021). Other mixed or curvilinear findings and meta-analyses suggest both negative and complex indirect outcomes (Luan et al., 2025). Moreover, very little research provides information on how BLM impacts employees' risk-taking when risk- taking is one of the very core elements in proactive innovation (Rahaman et al.,2021; Luo et al.,2025).

Social Exchange Theory is the theory that all interactions at work occur through a series of give-and-take relationships and depend on reciprocal exchanges of support, trust, and respect. When work leaders support employees, treat employees fairly, and give importance to their efforts, employees naturally display positive behaviors such as creativity and innovation. But when work leaders have a strong bottom -line mentality, employees feel unwanted and psychologically unsafe; they believe value is measured only by profit. Their ideas are not valued unless they increase profit directly. This decreases trust, respect, innovative behavior, and psychological safety, leading to risk avoidance.

Some studies have found positive or beneficial aspects of BLM. Zhang et al. (2022) find that at a moderate level of BLM, employees benefit from focusing attention, clarifying goals, and encouraging disciplined work. Employees with high power distance orientation are particularly responsive to focused leadership. Luan et al. (2025) also find that at very high levels of BLM, there is a U-shaped effect that extreme pressure paradoxically improves performance once employees reach a "stress threshold" (Rahaman et al .,2021; García-Piqueras et al., 2019). Since in entrepreneurial and SME setting, willingness to take risks improves performance and innovation (Rahaman et al.,2021; García-Piqueras et al., 2019), suggesting that in some settings, disciplined, goal-oriented leadership may complement innovation – oriented leadership may complement innovation- oriented behaviors.

Human factors impact creativity, innovation, and productivity. Wan et al. (2021) found that BLM decreases teachers' innovative behavior by stimulating psychological insecurity and a feeling of not being enough. Luo et al. (2025) found that BLM negatively impacts proactive innovation behavior, although it may support reactive innovation behavior because it is the result of people's response to urgent needs rather than the generation of new ideas. Meta–analytic results by Luan et al. (2025) further established that BLM reduces organizational commitment and tends to promote emotional exhaustion, all of which, generally speaking, harm innovative performance.

First, this study offers the first overview of the mechanisms that drive pro-innovation behavior to the bottom line via the employees' willingness to take risks. Previous studies examined the effects of BLM on innovation (Wan et al., 2021; Luo et al., 2025) and on risk-taking on performance (Rahaman et al., 2021), but little is known that relates both constructs together in one model. For this reason, this study addresses a gap in the psychological pathway to explain why there is a decline or varying growth in innovative behavior in performance-driven leadership. By

examining the role of willingness to take risks, this study also contributes to the theory of employee psychological processes responding to bottom-line pressure.

The second feature is that it corrects for conflicting outcomes in the empirical literature, which are inconsistent with one another: some previous studies have observed negative effects, others show positive or curvilinear outcome patterns, and others report null relationships. Here, however, address the conflicting results by studying the boundary conditions and underpinning mechanisms affecting the relationship between BLM and innovation in particular: this study distinguishes between proactive and reactive innovation behavior, because BLM may suppress the activity of the former but encourage the latter (Luo et al., 2025). From this perspective, our study contributes to leadership research by further demonstrating that innovation cannot be defined as a single unified construct and that leadership is variable depending on what type of innovation is being examined.

Tensions around the bottom- line mindset of a leader have been growing in recent years; however, there are also gaps. There is no attention to risk- taking as a mediator. Most studies explore the role of psychological safety, moral disengagement, or emotional exhaustion as mediators, but risk -taking is not often considered a mediator of innovation (Luo et al., 2025; Rahaman et al., 2021). There are no distinctions between proactive and reactive innovation. Previous studies have focused on innovation, either as a whole or as performance outcomes, and in no way has the impact of BLM been examined differently by different types of innovation. Mixed empirical evidence needs to be clarified; in light of the observed negative, positive, and null effects of BLM, there is an urgent need for a more unified model to explain when and why BLM impairs or promotes innovation. Low research output in non-Western or developing settings; most current studies focus on China or Western cultural or industry contexts to find more generalizability. Specifically, this study fills these gaps by proposing a model linking leader bottom -line mentality, willingness to take risks, and proactive innovation behavior, providing a more complete and contextually relevant explanation of these relationships.

Literature Review

Empirically, Rahaman et al. (2021) examine the effect of risk–taking, innovativeness, and proactiveness on business performance of SEM in Bangladesh. Their intention was to examine whether entrepreneurial behavior plays a role in improving business outcomes of small and medium–sized enterprises (SMEs) in a developing economy. Specifically, data were collected from SEM owners in Dhaka city. There were 250 SEM owners who were contacted, and 180 owners responded to the questionnaires (the final sample). The present study focused on the SEM sector, so the findings are relevant to business and industry-level understanding. Using SPSS, the authors performed hierarchical regression analysis at a 5% significance level to investigate the hypotheses. The results of the study provide some evidence that risk–taking innovativeness and proactiveness had a big positive influence on SEM performance. The effect of the age of the business was also found. Therefore, entrepreneurial orientation is an important factor that contributes to the growth and success of SEM in Bangladesh (Rahaman et al., 2021). Similarly, García-Piqueras et al. (2019) investigate how knowledge management practices (KMP) have a positive influence on at least one type of innovation outcome: product, process, organizational, and commercial innovation. The analyzed data are from Spanish family SME, who work in firms from various sectors of the economy. Using ordinary least squares (OLS) linear regression, the authors find that KMPs have a positive effect on at least one innovation outcome. The authors also explore two moderators- risk-taking and proactiveness and find mixed results in these papers. Proactiveness moderates some of the relationships, and risk–taking moderates both with and without adverse effects. In all, the findings suggest that knowledge management practices are heavily correlated with innovation outcomes, but the robustness of this relationship depends on the level of proactiveness and risk–taking in the firm (García-Piqueras et al., 2019). Moreover, Linton et al. (218) investigate entrepreneurial orientation (EO) of startups by focusing on their

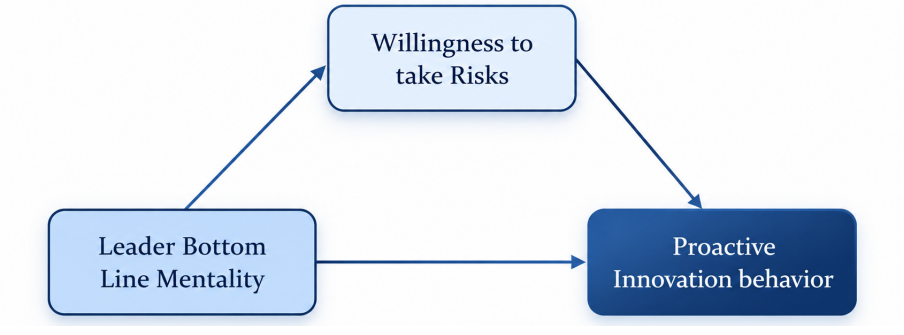
sub-dimensions of innovativeness, risk–taking, and proactiveness. This study employs a qualitative approach through case study analysis to examine whether these sub–dimensions may be meaningfully divided between the attributes of process and outcomes. The study includes startups as respondents (though it is not specified) and focuses on the startup industry. The study utilizes conceptualization rather than complex statistical techniques. The results show that innovation, risk-taking, and proactiveness vary according to each other and can be better understood when considered separately (Linton, 2018). However, Kavana et al. (2021) investigated the effects of proactive action, innovation, and risk- taking on business performance among SME in the food and beverage industry in West Jakarta, Indonesia, with a cross – sectional sample of 50 owners of SME. To investigate, the dimensions of entrepreneurial orientation (proactive, innovation, and risk- taking) contribute to business performance improvement and were tested using statistical instruments, and results showed that innovation and risk- taking have a significant positive impact on business performance, and proactive action had no significant impact. Therefore, creativity and willingness to take risks in the food and beverage sector are leading factors for better business performance in SME (Kavana, 2021).

Empirically, Ertac et al. (2010) investigated the willingness of men and women to take risky decisions as leaders on behalf of a group, how much risk they took for the group, and how much risk they took for the group compared with decisions made individually. It was an experimental design based on a controlled sample, in which adult subjects (respondents) did both individual and group decision–making. The research examined differences in leadership characteristics reflected in gender differences in decision – making behavior and investigated the relationship between leadership choice, risk -taking, and personality traits. Our results show that men are more willing to lead and take higher risks for the group, while female respondents are generally more cautious, and the willingness to lead does not depend on the amount of risk they take (Ertac, 2010). However, Luan et al. (2025) investigated the dual effects of leader bottom- line mentality (LBLM) on employee innovation behavior and investigated why the two types of innovation behavior can be identified. The mediating role of employees' willingness to take risks, as well as work values, is also studied to examine the relationship between bottom–line mentality and innovation behavior. In the study, the data were collected from three innovation- driven enterprises in China, with a total of 351 valid responses, all obtained using a two–stage survey design with data obtained from 351 respondents with valid answers who worked at 13 innovation enterprises. These enterprises were selected according to the stipulations of innovation industries that prioritize creativity and innovation. The data were analyzed using various statistical methods such as reliability and validity testing, confirmatory factor analysis, descriptive statistics, and linear regression, with SPSS and MPLUS software. Findings showed that the leader bottom–line mentality has a negative influence on proactive innovation behavior. Moreover, the relationship between the two behavior types is mediated by employee willingness to take risks. The relationship is tempered by both intrinsic and extrinsic values; intrinsic values foster proactive innovation behavior and extrinsic values enhance reactive innovation behavior. In addition, they found that the leader bottom–line mentality is a one -way direct relationship between the two behavior types, regardless of employee risk-taking attitudes and work value attitudes (Luan et al., 2025).

Empirically, Zhang et al. (2022) investigated the relationship between supervisor bottom- line mentality BLM and subordinate work performance to determine whether the effect was linear or curvilinear in the direction of the effect. The survey consisted of 284 work subjects who were employed at an insurance company located in China (the survey is 2 waves plus 2 sources). The study used confirmatory factor analysis (CFA) to investigate the validity of the hierarchical regression analysis to investigate the hypothesized relationships. Potentially, a moderate level of supervisor bottom–line mentality positively affects employee work performance mainly because employees are motivated or focused on achieving goals when their supervisors emphasize results in a balanced manner. This positive impact is strongest in employees with higher power distance orientation. This result is probably due to employees'

strong respect for authority and willingness to follow performance expectations. According to the results, a moderate degree of bottom- line focus can effectively enhance employee motivation and productivity, which has a positive influence on overall work performance and organizational success (Zhang, 2022). Moreover, Luan et al. 2025) examine the bottom-line mentality of leaders. A meta-analysis of 67 independent studies was completed in 2015. Studies related to leadership bottom- line mentality BLM showed positive effects, while negative effects were observed for a variety of outcomes such as performance, organizational commitment, moral disengagement, and relative deprivation. The data obtained from our meta -analytic analysis explored differences in the impact of bottom-line mentality between academic institutions and organizations in particular, and these findings reveal that the impacts of a leader's bottom – line mentality on these workplace outcomes are not dependent on what one may actually be doing at work but increasingly depend upon a person's social/cultural context. The authors provide a detailed analysis of four BLM mechanisms, first testing the direct interactions within the association between BLM and one or more significant professional outcomes: controlled motivation; leader – member exchange; and emotional exhaustion. The results indicated a positive connection between bottom – line mentality and moral disengagement and relative deprivation among workers; however, they found a negative link between bottom- line mentality and organizational commitment. Controlled motivation was the most dominant mediator, both directly and indirectly, and the influences of leader – member exchange were more impactful than emotional exhaustion. They found that the employee bottom -line mentality trajectories showed no apparent effect, and employees who adopted an employee leader's bottom -line mindset did not improve their work performance or work attitudes. This suggests that any attempt to imitate the leadership's business \performance focus fails to lead to a better working attitude. The results suggest that, at very high levels, the positive relationship between bottom- line mentality and organizational commitment may paradoxically (but not necessarily positively) improve performance following a given stress threshold. The analysis also supports the notion that balanced approaches towards leadership need to incorporate ethical and relational considerations (Luan et al., 2025).

Figure 1



Methodology

This study used a quantitative research approach with a causal explanatory research design to investigate the relationships between Leader Bottom Line Mentality (LBLM), Willingness to take Risk (WTR), and Proactive Innovation Behavior (PIB). The two main research questions were: Do LBLM (Lead) and WTR mediate the relationship between LBLM and PIB? A quantitative research approach was chosen because it allows objective measurement of variables and experimental validity by means of statistical methods. The unit of analysis in this research is the organization level. Respondents provided their perceptions regarding leadership behavior, their own willingness to take risks, and their proactive innovation behavior within organizational settings. This level of analysis is suitable for understanding behavioral and attitudinal outcomes in workplace contexts.

The population of the study comprised employees working in various organizational sectors. Due to practical considerations such as accessibility and time limitations, a non-probability convenience sampling technique was adopted. Data were collected from 168 respondents, all of whom were valid and included in the final analysis using the PROCESS macro, ensuring sufficient statistical power to detect significant effects. A survey strategy was utilized to gather data efficiently from a relatively large group of respondents. The survey method allowed for standardized data collection and ensured consistency in responses across participants. This strategy is widely used in organizational behavior research to examine relationships among psychological and behavioral constructs.

The study was conducted with a cross-sectional time horizon; the data were taken at one particular time. Such a research method is appropriate for studying associations between variables without taking longitudinal characteristics into account. Cross-sectional design is an increasingly common approach to leadership and behavioral research because it is feasible and effective.

The research was conducted using only primary data, which was directly gathered from respondents. The data were gathered using a structured, self–administered questionnaire; all items were assessed using a five-point Likert scale, from 1 (strongly disagree) to 5 (strongly agree). The total number of items in the questionnaire was 19, and 4 were LBLM items,8 WTR items, and 7 PIB items. Before analysis, Data were screened for missing data and completeness.

To evaluate the mediation hypothesis, PROCESS Macro Version 4.2 (Model 4) developed by Hayes was used with 5000 bootstrap samples to investigate the direct effects. Bootstrapping models for investigating the direct effect of LBLM PIB through WTR were developed and verified. We found that there was a significant partial mediation between LBLM and WTR, as both direct and indirect effects were statistically significant, and the confidence interval for the indirect effects did not contain zero.

Data Analysis

This section shows the conclusions of the study based on data received from 168 respondents. The analysis includes demographic characteristics, descriptive statistics, reliability and correlation analysis, and regression results using PROCESS Macro Model 4 to test the mediation effect of willingness to take risk (WTR) between leader bottom-line mentality (LBLM) and proactive innovation behavior (PIB).

The demographic profile of the respondents was analyzed using frequency and percentage distributions. Four demographic characteristics were included: gender (Male, Female), age, education level, and employment tenure. The whole sample consisted of 168 valid replies, with no missing values for demographic characteristics.

According to respondents by gender, 76 respondents (45.2%) were female, and 92 respondents (54.8%) were male. With a slightly larger percentage of male respondents than women, this shows a slightly higher proportion of male respondents.

With respect to age, 81 participants (48.2%) were between the ages of 26 and 35, the largest proportion. Respondents between the ages of 36 and 45 (47 respondents, 28.0%) came next. Only 12 respondents (7.1%) were older than 45, compared to 28 respondents (16.7%) in the younger age range of 18 to 25. The majority of participants are in their early- to mid-career stage based on this distribution.

The majority of respondents (104 respondents, 61.9%) hold a bachelor's degree. Only a small percentage of respondents (6 respondents, 3.6%) had less education than a college degree, but a large number (58 respondents, 34.5%) held a master's degree. This suggests that the Respondents had a high level of education, which is good for researching behaviors associated with creativity.

According to the work tenure statistics, 52 respondents (31.0%) had one to three years of work experience, while 99 respondents (58.9%) had more than three years. The percentage of respondents with less than a year's experience was just 17 (10.1%). This indicates that the majority of participants had enough experience in organizations to assess innovative techniques, practices, and leadership conduct.

Table 1

Demographic Factors

	Category	No of Respondents	Percentage
Gender	Male	92	54.8
	Female	76	45.2
Age	18-25	28	16.7
	26-35	81	48.2
	36-45	47	28.0
	>45	12	7.1
Education	<Collage	6	3.6
	Bachelor	104	61.9
	Master	58	31.0
Work Tenure	<1 Year	17	10.1
	>3 Years	99	58.9
	1-3 Years	52	31.0

The mean, standard deviation, minimum, and maximum values of the three primary research variables, leader bottom-line mindset (LBLM), willingness to take risk (WTR), and proactive innovation behavior (PIB) were calculated using descriptive statistics analysis. A five-point Likert scale was used to measure each variable of the framework.

LBLM had a mean score of 2.74 and a standard deviation of 1.249. With some fluctuation in replies, this suggests that employees perceive a modest amount of a leader's bottom-line attitude. The Willingness to take a chance had a mean of 3.17 and a standard deviation of 1.222. This implies that respondents' willingness to accept risks at work was typically moderate to high. In a similar way, proactive innovation activity had a mean score of 3.15 and a standard deviation of 1.207, suggesting that employees engaged in proactive and creative activities.

Table 2

Descriptive Statistics

Variables	Minimum	Maximum	Mean	St. Deviation
LBLM (IV)	1	5	2.74	1.249
WTR (MED)	1	5	3.17	1.222
PIB (DV)	1	5	3.15	1.207

The internal consistency of the measurement scales was measured using reliability analysis with Cronbach's alpha. The four-item measure of Leader Bottom-Line Mentality (LBLM) has a Cronbach's alpha of 0.897. With eight items, Willingness to Take Risk (WTR) showed a Cronbach's alpha of 0.951, indicating internal consistency. With a Cronbach's alpha of 0.950, Proactive Innovation Behavior (PIB), which used seven items, likewise showed outstanding reliability.

Table 3

Reliability Analysis

S#	Variable Name	Alpha	No. of items
1	LBLM	.897	4
2	WTR	.911	8
3	PIB	.950	7

The relationship between the primary research variables was examined using Pearson correlation analysis. The findings show a substantial and negative correlation ($r = -0.775$, $p < 0.01$) between willingness to take risks and leader bottom-line mentality (LBLM). This implies that employees are less likely to take chances when their leaders have a more bottom-line mindset. There is a strong and negative correlation between LBLM and proactive innovation activity ($r = -0.814$, $p < 0.01$), suggesting that leaders who place employees in bottom-line results discourage workers from engaging in creative behavior. Proactive innovation behavior is strongly positively correlated with willingness to do and accept risk (WTR) ($r = 0.938$, $p < 0.01$). This suggests that proactive innovation is more common among workers who are more ready to take risks. The study's theoretical presumptions are supported by the fact that every association is significant at the 0.01 level.

Table 4

Correlation Analysis

	IV	MED	DV
IV	1	-.775**	-.814**
MED	-.775**	1	.938**
DV	-.814**	.938**	1

Hayes' PROCESS Macro for SPSS (hypothesis 4) was utilized to test the mediation hypothesis. Proactive innovation behavior (PIB) was the dependent variable (Y), willingness to take risk (WTR) was the mediator (M), and leader bottom-line mindset (LBLM) was the independent variable (X). 5,000 samples were used in a bootstrap technique.

LBLM's impact on WTR. According to the regression results, LBLM significantly reduces WTR ($\beta = -0.7587$, $p < 0.001$). $R2 = 0.6008$ indicates that the model accounts for 60.08% of the variation in willingness to accept risks. This suggests that employees' willingness to take risks is significantly diminished by leaders' bottom-line thinking.

Table 5

Regression Results

	Coeff	Se	T	p	LLCI	ULCI
Constant	1.3222	.2155	6.1349	.0000	.8966	1.7477
LBLM	-.2097	.0379	-5.5306	.0000	.2846	-.1349
WTR	.7603	.0387	19.6211	.0000	.6838	.8368

Table 6a

Direct and Indirect Effects

DIRECT EFFECT	EFFECT	SE	T	P	LL	UL
X ON Y	-0.2097	0.0379	-.5.53	.0000	-0.2846	-0.1349

Table 6b

INDIRECT EFFECT	EFFECT	SE	LL	UL
X ON Y	-0.5768	0.0682	-0.7081	-0.4392

Table 6c

TOTAL EFFECT	EFFECT	SE	T	P	LL	UL
X ON Y	-0.78650	0.0402	-19.56	.0000	0.8654	-0.7076

Table 7

Hypothesis

Sr. No	Hypothesis	Status
1.	H1: Leader Bottom Line Mentality has a negative impact on Proactive innovation behavior.	Supported
2.	H2: Leader Bottom- Line Mentality has a negative impact on the employee' Willingness to take risks.	Supported
3.	H3:Employees'willingness to take risks has a positive impact on proactive innovation behavior.	Supported
4.	H4: Employee willingness to take risks mediates the relationship between leader bottom -line mentality and proactive innovation behavior.	Supported

The results offer solid empirical backing for the suggested hypothesis. Employee risk-taking and proactive innovation are adversely affected by a leader's bottom-line approach Mentality; in how leadership influences innovation results, willingness to take risks plays an important mediating function. Overall, the findings emphasize how crucial it is to lessen pressure on the bottom line and promote risk-taking in order to promote proactive innovation behavior in businesses.

Conclusion

The objective of this study is to examine the relationship between leaders' bottom-line mentality and proactive innovation behavior and to examine the mediating effect of employees' willingness to take risks in this relationship. Specifically, the study looks to understand how leadership's extreme focus on financial outcomes influences employees' psychological responsibility to take risks and, consequently, to engage in proactive innovation activities. By combining Social Exchange Theory (SET), the study aims to discover the psychological mechanism by which leadership behavior shapes employee innovation.

The findings of the study reveal that a leader's bottom-line mentality has a negative effect on proactive innovation behavior. Employees working for a good bosses and leader who prioritize the bottom line it's about proactive innovation because such leadership creates pressure due to fear (failure) and lack of psychological safety. The results point to this further. The results point to this further. That leader's bottom-line mentality negatively influences employees' willingness to take risks. If employees feel they tend to discuss their personal resources, such as time, energy, and reputation, rather than waste them on any unpredictable innovative effort, then willingness to take risks has a positive effect on proactive innovation behavior, indicating that employees who are more willing to accept uncertainty and failure are more likely to take risks and propose innovative ideas. Moreover, the mediation analysis confirms that willingness to take risks partially explains the relationship between leader bottom -line mentality and

proactive innovation behavior. These findings are consistent with Social Exchange Theory (SET), which suggests that individuals try to avoid losing resources under dangerous situations and engage in risk–taking behavior only when they feel psychologically secure.

Even with its contributions, this study has certain limitations that should be acknowledged. First, the study relies on cross–sectional data, which limits the ability to establish causal relationships among the variables. Second, the data were collected using self-reported measures, with potential for common method bias and social desirability effects. Third, the sample is based on a single cultural organizational context, which may decrease the Applicability of findings to other industries or regions. Additionally, the study only focused on one mediating variable, while other psychological mechanisms such as psychological safety or job autonomy may also play important roles.

Researchers may also explore additional mediators and moderators, such as ethical leadership, organizational support, or psychological safety, so that we can more accurately estimate how leader bottom–line mentality influences innovation.

Furthermore, future studies could examine this relationship across different industries and cultural contexts to enhance external validity. Differentiating between different forms of innovation behavior \may offers profound insights into how leadership influences employees' creativity and initiative.

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