



HOW DO EMPLOYEES IN THE PUBLIC SECTOR IN ISRAEL PERCEIVE THE INFLUENCE OF THEIR MANAGER'S MANAGEMENT AND LEADERSHIP STYLES ON THEIR LEVELS OF BURNOUT AND THEIR CAPACITY FOR INNOVATION IN THE WORKPLACE?

Nehaia Usman

Girne American University,
Cyprus

Abstract:

This study examines how public sector employees perceive the impact of their managers' leadership and management styles on their burnout levels and innovation and creativity, based on growing concern regarding stress, low morale, and underperformance in value-adding roles in resource-constrained environments. Using a qualitative methodology involving a series of semi-structured interviews with 40 employees, the study identifies important themes, including a context of burnout, experience of stress from workload, innovative work behavior (IWB), performance, and relationships. The findings showed that leaders experience emotional exhaustion and inhibited motivation and innovation resulting from autocratic and unsupportive leadership styles, while participative and supportive leaders promote creativity, collaboration, and a level of job satisfaction too. The conclusion is that leadership style has psychosocial and relational dimensions much wider than just managerially oriented, where those dimensions matter to the work and the experience of the employee, personally, and organizationally too. This study advocates for leadership development and education in emotional engagement, inclusion, and stress-reduction strategies, offering practical contributions to public sector reform and theoretical contributions to the leadership and organizational psychology literature.

Keywords: public sector employees, leadership styles, management styles, burnout, workload stress, Innovative Work Behavior (IWB), employee performance, workplace relationships, participative leadership, organizational effectiveness, Israel

1. Introduction

This study intends to analyze the perspectives of employees working in the public sector in Israel on the effect of their managers' leadership and management styles on levels of

burnout and their capacity for innovativeness. The study explored five definite issues relating to how management and leadership affect burnout, workload stress, innovativeness, performance, and workplace relationships — specifically, the connection between management and burnout and workload stress, the link between management and innovativeness, and the relationship between management and employee performance to produce further outcome measures about management related to burnout. The qualitative study utilized semi-structured interviews with 40 employees from the public sector. The findings indicate that autocratic leadership has an overall effect of increasing stress and emotional exhaustion, while at the same time applying an overall negative effect on innovation; it also found that participative or supportive leadership had an overall positive outcome effect on the employees' performance, creativity, and collaboration. These findings add to our understanding of interpersonal relations and psychological sides of management in the public sector, while recognizing the importance of leadership style on employees' well-being and enhancing the effectiveness of the organization in the public sector.

Conceptual elements for this research are burnout, which is termed chronic physical, emotional, and mental exhaustion from prolonged stress at work (Chen *et al.*, 2022), and workload stress, which occurs when work demands exceed resources available (Zydziumaite *et al.*, 2020; Creagh *et al.*, 2023). Innovative Work Behavior (IWB) is the intentional generation and implementation of new ideas in the workplace (Tidd & Bessant, 2018; Srirahayu *et al.*, 2023). Employee performance is defined as the efficiency and effectiveness with which an employee accomplishes their job duties. (Darvishmotevali & Ali, 2020). Workplace relationships are examined, as workplace relationships matter to employee satisfaction and organizational culture (Jes Bella, 2023; Mohamed *et al.*, 2024). The research is within a growing concern around burnout and disengagement in the public sector, specifically within a resource-constrained and high-demand work environment.

The study has important implications for multiple stakeholders and academics alike, demonstrating that leadership is much more than a management function and is a key trait affecting mental health, innovativeness, and collaboration. The study indicated both the emotional and operational consequences of poor leadership contexts while also focusing on the possible positive outcomes of kinds of leadership styles that are caring, productive, and more supportive. This study serves as a reminder of the need for leadership training programs based on emotional competencies and training, and the need for organizational change. When practical, it recommends using/preference for leadership styles that are participative and inclusive. It also reiterated that stress relief opportunities/strategies are available for individual staff members. It highlighted the need to give attention to building relational competencies, building a culture for psychological safety, and helping expect to develop their capacity for innovation in training programs for leadership development for public sector managers. It was clear

that developing an attention to leadership styles is one step necessary to facilitate the development of healthier and more efficient public organizations in Israel and elsewhere

2. Literature Review

2.1 Employees' Burnout

Burnout is a state of prolonged physical, emotional and mental exhaustion resulting from chronic excessive stress, typically work-related. It is associated with feelings of fatigue, mental distance from work, and reduced performance and efficacy (Chen *et al.*, 2022). The World Health Organization (WHO) recognizes burnout as an "*occupational phenomenon*" which is "*resulting from chronic workplace stress that has not been successfully managed*". The symptoms of burnout run the gamut from a continuous feeling of fatigue, to cynicism towards jobs to feelings of ineffectiveness and lack of accomplishment. Some key risk factors for burnout are heavy workloads, a lack of control over job tasks, and a lack of support from management (Kumareswaran, *et al.*, 2022). In order to resolve burnout, workers need both organizational change and personal interventions such as seeking social support, practicing relaxation techniques, and ensuring a healthy work-life balance.

Employee burnout continues to be a challenge in 2024. According to Schaufeli & Enzmann (2020), 65% of employees said they have been burned out, which negatively impacts their productivity or performance. The main causes of burnout include high workload, a lack of resources, and toxic work environments. Burnout hinders employees' physical and mental health and can impair organizations by leading to increased absenteeism and turnover. This, in turn, has a financial cost to organizations through costs associated with lost productivity and recruitment. Organizations are increasingly implementing stress management and resilience programs to assist employees with burnout; however, many employees feel that organizational efforts are minimal (Vallasamy, 2023).

2.2 Employees' Work-Load Stress

Workload stress is a prevalent issue among employees, with more than half reporting that their job is a significant source of stress (Madhavi & Rao, 2023). Factors contributing to this stress include excessive workloads, tight deadlines, and insufficient resources. This stress manifests in various ways, including emotional exhaustion, reduced productivity, and a decline in overall job satisfaction (Shaul *et al.*, 2024). Moreover, ineffective workplace processes and systems exacerbate the stress, making it crucial for employers to streamline operations and provide adequate support to their workforce (Wulan *et al.*, 2022).

Workload, defined globally, is typically described as "*when someone has to do more than can be done, typically from lack of resources/time or challenging expectations*" (Creagh *et al.*, 2023). It is furthermore about an imbalance of work demands with available support,

resulting in pressure, emotional exhaustion, and stress (Zydzianaite *et al.*, 2020). A workload can generate performance and productivity when it increases, but it is most often detrimental to employees who suffer in forms such as burnout, frustration, or a feeling of insufficiency (Stacey *et al.*, 2020). Workload impacts performance, reduces outcomes, and has a negative effect on employees, particularly when they have more work to do than able to do, or if the standard cannot be achieved because they perceive it as unrealistic (Herdiana & Sary, 2023).

2.3 Employees' Willingness to Innovate and Develop

In relation to the environment that their work provides and their employers' support, employees' inclination to innovativeness, creativity, and innovativeness is linked (Alateeg & Alhammadi, 2024). Over fifty per cent of the workforce wants more opportunities to develop skills for self-discovery, and the likelihood of success in a desirable well-being climate is enhanced as employees seek a sense of fulfillment (Zhenjing *et al.*, 2022). Organizations that provide the baseline support for a growth environment, foster an inclusive workplace culture, and set up a collaborative environment for development in an organization will typically experience greater innovation and employee engagement (Okatta *et al.*, 2024). This proactive support typically gives employees a better sense of job fulfillment and performance experience while supporting the organization to achieve its best performance goal of engaging its workforce (Ramzan, *et al.*, 2023).

Innovative Work Behavior (IWB) is essential for progress beyond the individual, organizational, and even national levels in areas that are traditionally less predictable and competitive in specific environments (Srirahayu *et al.*, 2023). IWB encompasses more than just the idea generation; it includes effectively using new, useful ideas. Recent literature has recognized the importance of making sure that organizational culture and practices allow for creativity and innovation to be a priority for our workforce as a strategic priority. Koednok and Sungsanit (2018) state that IWB can help promote industrial competitiveness and productivity. Tidd and Bessant (2018) also agree that IWB is the human resource strategy to engage in sustained innovation.

2.4 Employees' Performance

Employee performance is very important to achieve the organization's purpose (Werdhiastutie *et al.*, 2020). Productive and efficient employees help companies to increase the output and the quality of products/services produced, increasing customer and employee satisfaction (Nadya *et al.*, 2022; Rahmah *et al.*, 2022) and also building a good impression on the company.

Employee performance is a level of achievement shown by an employee in carrying out their duties and responsibilities properly and effectively (Darvishmotevali & Ali, 2020). Employee performance can also be scored based on the outcomes of work, efficiency, work quality, initiative, and job attitudes (Hadj-Mabrouk, 2019). A good

employee performance can allow companies to reach organizational goals better and more effectively; conversely, bad employee performance can cause losses for the organization (Sitopu *et al.*, 2021).

Raising employee performance is a key issue in organizations across industries (Pinzone *et al.*, 2019). Employee performance at the very least can contribute to customer defection, diminished productivity and high operating costs, and at most, with high performing employees, an organization can improve the quality of its products or services and increase customer satisfaction and enhance the reputation of an organization (Mbonigaba *et al.*, 2024).

The importance of employee performance is increasingly visible in this era of globalization and increasingly intense competition (Atatsi *et al.*, 2019). Organizations must be prepared to optimize their employees' potential to yield added value and ultimately achieve their organizational goals. Therefore, it is imperative for organizations to design and implement effective performance management systems that foster increased levels of work productivity and efficiency (Rahmita *et al.*, 2025).

Employee performance is significantly influenced by factors such as burnout, stress, and workplace culture (Lee, 2024). Burnout, in particular, leads to a notable decline in performance, with employees experiencing reduced motivation, lower productivity, and increased absenteeism. Companies that invest in employee well-being, offer recognition programs, and create a positive work environment can mitigate these negative effects and boost performance. By addressing the root causes of stress and providing supportive resources, employers can enhance both individual and organizational performance (Venkatesan & Vishwanathan, 2024).

2.5 Workplace Relationship

Authoritative workplace relationships involve interpersonal interactions related to a supervisor/subordinate situation (Methot *et al.*, 2017), but could also include other relationships with colleagues of the same level, thus they include connections regarding sharing information and emotions with colleagues to achieve goals, including supervisor/subordinate, peer, and mentoring relationships (Anasi, 2020). Workplace relationships include interaction between individuals, groups, or organizations for achieving specific goals, whether a one-off exchange or with continued relationship issues between employers and subordinates and employees with linkages and dynamics, in a work context (Cetinkaya *et al.*, 2021; Bella, 2023).

Workplace relationships have a significant influence on the workplace culture and satisfaction (Mohamed *et al.*, 2024). Positive relationships with coworkers and employees' relationships with managers and colleagues create a sense of belonging and care, and reduce the employee's stress level and are a source of job satisfaction (Jes Bella, 2023). Toxic workplace actions such as micromanaging and unfair treatment can significantly change the workplace atmosphere and increase stress, thereby reducing productivity. Employers that focus on encouraging a culture of inclusion, respect, and collaboration

enjoyed a high morale rate for employees and organizational effectiveness (AlBusaidi, *et al.*, 2024).

3. Material and Methods

This research used a qualitative research design, specifically taking a qualitative approach to provide an in-depth exploration of the public sector employees' perceptions and lived experiences in Israel regarding their managers' leadership and management styles and the impact on their burnout and innovation. Qualitative research is suitable for examining subjective meanings, interpretations and patterns of interaction in organizational context (Lim, 2024). Given that the research aim is to explore complex interactions, interpersonal constructs, and organizational constructs, including leadership, emotional stress in the workplace, and the ability to innovate, the qualitative method has the potential to provide rich contextual insights that a quantitative method may not be able to produce (Silverman, 2021). Also, the flexibility of qualitative design enabled exploration of emergent themes during the data collection process, especially in social contexts when working with human behaviors and culture and where leadership impacts the organizational environment (Braun & Clarke, 2022).

For this study, the primary source of data collection was the semi-structured interview. The semi-structured interview is favored for its capacity to sustain guiding conversations around predetermined themes, but also allows for the participant to expand on the exploration of their own perspective (Ruslin *et al.*, 2022). Kallio *et al.* (2016) suggest the semi-structured interview is an appropriate form of technique where it is likely the most effective tool to dig down into perspectives, motivations, or experiences. In this study, the interview protocol includes open-ended questions focused on perceived leadership styles, how that affects stress and burnout at work, the amount of innovation happening at work, and workplace dynamics. The use of open-ended questions encourages the emergence of unanticipated, but relevant themes while allowing some consistency in the interview (Nowell *et al.*, 2017), which keeps a solid balance between naturalism and reliability in qualitative research.

The study population comprises public sector employees in Israel, consisting of employees from numerous departments and functions, to obtain a diversity of experience. A purposive sampling technique was employed in recruiting participants; employers were contacted who had relevant experience and insight into the leadership styles of their direct managers, and how it impacted their work experience. The purposive sampling technique is frequently employed in qualitative research when the researcher needs specific knowledge and/or experience from the research participants (Nyimbili & Nyimbili, 2024). A final total of 40 participants were interviewed. While this number may seem like a small sample, in qualitative research on the potential for thematic saturation, 40 participants is a sufficient sample size for this type of study,

particularly when reference is made to depth versus breadth for research purposes (Guest *et al.*, 2020).

Data for this study were collected through individual interviews, either in-person or online, based on participant preference and timing availability. Interviews lasted for about 45–60 minutes, and the audio-recordings of interviews were made based on participant-informed consent. Data collected in the interviews were transcribed verbatim and were analyzed through thematic analysis with Braun and Clarke's (2022) six phases (familiarization, coding, theme discovery, theme review, defining and naming, and report), which allows us to identify themes and create a robust narrative of findings through participants' dialogue. Ethical research consultations included the protection of participants' confidentiality and informed participation and withdrawal (APA, 2020).

4. Results

The findings of this research are categorized into five main themes that emerged from qualitative analysis of the semi-structured interviews conducted with public sector employees in Israel. The themes represent how the employees view their managers' leadership and management styles and how these styles impact employee burnout, perception of workload stress, employee innovation, employee performance, and employee relations in the workplace. The original findings are an excellent source of multiple data possibilities, shedding light on the psychological and organizational aspects related to varied leadership behaviors, especially for distinct styles such as autocratic versus supportive leadership. Each theme is presented hereafter, and includes quotes from participants, and provides meaning in relation to prior literature.

- **Theme 1: Perceived Impact of Managerial Leadership Styles on Employee Burnout**

Many participants indicated feeling emotionally and physically depleted because of unsupportive and dominating leadership. One respondent said, *"My manager gives me tasks and never checks to see how we are coping. There is no support, just pressure to get the job done."* A second participant excluded, *"There is no appreciation - just criticism, it makes me dread going to work every morning."* These accounts matched up with the study of Kumareswaran *et al.* (2022), which reported that burnout relates strongly to a lack of managerial support and high job demands. Schaufeli and Enzmann (2020) reported that over 60% of employees have burnout symptoms because of chronic stress from managerial indifference and toxic leadership behaviors. The link to burnout with micromanagement was found in participant accounts and resonates with the literature showing how poor leadership has a very detrimental impact on mental health and job satisfaction (Vallasamy, 2023).

- **Theme 2: Leadership Styles and Workload Stress Management**

Participants conveyed that strict and task-oriented leadership styles placed an additional burden on workload pressure. One participant stated, *"We have a million tasks, and our manager wants perfection with no negotiation, flexibility, or room for error."* Another said, *"It is constant urgency, constant deadlines, and no help—it is tiring."* In the same way, this aligns with Creagh *et al.* (2023) concept of workload stress as the *"disconnection between task demands and the resources available to meet them and that it contributes to job stress."* In the same way, Zydziunaite *et al.* (2020) specified that when expectations and demands outweigh available resources, they create work stress that often leads to emotional exhaustion. Conversely, a few participants told us that their leaders reduced burden and stress by promoting a collaborative planning process and delegating some tasks. This supports Shaul *et al.* (2024), who found -among other factors- that participative management and support in the form of resources had substantial effects on reducing stress and helping public sector employees cope with their job demands.

- **Theme 3: Influence of Leadership on Employees' Innovativeness and Developmental Engagement**

When the participants were asked about innovation, it was heavily tied to the type of leadership style. For instance, an employee said, *"Our ideas are never welcomed. Management is stuck on the old way, even if it was more inefficient."* Another participant emphasized, *"My manager actually encourages ideas, and lets us try things which increases my motivation."* The difference in the participants' responses supports Alateeg and Alhammadi's (2024) findings that a supportive leader is more likely to foster creativity and developmental motivation. Likewise, Srirahayu *et al.* (2023) highlighted that innovative work behavior (IWB) was more likely in climates where leaders provided psychological safety and recognized and rewarded experimentation. The narratives of the participants showed that leaders who allowed for autonomy and collaboration allowed for greater employee innovation; conversely, authoritarian leaders limited innovation. This is consistent with Tidd and Bessant (2018), who showed that innovative work behavior is not just about generating new ideas, but also about implementing them effectively within supportive organizational systems that encourage learning, experimentation, and adaptation.

- **Theme 4: Perceptions of Leadership Influence on Employee Performance**

The majority of participants believed their leaders' leadership style had a direct influence on their level of work performance. One participant said, *"I work harder if my manager knows what I do because it makes them notice me."* While another added, *"There is no force to work when all you get is criticism. It slows me down."* These examples support Darvilshmotevali and Ali (2020), who define effective performance as closely related to positive feedback and manager acknowledgement. Lee (2024) pointed out that burnout caused by detrimental leadership is the basis for absenteeism and is detrimental to

productivity. However, those managers with clarity, feedback, and opportunities for development were labeled performance enhancers. This is consistent with Mbonigaba *et al.*'s (2024) study, where employees' performance increases when leaders intervene in their well-being with recognized mechanisms.

- **Theme 5: Leadership Styles and the Quality of Workplace Relationships**

Participants reflected on how their workplace relationships have been strongly determined by the tone of their manager. Someone way, one person reported, *"Our manager pits the workers against each other — there are some who get treated really well, and others of us who are treated badly. That sets the expectation for anyone to trust anyone."* In another circumstance, one participant reported, *"My manager treats everyone equitably and demonstrates respect for everyone. That makes us feel like a team; if we are successful, then so are they."* The participants' contrasting experiences reflected the findings from Mohamed *et al.* (2024) that inclusive leadership results in increased belongingness and decreased stress. Jes Bella (2023), as referenced in Cohen (2023), suggests that positive relationships between managers and their employees are a major contributor to job satisfaction, and a poor or toxic relationship contributes to isolation and emotional strain. The participants' testimonies confirm that leadership determines not just workflow, but more generally, the relational climate of the organization, consistent with AlBusaidi *et al.* (2024), that morale and cohesion develop from the leadership environment.

5. Discussion

The focus of this research was to better understand the way public sector employees in Israel understand the impact of their managers' leadership and management styles on their burnout and their ability to be innovative at work. Through qualitative data collection (semi-structured interviews), the study illuminated the major psychological and organizational consequences of manager behaviors on employee outcomes. The discussion introduced the main findings categorized under five overarching themes (burnout, workload (stress), innovation, performance, or relationships at work) analyzing each theme and comparing with the academic literature to help provide a rich understanding of how leadership influences public sector employee wellbeing and efficacy.

One of the major findings in this research was that managerial leadership styles played a significant role in employees' experience of burnout. The majority of participants linked burnout to autocratic or non-supportive styles of leadership, with elements including excessive task demands, lack of feedback, and lack of emotional support. These findings are consistent with the work by Kumareswaran *et al.* (2022) wherein burnout was found to be closely connected to a lack of managerial support and control over work. Schaufeli and Enzmann (2020) also pointed out that burnout affects roughly 60% of employee populations and is largely a result of chronic workplace stress

associated with managerial behaviors. Micromanagement and pressure were particularly pronounced in relation to emotional exhaustion in the participants of this study. This supports Vallasamy's (2023) position that minimal organizational support and weak leadership, combined with stressors and demands, exacerbate burnout in the modern workplace.

In addition to burnout, this research discovered that managerial style can also have an impact on employees' lived experience of workload stress. Task-oriented and rigid managerial styles were typically seen as stress-inducing in the behaviors of managers, given unrealistic expectations for performance and poor use of delegation. This corresponds with Creagh *et al.*'s (2023) definition of workload stress, as the inconsistency between work demands and work resources. The participants' accounts were consistent with those of Zydziunaite, Khan, and Kankaanpaa (2020), namely that there is emotional stress if too great a workload occurs at the same time as low levels of managerial support. On the other hand, a small minority of participants spoke positively about their lived experience, which was not only reduced stress, but stress was actively minimized by managers who allowed participants autonomy and distributed the workload fairly. This experience aligns with Shaul (2024), who indicated that participative leadership styles alleviate workload stress because employees with the ability to participate in both the planning and decision-making processes are less susceptible to excess workload stress.

Additionally, the research indicated that innovation and creativity in the workplace were correlated with leadership style. Employees who considered their managers to be open, supportive of experimenting and encouraging their learning reported higher levels of willingness to innovate or engage in learning and development opportunities. These findings confirm Alateeg and Alhammadi's (2024) focus on the consequences of developing a supportive leadership style for enhancing developmental motivation and innovation. Srirahayu *et al.* (2023) also showed that innovative work behavior was fostered in a climate in which leaders established psychological safety and recognized risk-taking. This finding correlates with Tidd and Bessant (2018), who discussed that innovating is about generating new ideas and successfully implementing them in a workplace culture that is learning and adaptive. This study confirmed that leader behaviors which emphasize and encourage collaboration as well as growth in others allow for greater creativity and innovation in the public sector.

The results showed a substantial correlation between leadership style and employee performance. Participants who received constructive feedback, acknowledgement, and clarity of goals from their leaders reported higher motivation and increases in their performance. These perceptions align with Darvishmotevali and Ali (2020), who view an effective performance as having a clear course of direction coupled with motivational feedback from their leaders. Conversely, the employees at the bottom end of the scale categorized their managers as overly critical or neglectful, and reported a decline in productivity and motivation. This underlines Lee's (2024) perspective that

burnout engendered by negative workplace culture has a range of detrimental effects on employee performance. Mbonigaba *et al.* (2024) stressed that recognizing employees and offering development opportunities leads to improved performance when organizational leadership is supportive of employee well-being. The current study reiterated effective style leadership with supportive practices as a primary avenue for elevating productivity in the public sector.

A further important theme identified was how leadership impacted the quality of workplace relationships. Participants recognized that their managers influenced interpersonal dynamics. In particular, leadership behaviors that were inclusive and respectful resulted in relationship building and trust, while favoritism and authoritarian styles resulted in divisiveness and conflict. This aligns with Mohamed *et al.* (2024), who found that positive leadership is linked to feelings of belongingness and lower levels of interpersonal tensions. Jes Bella (2023) stated that positive relationships with managers contribute to overall job satisfaction, work engagement, and psychological safety. When leadership models respect, fairness, and collaborative engagement, their actions signal to others what behaviors are acceptable and the type of workplace culture that contributes to emotional well-being and team engagement. Additionally, AlBusaidi *et al.* (2024), highlighted the importance of leadership behavior with respect to employee morale and organizational cohesion, specifically the relational context created through leadership behavior. These findings highlight that leadership styles are certainly more than individual task management but are often deeply embedded in the experiences of relational context in a workplace.

6. Conclusion

This research has demonstrated the significant influence of managerial leadership and management styles on public sector employees' experiences of burnout, workload stress, innovation, performance, and interpersonal relationships in Israel. In particular, it has been established that autocratic and non-supportive leadership was a significant factor in the experienced emotional exhaustion, disengagement, and negative team dynamics, while inclusive, supportive and participative leadership behavior promoted innovation, improved performance, and enhanced interpersonal dynamics. It is important to imagine that leadership not only functions as a structural or management model, but also as a psychological, relational, and developmental one in regard to the climate of the workplace. These observations were corroborated by emerging empirical literature (Kumareswaran *et al.*, 2022; Alateeg & Alhammadi, 2024; Mohamed *et al.*, 2024), supporting the proposition that perceived quality of leadership drives both organizational outcomes and employee outcomes.

Synthesis of the findings allows for a few notable points. First, the interrelated nature of burnout and workload stress, and their applicability to the way managers relate to employees, the expectations they create, and how they offer or withhold support, does

matter. Second, the role of leadership in influencing innovative work behavior and innovative work performance is important, so that leaders who support trial and error, recognize contributions, and provide pathways for individuals' personal and professional growth have been seen to have an impact (Tidd & Bessant, 2018; Srirahayu, Wibowo, Handardjanto, 2023). Third, where workplace relationships are concerned, it usually begins with the manager, which in turn sets the tone for tasks, trust, collaboration and employee satisfaction (In line with Jes Bella, 2023; and AlBusaidi *et al.*, 2024). Ultimately, they impact each other in a mutually interrelated way, which suggests the potential for improving leadership in the public sector as a broader intervention which deals with emotional, organizational and relational challenges at the same time.

This study, however, raises additional questions and limitations while providing an invaluable contribution to the existing literature on leadership behavior. Although this study captures employees' perceptions in-depth, it does not explore executives' views about the study's context, nor does it consider the organizational context (such as structure and design) that might impact the leaders' behavior and decision-making. Future studies might address the correlation between specific leadership behaviors and organizational outcomes more accurately by adopting a mixed-methods approach. Sometimes, longitudinal studies add insight into the impact of leadership styles on burnout and innovation over time. Nonetheless, the study illustrates that improving leadership practices is not an option, but a necessity, for creating environments that promote worker well-being, enhance innovation, and ultimately contribute to the success of public organizations in a complex world.

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Conflict of Interest Statement

The author declares no conflicts of interest.

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