

Transformational Leadership On Organisational Innovation

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ABSTRACT: The current business environment is overwhelmed by the progress of technology, the increasing and dynamic expectations of customers and the competitive landscape. Continuous innovation has been necessary and imperative for the majority of companies regardless of their sector of activity. Leadership is an important factor that influences the attitudes and behaviours of subordinate with respect to Organizational goals. Leadership creates visions, supports to build relationships and increase the interest of subordinates. However, transformational leadership provides self-confidence to subordinates, increase intrinsic motivation, inspiration and support innovation, personal development, and social relationships among employees. The influence of leadership on innovation within organizations is an extremely important subject, a feature which will remain relevant in the future of the company. Therefore, the question of this paper work is to find out the influence or the impact that a transformational leadership has on Organizational innovation, in which to a large extent will also influence employees' or workers' attitude to work and performances, in any given Organization. As we all know that transformation leaders are great agent of change. More so, transformational leadership components which influence innovation at the individual and organizational level would be considered as well. To further buttress my points, this paper work would expand the understanding of transformational leadership's influence or effect on organizational innovation at the organizational level. This topic is important because at the present time, almost all organizations are facing a dynamic environment, rapid changes in technologies, and high demand for new products and services. In order to grow and survive, companies must develop new and inimitable approaches to attract and retain their customers and to have a competitive advantage in our today's world of business. Whether the organization is a business or providing a service for the customer: creativity and innovation can be a good solution in becoming flexible when encountering changes in the business environment. As innovation can play an effective role in economic growth, technological and development, it fosters effort both on the part of individual and at an organizational level.

Keywords: Influence Leadership, Innovation, Transformational leadership, Organizational Innovation

1.1 INTRODUCTION

The last two decades of this twenty-first century have witnessed an acceleration of both development and resultant change as a result of an explosion of knowledge and a revolution in information availability and ease of communication, coupled with increased demands on leaders and the subsequent impact on the success of their organizations. Today's organizations face many challenges, operating in dynamic environments: characterized by rapid technological change, a globalizing economic environment, shortening product life cycles, and wide access to information (Abou-Shouk and Khalifa, 2017; Khalifa and Abou-Shouk, 2014; Abd-Elaziz, et al. 2015; Ameen, Almulla, Maram, Al-Shibami, & Ghosh, 2018). Organizational success is measured by how they face or cope with these challenges and adapt to them (Alsalami, Behery, & Abdulla, 2014; Aragón-Correa, García-Morales, & Cordón-Pozo, 2007; Radzi & Hui, 2013; Khalifa and Mewad, 2017). Business innovation not only involves the development of new conventional products and services, but also the development of new knowledge to achieve new business models and rules (Nonaka et al., 2014). In this sense, the creation of knowledge through innovative leadership to achieve new business innovations is of particular importance (Von Krogh et al., 2012). Managers and subordinates must constantly ask themselves how to create, use and share knowledge in their practical activities and consider what kind of strategic approaches are needed to create knowledge in order to implement business innovation as a general corporate activity. In other words, it is important to focus on methods (mechanisms or processes) for creating strategic knowledge. Therefore, the most pressing management issue is what kind of leadership practitioners should acquire and implement in order to continuously create valuable high-quality knowledge both inside and outside their companies and strategically bring new innovations (Amah, Daminabo, Weje, 2004):.

Over the past years, studying the antecedents of organizational innovation was one of the main streams of research in this area. Research on organizational innovation antecedents attempts to identify the factors that enhance and facilitate organizational innovation. An organization's characteristics, the behaviour of organizational members, and extra-organizational factors were identified as three main antecedents of organizational innovation (Bowonder, Dambal, Kumar, & Shirodkar, 2010). Among the three categories of organizational innovation antecedents, behaviours and characteristics of organizational members had been one of the most extensive standing research areas in the field of organizational innovation (Rogers, 2005). As a result, some researchers investigated the importance of leadership in relation to organizational innovation, and identified related factors such as leader's behaviours or characteristics that significantly affect organizational innovation (Gumusluoglu and Ilsev, 2009b; Jung et al., 2003;

Makri and Scandura, 2010; Shin, 1996.). Previous studies revealed that leadership (with its dominant role in the organization) is one of the key factors that affect organizational innovation (Jung, Chow and Wu, 2003).

Besides the importance of leadership for organizational innovation - of paramount importance is having the right type of leadership to effectively drive innovation in the organization (Alaraimi, A., & Othman, A. (2015). Among the wide range of research on leadership, a set of adoptive leadership behaviours labelled “transformational” is held to be more effective in enhancing organizational innovation than other leadership styles (García-Morales, Jiménez-Barrionuevo, and Gutiérrez-Gutiérrez, (2012). Theoretical and empirical studies have found that transformational leaders are more capable in supporting values and norms of followers and in fostering organizational and personal changes (Jung et al., 2003).

1.2 DISCUSSIONS: THE CONCEPT

Transformational Leadership – an exceptional leader

Leadership is the art of influencing and guiding followers to achieve common goals that contribute to organizational success (Makri & Scandura, 2010). Though leadership relates to the influence and guidance of employees in a general sense, past research has identified different types of leadership styles that can contribute to organizational development in different ways (Hirtz, Murray, & Riordan, 2007). Most notably, is transactional and transformational leadership, based on work by Weber (1947) and Burns (1978), and which represent two styles that have been studied extensively by the past researchers.. Transformational leadership is characterized by high levels of motivation and morale among leaders and followers (Rahimi, Damirchi, & Seyyedi, 2011; Ameen & Ahmad, 2013). These positive outcomes are largely attributable to the personality of the leaders, the clarity of their vision, the ability to change the expectations of their followers, and the drive to motivate followers to achieve common goals. It is often identified through the following four components (Ameen, Almulla, Maram, Al-Shibami, & Ghosh, 2018).

Idealized Influence (divided into sub-dimensions of idealized attributes and idealized behaviour): Transformational leaders display behaviours of honesty, integrity, power, confidence, have a collective responsibility and genuine care for others, and are admired by their employees. Idealized Influence (Attribute) refers to leaders who have the ability to build trust in their followers while Idealized Influence (Behaviour) refers to leaders who act with integrity (Ameen, A., & Ahmad, K. 2014).

Inspirational Motivation: Transformational leaders inspire followers by providing meaning and challenge to the work, communicating high expectations for the group, sharing vision, and arousing enthusiasm and optimism about the future of the organization (Nhat, 2016). The Relationships among Perceived Principal's Transformational Leadership, Self-Efficacy, and Job Satisfaction of Elementary School Teachers in Vietnam.).

Intellectual Stimulation: Transformational leaders stimulate innovation and creativity of followers by promoting critical thinking to solve problems, questioning assumptions, approaching old situations in new ways, and soliciting creative ideas to problems (Nhat, 2016)..

Individual Consideration: Transformational leaders pay close attention to the individual needs of followers for achievement and growth. They act as a mentor and coach, recognizing individual abilities, aspirations, and strengths (Nhat, 2016).).

From my experience and majorly various research work, paper work and seminar papers, I had an opportunity to read and study, it has been proven that 95% of transformational leadership has been revealed as a powerful model of leadership in military, political, and industrial organizational environments/today business world (Aldholay, Abdullah, Ramayah, Isaac, & Mutahar, 2018).

Organizational Innovation

Innovation has become a key mantra for a vast number of organizations in recent years (Damirch, Rahimi, & Seyyedi, 2011). Indeed, the importance of innovation for organizations is reflected in the increased empirical attention it has received from a number of researchers (Janssen, van de Vliert, & West, 2004). Hartley (2005) argues that the explosion in interest in innovation derives from need for organizational survival in both the private and public sectors. Schumpeter & Elliott (1934) describe the innovation process as the creation of a new brand, as well as that brand's effect on economic development. (Pasche & Magnusson 2011) classify organizational innovation as being radical or incremental. Whereas radical innovation requires entirely new knowledge and resources (i.e. competence - destroying), incremental innovation builds upon existing knowledge and resources. In a (Felix, & Jillian 2005) study.

Organizational innovation was distinctively classified into three dimensions, namely: product innovation, process innovation and administrative innovation.

Product innovation refers to how a new product is developed to become commercially viable, valuable and filling a niche in both the needs of the individual or the wider market (Damanpour & Gopalakrishnan, 2001; Ameen & Ahmad, 2012). It begins by analyzing an existing product through research and practical experimentation by developing prototypes in order to produce something better.

Process innovation is viewed as a creation of a new process or improvement to an existing process (Leonard & Waldman, 2007). It requires the adopting new or improved processes, which may include a change in how an item is manufactured or even designing new software (Ke-xin, De-hua, Ren-feng, & Bai-zhou, 2006).

Administrative innovation is viewed as making changes to the way an organization is structured or administered, how employees are rewarded, how information is handled and disseminated, and how basic work activities are managed (Ameen, Almari, & Isaac, 2018; Chew, 2000; Damanpour & Evan, 1984).

1.3 QUALITIES OF A TRANSFORMATIONAL LEADER

These qualities can help an individual succeed in transformational leadership (Bass, & Riggio, 2006).

Curiosity: Curiosity encourages individuals to pursue their creative ideas and helps them to discover solutions that lead to innovation in the workplace. An eagerness to learn can help develop leadership skills. Inquisitive leaders continue to inspire their employees and team members to learn and seek their own creative solutions.

Communication: A transformational leader needs to be an energetic and effective communicator. They may be skilled in presentation, for conveying vision and innovation to a team. They also to be adept in interactions in which discussion, active listening, debate and collaboration with others are crucial for those in leadership. Being an excellent communicator helps improve charisma, facilitates collaboration on a team and sets a good example for company communication standards.

Observation: Using perception, transformational leaders can identify any obstacles that may cause a challenge in the future. This foresight helps develop strategy and identify areas for improvement. Noticing minor details can save a project and help create positive results for services or a company product. Observation skills are also useful in recognizing when employees achieve personal goals and giving them praise for their accomplishments.

Collaboration: To achieve the greatest amount of success at their company, it's important for a transformational leader to get the full commitment of their team. This means they may take time to meet their team and learn what motivates them and challenges them. When the team accomplishes a goal, the leader ensures they all get credit for the achievement.

Charisma: Charisma is an essential characteristic for transformational leaders because it helps influence employees and gain their trust. They can express charisma by listening and building relationships with team members, being accountable and showing support. Making emotional connections also helps inspire loyalty and trust within a team.

Risk assessment: Taking calculated risks is an essential skill in transformational leadership. Leaders rely on their curiosity and creativity to develop innovations and strategies for improvement, but risk assessment is a skill that is useful to guide their decisions. By identifying obstacles or challenges, leaders can prepare for the future. They can also find a way to achieve their vision.

Examples of some of transformational leaders - who made great impact, in whom their impact still relevant in our today world of business and are serving as reference point:

Many transformational leaders have helped bring revolutionary products and services to the technology market, while also boosting profits and performance. Here are several examples of transformational leaders. (Wang, Courtright, & Colbert, 2011).

Steve Jobs: The late Apple co-founder and chief executive officer (CEO) was often referred to as a genius and visionary and inspired a wave of innovative product development during two tenures at Apple. In Apple's formative years, he inspired, and demanded teams to create the most consumer-friendly hardware and software designs. His return to Apple more than a decade later was highlighted

by products such as the iPod, iPhone and the iPad. He effectively communicated his vision that products meet high-quality standards and be consumer-friendly.

Satya Nadella: When Satya Nadella took over as CEO of Microsoft in 2014, he transformed the company. What was once a slow-moving tech giant focused on keeping its dominant position in the industry is a far nimbler and more open supplier that moved quickly to make its software available on all platforms, including that of its competitors.

Jeff Bezos: The industry Jeff Bezos transformed when he started Amazon is now but a footnote to its mega-success. Amazon's initial success was as an online bookseller. As the company began selling other products, Amazon quickly grew to become the e-commerce giant till today. Encouraging a corporate culture that is open to innovative approaches has paid off further. Amazon has helped launch the cloud computing revolution with Amazon Web Services (AWS), which was initially a homegrown solution to Amazon's own storage and computing needs.

Reshma Saujani: The former CEO and founder of the nonprofit Girls Who Code led a movement to close the gender gap in technology. In addition to leading the organization, Saujani promoted the core tenets of the organization with her book, Girls Who Code: Learn to Code and Change the World. She also recorded a TED talk, "Teach girls bravery, not perfection," that's gotten more than four million views.

Elon Musk: A key transformational leadership trait is establishing a vision an organization can understand and enthusiastically adopt. Elon Musk had a vision for electric vehicles that withstood early struggles and near-bankruptcy. Today, Tesla is one of the most valued companies in the world. His understanding of software also redefined what it means to be a successful car company. He is also one of those rare individuals to disrupt multiple industries, as Musk's SpaceX has been a leader in helping commercialize space travel.

Reed Hastings: The co-founder and co-CEO of Netflix helped change entertainment forever with its namesake service that has established streaming in the industry. Originally, the company shipped DVDs (digital video disc) for a monthly fee and later transitioned to streaming. Under Hastings's leadership, Netflix grew beyond being a delivery service to become a major provider of original content. Going a step further, Netflix developed complex algorithms about viewer consumption to make relevant content recommendations. A key element of Hastings's leadership has been his belief that the company needed to have the right culture. After meeting with employees to hear how they thought the company could best operate, he created an internal culture guide. Later, it was posted publicly online and became a screening tool that helped dissuade incompatible people from applying to work at Netflix.

2.0 ADOPTED RESEARCH WORK (in summar)

The below, is an adopted research work to further buttress my point:

In an attempt to further explain 'The Influence of Transformational Leadership on Organisational Innovation' – I am bringing up and adopting a research work that was done in one of the developing countries, which is concerned with the topic under review: In that research work, a questionnaire was developed with questions using related literature and following previous studies conducted by many organizations. Four steps were involved: First, measurements used in this study of independent and dependent variables were adapted from inspiring studies (B. J. Avolio & Bass, 2004; Tsai et al., 2008). The internal consistency reliability value for each instrument was observed based on the results of earlier studies and since the measurement for each construct was above the acceptable limit of internal consistency value, i.e. above 0.6, each was considered reliable and used in this study. Second, the content validity of all measures was examined by assessing the suitability of items in representing the operational definition of each dimension. The researcher identified items that were designed to measure each of the hypothesized constructs or variables based on seminal works by prominent scholars in their respective studies (B. J. Avolio & Bass, 2004; Tsai et al., 2008) as appendix A shows. Accordingly, a total of 33 items were used in the questionnaire. Third, the English language was retained as the medium of communication in the questionnaire because most of Sana'a University's top managerial employees are expected to be proficient in the language. Finally, respondents would be requested to respond to the items by indicating their level of agreement or disagreement using a five-point Likert scale, commonly used in studies of this nature (Dawes, 2008; Dillman, Smyth, & Christian, 2008; Fink, 2003) as it offers a sufficient range of choices. This scale of the measurement in this research was also used in previous studies.

Data Collection

A survey was used as the main research tool in this study, because it utilizes a range of basic procedures to acquire information from people in their natural environment (Graziano & Raulin, 2010). In this study, a total of 330 questionnaires were distributed to Sana'a University 'managerial employees' in various departments, delivered by hand to and subsequently collected from staff at their work office during working hours, in order to guarantee that the questionnaire reached the staff and to ensure collection once the

participants had completed it. (Brownell & Naik 2001) state that through this control, the level of response is greatly improved. Another advantage was the knowledge the researcher gained of those who completed the questionnaire (Brownell & Naik, 2001).

The survey was conducted over 90 days and a reminder was given once each week. Of the 330 questionnaires distributed to various departments, 283 were returned, making a response rate of 86%. However, only 279 (85%) were actually usable for this study. Table 1 presents the profile of respondents 71% (198) are male with 29% (81) female. The majority of respondents were aged from 40-45 years (36.9%), followed by 35-39 years (31.2%); 30-34 years (20.4%), 25-29 years (8.2%), and above 45 years (3.2%). In the question related to marital status, 86.0% of them are married, 9.0% are single, 4.3% are widowed, and 0.7% are divorced. In terms of educational background, the majority of the responders (42.3%) had a bachelor degree, 23.3% had a PhD, 21.9% had a Masters and 12.5% had a diploma. Therefore, the sample of this study is mostly dominated by those with bachelor degree or PhD. To the question on working experience, 38.4% of the respondents stated that they have 6 to 10 years' experience, 27.6% have 11 to 15 years' experience, 21.1% have 1 to 5 years' experience, 10.4% have 16 and above years' experience, while only 2.5% of the respondents had less than one year. In terms of position, 65.6% of them are heads of the department, 21.9% are managers, 10.4% are directors and the remainder (2.2%) are top management. Therefore, heads of departments and managers dominate the sample of this study.

Hypotheses Tests

The hypothesis of this study was tested using structural equation modeling via AMOS.

Discussion and Implications

Past researchers have argued that transformational leaders increase employee motivation, morale, and performance through four behavioral components: (idealized influence, inspirational motivation, intellectual stimulation, and individual consideration). In turn, these outcomes can lead to organizational innovation and long-term survival (Damirch et al., 2011; Gümüşluoğlu & İlsev, 2009; Jung, Chow, & Wu, 2003).

The major purpose of the study is to investigate the effect/influence of transformational leadership in significantly predicting organizational innovation in higher education in Sana'a University in Yemen. Transformational leadership introduced five dimensions (idealized influence, attributed charisma, inspirational motivation, intellectual stimulation, and individualized consideration) and organizational innovation components (product innovation, process innovation and administrative innovation). This study discusses its findings based on the main objectives mentioned earlier. Findings related to objective: The hypothesis anticipated a positive effect of transformational leadership on organizational innovation. This hypothesis was substantiated as transformational leadership had a significant and positive impact on organizational innovation. Past empirical literature exhibits associations between transformational leadership and innovation. Lee and Jung (2006) found transformational leadership promoted innovative abilities of employees.

However, only a few studies have also examined the relationship between transformational leadership and organizational innovation, For instance, (Sosik, Kahai, & Avolio, 1998) claimed that transformational leaders encourage creative ideas that promote innovations within organizations. (Gümüşluoğlu & İlsev 2009) also found transformational leadership to positively and significantly affect an organization's tendency to innovate. This is consistent with the finding of a study conducted (Mokhber et al., 2015) who found a significant positive effect of transformational leadership on organizational innovation; and studies by Jung et al. (2003) which revealed a positive and significant relationship between transformational leadership and a firm's innovation. Also, research by (Hussain, Talib, & Shah, 2015).

The results were largely consistent with those produced by past researchers who indicated the importance of transformational leadership for addressing followers' needs and promoting intra-organizational innovation. Transformational leaders have also been long-thought to increase organizational innovation by challenging their followers to achieve specifically designed goals and giving them the confidence to achieve them. Moreover, transformational leaders encourage others to build on their personal ability and organizational skills to pursue more innovation. The literature on organizational innovation and transformational leadership directly supports the intent and primary focus of the current study, namely to measure the relationship between transformational leadership and innovation within an organization. It was hypothesized that transformational leadership would have a significant effect on organizational innovation and that the role of transformational leadership would result in an improvement in organizational innovation (Khan, Rehman, & Fatima, 2009). Many researchers (Avolio & Bass, 1991; Lowe, Kroeck, & Sivasubramaniam, 1996; Stevens, D'Intino, & Victor, 1995) have consistently reported the characteristics of transformational leadership as being more effective, productive and innovative. They indicate that transformational leadership has its own impact on organizational innovation. The research also found that by adopting a transformational leadership style, Sana'a University has seen a significant effect on its organizational innovation. This bears out the claim by various scholars, who state that significant impact can be made at the individual, group or organizational level and achieve better results through transforming the behavior of their leaders (Wang, Oh,

Courtright, & Colbert, 2011). Organizations should increase spending on research and development in order to increase the organizational effectiveness (Osama Isaac, Abdullah, Ramayah, Mutahar, & Alrajawy, 2018; Osama Isaac, Abdullah, Ramayah, & Mutahar, 2018; Alrajawy, Mohd Daud, Isaac, & Mutahar, 2016). This study has investigated the effect of transformational leadership and organizational innovation by investigating the relationship between these two variables in Sana'a University in Yemen.

Based on the findings in relation to this specific objective, in the conducted research work - one can convincingly conclude, that transformational leadership does have a significant and positive influence on organizational innovation, which in essence leads to increase in employee performance and increase in organizational productivity.

3.0 HOW TO APPLY TRANSFORMATIONAL LEADERSHIP IN THE WORKPLACE THAT WOULD INFLUENCE ORGANISATIONAL INNOVATION

Identify and clarify the company's mission: When applying transformational leadership in the workplace, consider the company's mission and goals. This can help you promote company values and provide specific goals you want your team to achieve. Understanding these goals and helping your team members recognize them helps you lead a more successful team of professionals.

Establish company communication channels: Transformational leadership often includes communication from many points in the company, instead of only originating from senior-level professionals. This can help employees feel more empowered in the workplace. It can also help senior staff learn about issues from entry-level employees who may be closer to the company's daily operations. Fostering a work culture that values communication originating from all levels of the company can create a happier and more effective work environment.

Develop leadership: Teaching the leaders within your company to adopt transformational thinking habits helps these professionals lead by example and encourages others to change their way of thinking. Ensure that the current members of your management team are leading with transformational practices by reviewing their team's performance, employee retention and personal leadership style. This can help you discover areas in which managers can improve.

4.0 THE RELATION BETWEEN TRANSFORMATIONAL LEADERS AND INNOVATION – (Radzi, & Hui, 2013).

Transformational Leadership sustains innovation: In essence, organizational leadership is the most important aspect of an organization's drive for creativity and innovation. No organization can change or innovate unless leaders initiate and sustain the process. Therefore, organizations need creative leaders' (Transformational Leaders), to guide the innovation process (Bernard, Bass, & Riggio. 2006). Therefore, the creativity of an organization depends on how leaders design the organization to create an environment in which creativity can take place. It may also depend on how they promote and manage diversity in the organization. Ultimately, it is up to leaders to inspire each individual to bring out their best creative selves, and in doing so, lead and transform the organization.

Leadership leads to innovation: Innovation leadership means that every manager internalizes innovation as a mental attitude. And each employee is encouraged to develop ideas that lead to innovation. Leadership is the enabler of a culture of continuous improvement and innovation. Team leaders and middle management can be regularly invited to participate in innovation groups. Leaders are encouraged to act with confidence, but not to the point of thinking that others cannot do better. These leaders are expected to help build an organization that is flexible and open to innovation. An analysis of the role of leadership in stimulating organizational innovation shows that the vast majority of statements about the role of leadership have a median score above 5.0 (86%), the average. Across the sample, leaders scored highest (6.07) for their role in setting goals and clearly communicating expectations to others, indicating the importance of communication and goal setting. Openness to new ideas and ways of doing things is also rated highly by executives (6.02), indicating a break from routine activities and plans. Managers rated only four of them the lowest (between 4 and 5) when evaluating their roles.

Innovation arises from creativity and freedom: Innovation is described as a multi-stage process that transforms ideas into products and services that continue to be successful in the marketplace. Therefore, creativity is needed under certain conditions, but not essential. Therefore, change is required, without which there can be no innovation. Furthermore, it is assumed that innovation consists of multiple activities. One way to frame the complexity of this distinction is the different stages of innovation, such as the distinction between implementation and ideation or commercialization and development. Creativity is only one element of the ideation or development phase associated with innovation. In contrast, some writers support an information perspective that examines team creativity through the positive influence of leaders on team innovation.

5.0 HOW CAN TRANSFORMATIONAL LEADER CREATE AN ENABLING ENVIRONMENT TO INFLUENCE EMPLOYEE INNOVATIVE BEHAVIOUR:

Capitalize on employees' ability to innovate: One major way for organizations to become more innovative is to capitalize on their employees' ability to innovate. As Katz (1964, p. 132) puts it: "an organization that depends solely upon its blueprints of prescribed behaviour is a very fragile social system". Work has become more knowledge-based and less rigidly defined. In this context, employees can help to improve business performance through their ability to generate ideas and use these as building blocks for new and better products, services and work processes.

Employees' participation: Innovation is not dependent on the participation of high-ranking executives -- but on any employee that is a student of the business, knows their customers and their specific needs.

Leaders are accountable to assemble teams and lead them to optimal performance outcomes. An effective leader recognizes the importance of embracing differences in people and knows how to connect the dots amongst those differences to get the best outcomes from the team. This is what cultivates a workplace environment of continuous improvements, innovation and initiative. Leaders must foster a commitment from the team/employees, to embrace an innovation mindset where each employee learns to apply the differences that exist in one another for their own success and that of the organization.

Innovative behaviour Innovation theorists often describe the innovation process as being composed of two main phases: initiation and implementation (Avolio, & Bass, 1991). The division between the two phases is believed to be the point at which the idea is first adopted; i.e. the point at which the decision to implement the innovation is made. The first stage ends with the production of an idea, while the second stage ends as soon as the idea is implemented. Many studies focus mainly on the creative or idea generation stage of innovation (Jung DI, Chow C, Wu A 2003.). However, innovation also includes the implementation of ideas. Here, we define innovative behaviour as behaviour directed towards the initiation and application (within a work role, group or organization) of new and useful ideas, processes, products or procedures (Farr and Ford, 1990). Thus, defined, innovative behaviour can be seen as a multi-dimensional, overarching construct that captures all behaviours through which employees can contribute to the innovation process.

External work contacts: Contingency factors appeared to be relevant as well - supportive work climate and external work contacts as potential antecedents of idea generation and application behaviour. Leaders play a role in creating a positive climate and provide the opportunity for employees to have external work contacts.

Team Work: A recent Wall Street Journal article titled, Together We Innovate, addressed the importance of employees working together in an effort to pull new ideas from multiple sources regardless of hierarchy or rank. It states that, "most companies continue to assume that innovation comes from that individual genius, or, at best, small, sequestered teams that vanish from sight and then return with big ideas." The article argues that "most innovations are created through networks -- groups of people working in concert." Innovation and workplace transformation represent two-sides of the same coin. Enable employees to adopt an "entrepreneurial mindset" to showcase their ideas and ideals and they become the foundation for organizational growth and sustainability. Allowing them to propel innovation and show initiative is the key to successful workplace revival and an opportunity to re-energize individual and organic organizational growth (Lamloumi, 2013).

Teams Innovation begins with those people who touch the business across all functional and departmental areas. Innovation is not dependent on the participation of high-ranking executives -- but on any employee that is a student of the business, knows their customers and their specific needs. They take the time to analyze their competitors and the evolution of industries, brands and the emerging role of technology. Innovators are those who can see, sow, grow and share opportunities. Innovation is something that happens when you have a team who has a pulse on the marketplace and what it is telling them they must do. Many companies and people will lay claim to knowing about the innovations that are taking place in markets throughout the world – but few will take the required actions, make the right investments in people and resources to bring innovative ideas to full bloom.

In addition to the above, these five things, leaders can do with their teams to foster an environment of innovation and initiative. They apply whether you are forming a new team or revamping an existing one.

Trust Yourself Enough to Trust Others: Innovation requires breaking down the old rules of thought and creating new ones. This means each member of the team must become more transparent than ever before. As such, each member of the team must trust themselves enough to trust each other. When you can accomplish this trust, you become more patient, a better listener and over time more grateful for the new experiences and relationships that are being formed. Then, step back and recognize that, with your ability to co-exist with people in ways that form a family bond – the promise of a new workplace culture can be realized.

Collaborate and Discover: It's not until you begin to trust yourself and others that real collaboration takes root. Collaboration is not just about working closely together, but also about taking leaps of faith together to discover new ways of thinking and create greater outcomes. You never know which idea will take shape into the new innovation that creates impact and influence in the marketplace, whether a new process, product, packaging, piece of knowledge, etc. (Lamloumi, 2013).

Communicate to Learn: Without strong communication, teams cannot find their rhythm and they certainly would not find the things they are looking for to build trust and collaborate. The manner in which you communicate sets the tone and propels thinking in a variety of directions that leads to new innovations. A team should view themselves as an innovation lab – constantly challenging each other to learn from each other's ideas and ideals and to plant the seeds for future innovations.

Be a Courageous Change Agent: For teams to innovate, leaders must challenge each team member to think more critically and see through a lens of continuous improvement. Looking through this lens requires the mindset of a “courageous enabler” – one who takes charge and embraces the role of a change agent in support of constructive disruption that ultimately makes things operate better and improves performance. Every leader must become a change agent or face extinction. As such, their teams must equally be charged to do the same. Accepting the role of a change agent means taking on an entrepreneurial attitude, embracing risk as the new normal, and beginning to see opportunity in everything. As you do, innovation becomes second nature.

Course Correct to Perfect: To find the perfect combination of people on a team, leaders must often course correct along the way. Yes, perfection is utopia but course correction steers you closer to the promise of the culture you are attempting to create. Course correction also keeps people on their toes and teaches them to adapt to new environments, where they can showcase their abilities and skill-sets to new people and personalities in different situations and circumstances.

To effectively course correct – and create and sustain momentum for growth, innovation and opportunity – I have always believed that every leader must ask themselves the following three questions: 1) What must I keep doing?, 2) What must I stop doing?, and 3) What must I start doing? Simple questions that we don't ask ourselves often enough and must hold ourselves accountable to answer. While the business world is in constant search of the next big thing, leaders must remember that you do not so much need to be inventive as you do innovative. Being inventive is creating something new that has never existed. Innovation is the creation of something new that represents a communal adaptation or application used and embraced by the masses. Steve Jobs famously noted that, “Innovation is the difference between a leader and a follower.” As we have all learned from Jobs, innovation done rightly has the power to change a workplace, an industry, a country, the world.

6.0 THE EFFECT OF TRANSFORMATIONAL LEADERSHIP ON ORGANISATIONAL INNOVATION VIA CONTINUOUS LEARNING

At this stage we are looking at how the Transformational leadership influence on organizational performance through organizational learning and innovation -

The transformational leadership style provides training to employees to enhance their performance as a form of inspirational motivation, intellectual stimulation, and individual consideration to support employee development (Magasi, 2021).

Transformational Leadership Style and Employees' Performance: Employee training is also related to employee performance. Employee training plays an essential role in improving performance, as well as increasing productivity – which in essence brings innovation to the Organisation.

Training experience is defined as a process of developing work-related knowledge and skills of employees to improve performance systematically (Akhavan & Abu Baker, 2009). Arthur, Bennett, Edens, and Bell (2003) stated that training can be useful for both the employees and for the organization in terms of increasing their value to their organization, as well as their employability in the local and broader marketplaces. Many organizations are using training and development to attract and keep their most successful employees.

Training generates benefits for employees and organizations as well: These benefits relate to performance improvement by developing employees' knowledge, skills, abilities, competencies, and behaviors (Nassazi, 2013; Harrison, 2000). Therefore, training becomes a mechanism to increase performance, and the outcome expectancy of that training is clear through a good relationship with the leader. Employee capabilities and professions improve through effective training programs. It does not only change the overall performance of the employees to effectively perform their current jobs, but also improves knowledge, skills, as well as attitudes of employees necessary for day-to-day innovation, the future career and thus contributes to superior organizational performance, hence influencing Organisation innovation (Wright & Geroy, 2001).

Transformational Leadership Style and Training Experience: Today, organizational expansion and development are affected by a number of factors. Employee training plays a vital role in improving performance, as well as increasing productivity, which in essence has a great impact on Organisational innovation. This puts companies in the superior positions in order to remain competitive. Therefore, there is a significant difference between the management that trains their subordinates and the management that does not (Nassazi, 2013). (Scaduto, Lindsay, and Chiaburu 2008) stressed that in order to improve job performance, leaders should make sure that the skills and behaviors learned and practiced during training are transferred to the workplace, maintained over time, and generalized across contexts. Different styles with each follower imply that leaders are expected to build different exchange relationships with employees at any time. (Akhavan and Abu Baker 2009) stated that transformational leaders can have a significant constructive impact on the transfer of knowledge and skills to their subordinates. The training of extension personnel contributes directly to the development of human resources within extension organizations.

Therefore, leaders can have a significant positive impact on the transfer of training to their subordinates. In a nutshell, transformational leaders play an essential role in providing training to their employees, which in turn improves the performance of the employee and a great impact on Organisation innovation.

7.0 WHAT ARE THE BENEFITS OF TRANSFORMATIONAL LEADERSHIP?

Here are the main benefits this style of leadership can have on employees, which as well brings about organizational innovation (Nusair, Ababneh, & Bae, 2012).

Provides encouragement: Motivating employees is essential to enacting change in the workplace. Encouragement helps them to persevere and creates a positive work environment.

Establishes clear goals: By communicating their vision, leaders can clarify their team goals and provide simple instructions on the steps needed to accomplish this.

Offers support to employees: Effective leaders support their employees by forming relationships and offering recognition for their achievements. Receiving praise for their contributions can make each employee feel valued and may increase job satisfaction.

Sets a model for others: Transformational leadership is very effective in enforcing a standard of integrity and inspiring morality among employees.

Promotes an attitude of positivity: When pursuing a change in the work environment, it is important for leaders to remain optimistic so they can overcome challenges. Leaders with a positive attitude play an important role in setting the mood for employees and encouraging them to be positive.

Inspires employees to achieve their goals: Being an inspiration to employees is one of the primary goals of a transformational leader. Offering encouragement and support helps motivate employees to achieve their goals and contribute to the success of the company.

8.0 THE IMPORTANCE OF TRANSFORMATIONAL LEADERSHIP IN RELATION TO ORGANISATIONAL INNOVATION

It fuels a positive business culture : The first relates to the positive business culture that arises when a leader pays individual consideration to each employee.

Transformational leadership focuses on how each individual's personal development can be accelerated and optimized to induce self-worth and motivation, resulting in a workforce that feels valued, supported, and nurtured irrespective of background. It is about driving vocational tasks, challenging assumptions, and "energizing [employees] to put their energy and effort into the business and to yield their critical practice, by which they go about doing things differently," explains Bruce.

"There are so many forces that might affect an employee's ability to sustain [performance]," and having the leadership skills required to provide individual consideration for all employees could ensure that positive business culture is maintained – which in essence brings about organizational innovation.

It creates a clear vision for the business : Transformational leaders articulate a vision that is appealing and inspiring to followers, providing a vivid mental image of the long-term goals and aspirations of the business. A transformational leader will provide motivation by inspiring employees with excellent communication skills, honesty, and integrity. They will put the employees and employers on the same playing field, promoting confidence in and optimism for the business' new shared identity.

It can lead to lasting and durable success : Lastly, fostering the right culture and promoting a clear vision should lead to lasting and durable success. A transformational leader has strategic decision-making capabilities through which they can adapt a firm to rapidly changing markets and environments. They drive an adaptable, agile, and sustainable workforce by serving as a role model and displaying high moral conduct.

Bruce highlights that leadership is not intrinsically linked to a position; it is “vested in groups, not just individuals.” As leaders empower their employees, they themselves can become leaders and influencers within the organization, further fueling an engaged workforce that is empowered to innovate and help shape an organization’s future success (Jung DI, Chow C, Wu A 2003).

9.0 WHAT ARE THE NEGATIVE IMPLICATION OF LACK OF TRANSFORMATIONAL LEADERSHIP IN ORGANISATION

I understand the critical role that Transformational Leadership plays in organizational success. Organizations think they have transformational leaders, but later learn that is not always the case. There are several pitfalls that organizations face when they lack effective transformational leadership that impact overall performance and innovations in an organization (Crawford, 2005).

Lack of Clear Direction and Purpose: Without strategic leadership, organizations often drift aimlessly. The absence of a well-defined vision, mission, and strategic goals leaves employees uncertain about their purpose. When team members lack clarity, they may focus on short-term tasks rather than long-term objectives. As a result, the organization's efforts become fragmented, leading to inefficiencies and missed opportunities.

Inconsistent Decision-Making: Transformational leaders provide a compass for decision-making. When this guidance is absent, decisions become ad hoc and reactive. Without a strategic framework, leaders may prioritize immediate gains over long-term sustainability. Inconsistent decision-making erodes trust among employees and stakeholders, hindering organizational progress and innovation

Reactive Rather Than Proactive Approach: Transformational leaders involve anticipating future trends, identifying opportunities, and preparing for challenges. Organizations without strategic leaders tend to react to external forces rather than shaping them. Reactive behavior leads to firefighting, crisis management, and missed chances to innovate. A proactive approach, on the other hand, enables organizations to stay ahead of the curve.

Silos Departments and Lack of Collaboration: In the absence of transformational leaders, departments often operate in isolation. Silos emerge, hindering cross-functional collaboration. Strategic leaders bridge these gaps by aligning departments toward common goals. Without this alignment, resources are underutilized, and synergies remain untapped.

Short-Term Focus Over Long-Term Sustainability: Silos balance short-term results with long-term sustainability. Organizations lacking this perspective may prioritize immediate gains, neglecting investments in innovation, employee development, and organizational resilience. Over time, this myopic focus erodes competitiveness and jeopardizes the organization's future.

Resistance to Change: Change is inevitable, especially in today's dynamic business environment. Strategic leaders guide organizations through transitions by communicating the rationale, involving stakeholders, and managing resistance. Without this leadership, change initiatives face pushback, leading to implementation delays and missed transformational opportunities.

Lack of Accountability and Performance Measurement: Transformational leaders establish clear performance metrics and hold teams accountable. In their absence, accountability wanes, and performance suffers. Organizations may struggle to measure progress, leading to complacency and mediocrity. A lack of performance measurement also hinders learning and continuous improvement.

Failure to Adapt to Market Shifts: Transformational leaders monitor industry trends, competitive landscapes, and technological advancements/change. Organizations without this foresight risk becoming obsolete. When market shifts occur, they may be caught off guard, unable to pivot swiftly. Transformational leaders ensure agility and adaptability, allowing organizations to thrive in changing environments.

Effective Transformational leaders is not a luxury: it is a necessity for organizational survival, innovations and growth. Organizations that recognize the pitfalls of neglecting transformational leaders can proactively address these challenges: by fostering strategic thinking, empowering leaders at all levels, and aligning efforts toward a shared vision. Organizations can navigate uncertainty, seize opportunities, and create sustainable success.

Remember, Transformational leaders is not a one-time task; it is an ongoing commitment to steer the ship toward a brighter future. “If you want to transform something, you have to know what it is and not just the technology that supports it. You need to have a vision of where you want to go and be able to communicate it,” says Rucker.

10.0 POSSIBLE WAYS FOR AN ORGANISATION TO HAVE OR DEVELOP TRANSFORMATIONAL LEADERSHIP

Here, I am looking at what is the possible solution for an organization in this our todays' competitive world of business to have an effective or strategic transformational leadership:

Diversity of thought. : In order to be transformative, according to (Rucker, 2005), you need to have diversity of thought. You have to make sure that all the key stakeholders are represented in any decision that you make. You should not just have your own team coming up with ideas on what they think they know about the projects, the company or the industry. You have to honestly care about what these people [peers and stakeholders] want and need in order to make sure those needs are adequately represented and that every solution you provide has been vetted.

Experts' compliance: You need purposefully find good people with different perspectives who will shake things up and bring in new ideas. You cannot come up with all the ideas yourself. Find a way to look for experts in whatever you are trying to achieve, you have to challenge long-term assumptions people may have,” says (Rucker, 2005),

Strategic: “A transformational leader has to be strategic from a planning and objective setting perspective, a strong communicator that can be trusted so that by extension people are willing to ‘get on the bus’, and both be passionate and focused in order to drive change from inception to a successful conclusion, “says Greg Stewart, vice president and CIO of Enerflex.

In addition Organization needs to adopt these five things to Facilitate Transformation that would rapidly bring about Organizational innovation:

Intellectual Stimulation: By rocking the boat and asking questions, transformational leaders are always challenging the status quo and are not afraid of failure. They foster an environment where it's safe to have conversations, be creative and voice ideas, a place where all team members feel valued. They challenge cultural norms and work to inspire passion with their teams and peers. As Rucker puts it, they are adept at, “turning me moments into we moments.”

Shipley says that managers who have a command-and-control style of leadership can get a lot accomplished, but, he says, they achieve short-term. You can have great success but you cannot maintain long-term success that way.”

A better approach, Shipley says, is to guide your team, but let them solve the problem on their own.

Individualized Consideration: Is the golden rule flawed? Maybe not but consider this: Don't treat people how you want to be treated, treat them the way they want to be treated. People are different and what motivates and excites you is different from your peers and coworkers. “You have to learn to adapt your style to accommodate the skills and people on your team,” says (Rucker, 2005),

Inspirational Motivation: Know where you want to go and create a vision or strategy to get there and then articulate, with optimism and passion, your vision to show them how all this matters in the big picture. “It is really the meaning behind why you're doing the job you're doing that is so important to communicate to people. I take great pride in understanding my employees and what motivates them,” says Shipley. He offers this analogy: Two guys are digging a ditch, so I asked one of them, “What are you doing?” He says digging a ditch, what's it look like I'm doing? I asked the other guy the same question and he says, “I'm building a hospital.” It's getting into the minds of the people so that they understand that whatever task they're doing, they're not doing that task, they're a part of something larger “They are not digging a ditch or writing that code; they are transforming the way healthcare is delivered in this country,” says Shipley.

Idealized Influence: “Divorced from ethics, leadership is reduced to management and politics to mere technique,” writes Burns. Transformational leadership requires decision-making that works towards the greater good. You need to be a mentor of sorts and lead by example. “Values-based leadership is necessary for driving sustainable change as this ensures that the results achieved are underpinned with a strong moral and ethical foundation, thus they can also stand up to any scrutiny or resistance to change,” says Stewart.

Perseverance Through Conflict: Experts agree that transformational change will create conflict. You are going to have people fight and/or ignore you. "You have to master the role by figuring out how you are going to get all these people to work with you. Doing that will change the position you have into the power you need to change the company," says (Rucker, 2005), Are you ready to take up the mantle of the transformational leader? You do not have to be the boss to do so. "Anyone can be a transformational leader, it is all contextual and it is all driven by scale," says Ford.

11.0 FINAL THOUGHT (WRITERS POINT OF VIEW)

Transforming our approach to leadership in order to deliver ongoing innovation cannot and must not be seen as an isolated leadership exercise. Transformational leadership is as much about the partnership with employees as with the leadership style itself. Failure to acknowledge this will result in the sort of disconnect evidenced by a Capgemini survey which included such highlights as 85% of leaders believing that they easily collaborate across functions and business units, yet only 41% of employees agreed.

Innovation is not a game with strict rules and it is not something which you can pin down and micro-manage. Rather, innovation is a game-changing ongoing transformational process which can deliver excellence for the customer and long-term success for the organization. As R. Buckminster Fuller said, "You never change things by fighting the existing reality. To change something, build a new model that makes the existing model obsolete." So, if you are a leader, my question to you is simple. If you want to build a culture of innovation, are you ready to embrace transformational leadership? If not, you could just be the biggest barrier to shaping the future of your organization.

12.0 CONCLUSION

From my experience and references to the past and recent study on the topic under review, I can convincingly say, there is relationship between transformational leadership and organizational innovation. More so, the Influence of transformational leadership on organizational innovation, cannot be overemphasized, to a large extent, it has improved organizational efficiency and effectiveness both on the path of the employee and organization bye and large, which has made the organization to stand out amidst her contemporary and given her a competitive advantage in the today's world of business (Arthur Bennett, Edens, 2003).

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