

Impact of Transformational Leadership on Organizational Innovation among Government Employees

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Abstract

In this study, the researchers used the SEM-PLS technique and analysed the 389 valid questionnaires for assessing the proposed model which was based on the different Transformational Leadership (TL) characteristics. They aimed to determine its impact on the innovative activities of the governmental organisations in the UAE. The major independent constructs used in the study were the 4 dimensions of the TL, i.e., intellectual stimulation, inspirational motivation, idealised influence and individualised consideration. On the other hand, the dependent construct included the organisational innovation in activities like process innovation, product innovation and administrative innovation. The researchers have described the relationship between the different constructs. This study could improve insight into the significance of TL and organisational innovation. The results showed that the independent variables could help in predicting innovation. Furthermore, the proposed model could explain 63.6% of the variance that was seen in the organisational innovation.

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I. INTRODUCTION

In the academic field, the concept of leadership has appeared in different settings. This concept was used by practitioners and scholars in various articles and speeches. Though this concept has been widely used and different conceptual propositions and suggestions were made theoretically, the researchers have not been able to arrive at its exact definition (Aydogdu and Asikgil 2011). There are different perspectives with regards to the existence of leadership as a function, attribute, role or the combination of these factors. The assumptions made in the leadership models are based on the specific leadership behavior which is displayed in that situation. In this study, the researchers have investigated the role played by TL in improving and redefining the organizational performance and the business processes in the changing business

environment. Some researchers like Avolio et al. (1999) and García-Morales et al. (2012) stated that the TL was a prevalent technique that helped in determining the leadership effect on the organizational performance and the existing business processes. Furthermore, Bass (1997) and Avolio et al. (1999) stressed that the TL has shown a close relationship with the different determinants of the organizational performance (Al-Obthani & Ameen, 2019a; Alhefity, Ameen, & Bhaumik, 2019b, 2019a; Alneyadi, Al-shibami, Ameen, & Bhaumik, 2019; Alneyadi, Al-Shibami, Ameen, & Bhaumik, 2019).

In the past few years, the UAE public sector has undergone many changes and has started implementing these changes like the private sector. Turkyilmaz et al. (2011) stated that the public sector in the UAE offers many customer-centric services

and the different sectors have started undergoing a constant change. Hence, for combating the constant pressure to change, the different public-sector organizations have started showing a higher interest in implementing TL, which could help them improve their innovativeness and fulfil their objectives (Ameen & Ahmad, 2011, 2012, 2013; Ameen, Almari, & Isaac, 2019; Haddad et al., 2020; Osama Isaac, Abdullah, & Ramayah, 2019; Alkatheeri et al., 2020).

In this study, the researchers have highlighted the gaps that exist in the identification of factors which contributed to the innovation in the UAE public sector, especially in the Abu Dhabi Executive Council Authority.

II. LITERATURE REVIEW

2.1 Organizational Innovation (OI)

Innovation can be defined in multiple ways; a significant amount of research indicates that it is about creative things. For instance Rogers (1995) suggests that innovation is about creating new object, practice or idea based on an individual's view. The same author illustrated a second concept named as diffusion of innovation that focuses on the dispersion of innovation over time through specific channels within social system members. On the other hand, Amabile (1983) thinks that there is a distinction between innovation and creativity, the latter is defined as the process to produce new ideas, while innovation creates and implements new products, processes, and ideas (Trott, 2005). Thus, it is concluded that creativity is an element of innovation (West & Farr, 1990).

While services and goods are different in nature and in terms of their characteristics, numerous researchers claim that the theories and concepts that are applicable to the manufacturing sector can actually be transferred and used in the service context using the assimilation approach (de Vries, 2006; Droege, Hildebrand, & Forcada, 2009). For the purpose of examining the service sectors'

innovation, Droege et al. (2009) mention that the same models of innovation were used in these studies in the service context as in the sector of manufacturing. There is a need to examine the factors of the study that affecting the organizational innovation.

2.2 Transformational Leadership (TL)

Many researchers have accepted TL as the ideal style of leadership in various contemporary organisations. This leadership style has garnered a lot of recognition because of its effect on the different organisational outcomes like organisational innovation (Wang et al., 2011) and employee satisfaction (Voon et al., 2011; Ngadiman et al. 2013). It was noted that the TL could instigate a need for higher order (Rowold and Schlotz 2009). In their study, Aldholay, Isaac, Abdullah, Abdulsalam, & Al-Shibami (2018) and Aldholay, Isaac, Abdullah, & Ramayah (2018) mentioned that the TL could motivate all the employees and generate positive emotions, which further created an inspirational vision and directed the employees to work towards fulfilling the objectives. Based on the proposed dimensions of the TL which were described earlier, Aydogdu and Asikgil (2011) derived 4 TL dimensions, which were used in this study. These included the Inspirational Motivation, Intellectual Stimulation, Idealised Influence and Individualised Consideration. The above arguments and other supporting results led to the following hypothesis:

H1: Idealized influences significantly influences organizational innovation.

H2: Inspirational motivations significantly influences organizational Innovation.

H3: Intellectual stimulations significantly influences organizational innovation.

H4: Individual considerations significantly influences organizational innovation.

III. RESEARCHMETHODOD

3.1 Overview of the Proposed Conceptual Framework

The relationships between's the parameters guessed in the calculated model have been gotten from accessible writing Ghazali et al. (2015) and Rezvani et al. (2017). Fig 1 shows transformational initiative (admired impact, persuasive inspiration, scholarly incitement, and individualized thought), item advancement, process development, and authoritative innovation.The proposed model has three theories to be tried.

(Isaac, Aldholay, Abdullah, and Ramayah, 2019; Isaac, Abdullah, Ramayah, and Mutahar, 2018).This records was accrued by means of conveying the self-guided poll 'head to head' to the representatives inside the Abu Dhabi Executive Council Authority, UAE, inside the duration between March 2018 and April 2019. Out of the 500 polls that were conveyed, 389 reactions apparently became affordable for examination. This instance size changed into adequate as expressed with the aid of Krejcie and Morgan (1970) and Tabachnick and Fidell (2012).

IV. INFORMATION ANALYSIS AND RESULTS

The scientists applied the SmartPLS 3.0 programming for examining their model, with the assistance of the Partial Least Squares (PLS) Variance-Based Structural Equation Model (VB-SEM) (Ringle et al., 2015). They applied a 2-arrange logical process (Anderson and Gerbing 1988; Hair et al., 2017) for (an) Assessing the estimation model (i.E., unwavering high-quality and legitimacy); and (b) Assessing the basic model (i.E., guessed courting examination).

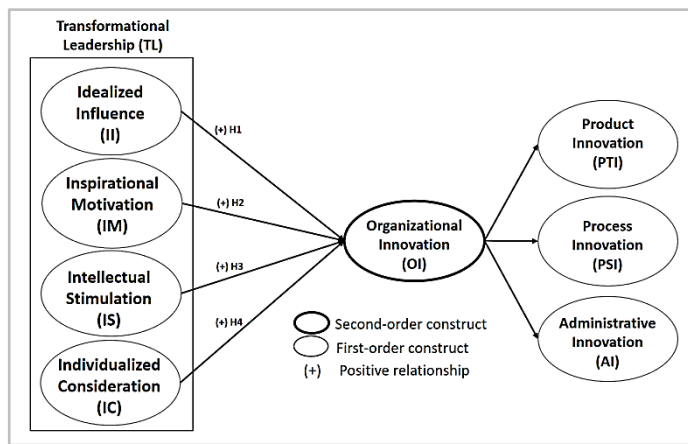


Figure 2: The conceptual framework

3.2. Advancement of Instrument and Data assortment

In this investigation, the analysts constructed up the poll tool which constructed from 16 inquiries. Factors have been anticipated utilizing a Likert Scale which prescribed in the past investigations

4.1 Measurement Model Assessment

The aftereffects of the statistics research showed that the numerous parameters just like the Composite Reliability (CR),Cronbach's alpha, Average Variance Extended (AVE) alongside the aspect loadings have been higher than the proposed characteristics (Kline 2010; Hair et al., 2010) as portrayed in Table 1.

Table 1: Measurement model assessmen

Constructs	Item	Loading (> 0.7)	M	SD	α (> 0.7)	CR (> 0.7)	AVE (> 0.5)
Idealized Influence (II)	II1	0.938	3.601	0.992	0.967	0.973	0.858
	II2	0.924					
	II3	0.931					
	II4	0.933					
	II5	0.911					
	II6	Deleted					
	II7	0.920					

	II8	Deleted					
Inspirational Motivation (IM)	IM1	0.943					
	IM2	0.951	3.724	1.068	0.962	0.973	0.899
	IM3	0.941					
	IM4	0.957					
Intellectual Stimulation (IS)	IS1	0.922					
	IS2	0.878	3.474	1.080	0.942	0.959	0.853
	IS3	0.944					
	IS4	0.948					
Individual Consideration (IC)	IC1	0.950					
	IC2	0.942	3.553	1.050	0.962	0.972	0.897
	IC3	0.958					
	IC4	0.938					
Product Innovation (PTI)	PTI1	0.940					
	PTI2	0.949	3.722	1.096	0.940	0.961	0.893
	PTI3	0.946					
Process Innovation (PSI)	PSI1	0.965					
	PSI2	0.961	3.632	1.069	0.955	0.971	0.917
	PSI3	0.947					
Administrative Innovation (AI)	AI1	0.911					
	AI2	0.917					
	AI3	0.875	3.352	1.041	0.944	0.957	0.818
	AI4	0.898					
	AI5	0.921					
	AI6	Deleted					

Key: *II: idealized Influence, IM: inspirational motivation, IS: intellectual stimulation, IC: individual consideration, PTI: product innovation, PSI: process innovation, AI: administrative innovation.*

The discriminant legitimacy alludes to how tons the various articles separate the various thoughts and degree the develops. The analysts utilized the Fornell-Larcker factor for analyzing the discriminant esteem in the estimation model and the effects have been displayed in Table 2. The results validated that the rectangular base of the AVE on the diagonals (displayed in putting) turned into higher than the connection occurring between the develops (evaluating line and phase esteems), which showed a better connection among the diverse thoughts and their markers contrasted with extraordinary ideas advocated inside the version (Fornell and Larcker 1981; Chin 1998). Hair et al. (2017) portrayed this as agreeable discriminant legitimacy. It became noticed that the exogenous develops verified a connection of <0.85 (Awang 2014). In this manner,

the discriminant legitimacy of the significant variety of builds became palatable.

Table 2: Fornell-Larcker criterion

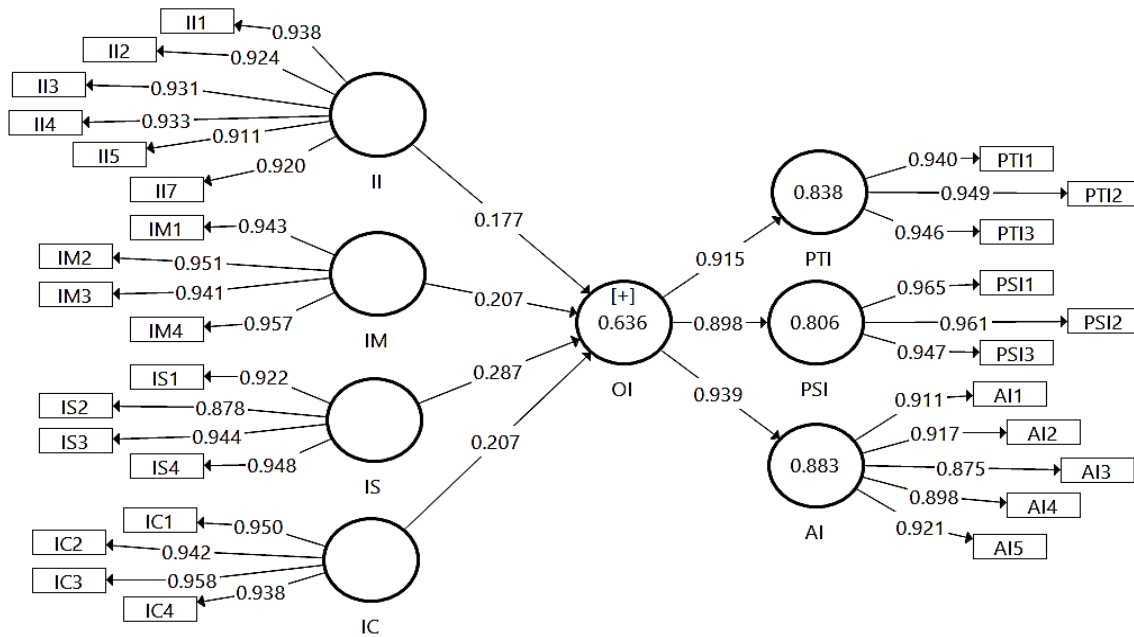
	AI	IC	II	IM	IS	PSI	PTI
AI	0.904						
IC	0.668	0.947					
II	0.705	0.774	0.926				
IM	0.676	0.738	0.795	0.948			
IS	0.721	0.753	0.784	0.762	0.923		
PSI	0.743	0.628	0.624	0.646	0.632	0.958	
PTI	0.781	0.665	0.657	0.655	0.666	0.779	0.945

Key: *II: idealized Influence, IM: inspirational motivation, IS: intellectual stimulation, IC: individual consideration, PTI: product innovation, PSI: process innovation, AI: administrative innovation.*

4.2 Structural Model Assessment

The researchers tested the structural model after computing the beta (β), R^2 , and corresponding t -

values using a bootstrapping process using a resample size of 5,000 (Hair et al., 2017).



Key: II: idealized Influence, IM: inspirational motivation, IS: intellectual stimulation, IC: individual consideration, OI: organizational innovation, PTI: product innovation, PSI: process innovation, AI: administrative innovation.

Figure 3:PLS algorithm results

"Fig. 3 and Table 3 presented the results of the hypothesis tests and structural model assessment. It was noted that idealized Influence, inspirational motivation, intellectual stimulation, and individual consideration positively influences organizational innovation. Thus, H1, H2, H3 and H4 were accepted with ($\beta = 0.177, t = 2.596, p < 0.01$), ($\beta = 0.207, t = 3.028, p < 0.01$), ($\beta = 0.287, t = 4.888, p < 0.001$) and ($\beta = 0.207, t = 3.603, p < 0.001$), respectively. Idealized Influence, inspirational motivation, intellectual stimulation, and individual consideration explains sixty-four percent of the variance in organizational innovation. Furthermore, the R^2 values showed an acceptable explanatory power, which indicated that it was a substantial model (Cohen 1988; Chin 1998)."

Table 3: Result of Direct Effect Hypotheses

Hypot hesis	Relatio nship	Std Be ta	Std Err or	t- val ue	p- val ue	Decis ion	R^2
H1	II→OI	0.177	0.068	2.596	0.05	Supp orted	0.64
H2	IM→OI	0.207	0.068	3.028	0.01	Supp orted	
H3	IS→OI	0.287	0.059	4.888	0.00	Supp orted	
H4	IC→OI	0.207	0.057	3.603	0.00	Supp orted	

Key: II: idealized Influence, IM: inspirational motivation, IS: intellectual stimulation, IC: individual consideration, OI: organizational innovation.

V. DISCUSSION

In this study, the researchers noted that the idealized influence could positively affect the

organisational innovation amongst the employees working in the Abu Dhabi Executive Council Authority, UAE. A similar observation was noted earlier (García-Morales et al., 2012; Heffernan et al., 2016). This result was based on the fact that the organisational leaderships instilled a sense of pride amongst the employees, highlighted the valuable beliefs, encouraged the organization to implement new technologies in their work processes, showed a faster response to the occurring changes, helped in developing novel services and products, offered administrative support to the employees, provided an open, participative and communicative environment, implemented a better performance evaluation system and always considered the creativity of the person during the hiring process.

The results also indicated that the Inspirational Motivation showed a positive effect on the organisational performance of the employees working in the governmental sectors in UAE, as shown earlier (García-Morales et al., 2012; Heffernan et al., 2016). This was based on the fact that when the leaders were more vocal about their optimism regarding the future, presented a clear vision and were enthusiastic and confident about achieving their future goals, then the organizations tend to adopt novel technologies in their work processes, showed a faster response to the occurring changes, helped in developing novel services and products, offered administrative support to the employees, provided an open, participative and communicative environment, implemented a better performance evaluation system and always considered the creativity of the person during the hiring process.

Furthermore, Intellectual Stimulation positively affected the organisational performance of the employees in the governmental sector in UAE, as shown by earlier studies (Hande et al., 2015; Higgins et al., 2016; Dodd et al., 2017). This was based on the fact that when the leaders re-examined all the critical presumptions, studied the various

perspectives related to problem-solving, and offered new options related to the completion of the assignments, then the organizations tend to adopt novel technologies in their work processes, showed a faster response to the occurring changes, helped in developing novel services and products, offered administrative support to the employees, provided an open, participative and communicative environment, implemented a better performance evaluation system and always considered the creativity of the person during the hiring process.

Lastly, the individualized consideration positively affected the organizational performance, similar to the earlier studies (Aragón-Correa et al., 2007; Dartey-Baah 2015). This was based on the fact that when the leaders treated their employees as individuals rather than only a group member, considered the fact that the employees have different needs, aspirations and abilities, sought a different perspective when handling the organizational issues, and also helped the employees develop their strengths, then the organizations tend to adopt novel technologies in their work processes, showed a faster response to the occurring changes, helped in developing novel services and products, offered administrative support to the employees, provided an open, participative and communicative environment, implemented a better performance evaluation system and always considered the creativity of the person during the hiring process.

VI. IMPLICATIONS

Employees are considered as a valuable asset in the organisation. Hence, the organisations must possess effective leaders who can inspire and motivate the employees to carry out their daily activities and work towards fulfilling the operational objectives. The results of the study showed that the TL factors of inspirational motivation, idealised influence, and intellectual stimulation play a vital role. An effective public sector organisation is based on the TL (Rowold and Schlotz 2009). In this study, the researchers stated that the government sector needs

to improve its commitment level by focusing on the TL, working conditions and the policies (Voon et al., 2011; Al-Dhamari, Almagdoub, & Al-Gamrh, 2018; Al-Gamrh, Ku Ismail, & Al-Dhamari, 2018). Results also suggested that the government organisations must appoint the ablest person who can carry out the job effectively and train the employees to increase the organisational innovation. Furthermore, the managers must strive to develop their workforce by offering stronger leadership, mentoring the employees, offering better, challenging and encouraging working conditions and stimulating good work assignments (A. Aldholay, Abdullah, Isaac, & Mutahar, 2019; A. H. Aldholay, Abdullah, Ramayah, Isaac, & Mutahar, 2018) (Al-Obthani & Ameen, 2019b; Albreiki, Ameen, & Bhaumik, 2019; Albreiki, Ameen, & Bhaumik, 2019; Alghawi, Ameen, & Bhaumik, 2019).

One of the restrictions of this exam is that the facts collected turned into pass-sectional in choice to longitudinal in nature. The longitudinal approach may also beautify the comprehension of the affiliations and the causality among elements (Isaac, Abdullah, Ramayah, Mutahar, and Alrajawy, 2017; Isaac, Abdullah, Ramayah, and Mutahar Ahmed,

2017). Future research need to be directed to discover the connection among elements via major multifaceted examinations as advocated by way of the use of beyond investigations (Isaac, Abdullah, Ramayah, and Mutahar, 2017a; Isaac, Masoud, Samad, and Abdullah, 2016).

VII. CONCLUSION

In this study, the important conclusions noted were with regards to the objectives. Objective 1 aimed to determine the factors which influenced the organisational innovation in relation to the process innovation, product innovation and the administrative innovation in the governmental sectors of UAE. Good results were noted in the study which highlighted a novel perspective. The researchers proposed a new model, wherein they considered TL (with its factors like inspirational motivation, intellectual stimulation, idealised influence and individualised consideration) as the independent variable, while organisational construct was considered as a 2nd-order dependent variable. According to the results, all the 4 hypotheses were significant. Furthermore, the independent variables could explain 64.6% of the variation noted in the organisational innovation.

Appendix

Appendix A

Instrument for variables

<i>Variable</i>	<i>Measure</i>	<i>Source</i>
Idealized Influence (II)	II1: Leaders instill pride in others for being associated with them.	(Wang & Lai, 2014)
	II2: Leaders go beyond self-interest for the good of the group.	
	II3: Leaders act in ways that build others' respect for them.	
	II4: Leaders display a sense of power and confidence.	
	II5: Leaders talk about their most important values and beliefs	
	II6: Leaders specify the importance of having a strong sense of purpose.	
	II7: Leaders consider the moral and ethical consequences of decisions.	
	II8: Leaders emphasize the importance of having a collective sense of mission.	

Inspirational Motivation (IM)	IM1: Leaders talk optimistically about the future.	(Wang & Lai, 2014)
	IM2: Leaders talk enthusiastically about what needs to be accomplished.	
	IM3: Leaders articulate a compelling vision of the future.	
	IM4: Leaders express confidence that goals will be achieved.	
Intellectual Stimulation (IS)	IS1: Leaders re-examine critical assumptions to question whether they are appropriate.	(Wang & Lai, 2014)
	IS2: Leaders seek differing perspectives when solving problems.	
	IS3: Leaders get others to look at problems from many different angles.	
	IS4: Leaders suggest new ways of looking at how to complete assignments.	
Individual Consideration (IC)	IC1: Leaders treat others as individuals rather than just as a member of a group.	(Wang & Lai, 2014)
	IC2: Leaders consider an individual as having different needs, abilities, and aspirations from others.	
	IC3: Leaders seek a differing point of view when dealing with organizational issues.	
	IC4: Leaders help others to develop their strengths.	
Product Innovation (PTI)	PTI1: In our organization, new technology is adapted for improving the work processes (computers, wireless networking, etc.)	(Hussain, 2015)
	PTI2: In our organization, we try new methods for improving processes (paperless environment, online learning, etc.)	
	PTI3: Our organization is quick to respond to the changing needs of its customer.	
Process Innovation (PSI)	PSI1: We always develop new product and services.	(Hussain, 2015)
	PSI2: We try to introduce and diversify our product to suit customer needs	
	PSI3: We always try applying a new idea/technology at our organization.	
Administrative Innovation (AI)	AI1: Administrative support is always there for employees.	
	AI2: Employees compensation system is linked to performance.	
	AI3: Our institution has a new and improved performance evaluation system.	
	AI4: At our organization, we believe in the open communication environment.	(Hussain, 2015)
	AI5: In our organization, employees are hired on their creativity.	
	AI6: In our institution, there is a participative working environment.	

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