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## IMPACT OF TRANSFORMATIONAL LEADERSHIP STYLE ON INNOVATION

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**Abstract.** As many theories explain that transformation leadership style has influence to the followers by dimensions that are included: stimulating/motivation, vision, clear communication; which make to increase in applied manner innovation in work place. The aim of this study is to know how and if the transformational style influence the innovation in private and public work places in Kosovo. The question is if leadership impact successes in institutions/companies.

Based on dimensions of Transformational leaders that apply in practice have potential to influence the employee, for measure the variables are use questioners for transformational leadership Öztop, I. (2008) style (7items) and innovation (6 items) De Jong at al. (Erdem et al. 2011) in context with that how people are in touch with newest in daily work in private and public work places.

From dates can conclude that the variables are correlated; leadership style is important in improving the effect in work place and keep going on newest that make some places more innovative than others.

**Keywords:** transformational; leadership; innovation; private, public

### **Introduction. Transformational Leadership**

**Hypothesis 1** Transformational leadership style influence Innovation in work place

Transformational Leadership (TL) theory has to do with lead that have influence at their followers, or with other words are specific personal characteristics that they have to influence; it is related with traits of a leader by focusing on characteristics of leaders in relation to effectiveness. It differs from linking trait to performance and it determines how leaders affect their followers (Bryman, 1992).

The traits theory of leader performance suggests that certain traits are necessary requirements for leadership excellent but that they do not guarantee it (Simonton, 1987). Instead of that excellent leadership is a function of right person being in the right place at the right time. The facts that right person with certain traits is an excellent while another with same traits is not an excellent leader, maybe because of time (like emergencies), place etc., that is related with reactions of leader or the specific work that he/she is doing, also

in general they can have same traits, but in specific way maybe is any difference between them. Based on those that are mention before are specific that a leader has and specify the style of leader that can more often influence the innovation in work place (Aamond, G. M., 2009).

### **What is Innovation**

In different theories are many definitions about innovation. Anthony (2017) created a short definition with meaning of words “something different that creates values”. By clarifying the words that are used to complete the definition of innovation: different – according to whom; innovation target – whether it be a costumer, a supervisor a spouse or a friend it should be for one consider as different; what mean with “value” – some kind of measurable result when it is profit, improve performance of a process, a measurable effect on someone’s life (Anthony, 2017).

According to definition by Baregher et al. (2009) “Innovation is like multi - stage process whereby organization transform ideas into improvement products, service or processes, in order to advance, compete and differentiate themselves successfully in their marketplace. Amabile et al. (1996) understand innovation management as the “successful implementation of creative ideas within an organization.

Rogers and Shoemaker (1971) conceptualize innovations as degree to which an individual is relatively earlier in adopting innovations with respect to the others in social system.

The term Innovation has many meaning for different work places, professions. The term innovation refers to inventive process for new things, ideas and practices that are created. Based on meaning of concept: new things, ideas or practices, doing different things, changing practices at work or any other life style (Zaltman et al. 1973). The description can be as process whereby an existing become part of an adopter’s cognitive state and behavior repertoire.

The first meaning is new product Development an important aspect of marketing management. The measurement of innovation is important to process of how consumers react to them if they are adopter or not, how rapidly they spread innovation; if adopted is the result of individual aspects (Rogers, 1995; Foxal, 1993).

One important factor that affects innovation is leadership (King, 1990; Osborne, 1998). Leaders can create and manage an organizational culture that promotes innovation, it can be product as champions of innovators who support innovation through the process of implementation and create organizational structure that is needed to support innovativeness (Peters & Waterman, 1982).

## **Summary**

What is such specific in being in touch with innovation? The importance are traits that need to be used or are seen that were used also have to do with something like personal characteristics. Those characteristics a leader can have or not and this is the point why some work places are more innovative than the others; here is talking for ability to influence, stimulate the others.

Why innovation is related with leadership styles? Not all leaders have same results because they practice different styles of leading; specific style mean group of traits that a leader have and the others maybe not; than can indicate the innovation in workplaces in this case in schools.

## **Measurement of Transformational leadership style and Innovation**

The variables that are measured in this research theoretically are explained as connected and influence each other, is important and very important in work places also in other organizations that are more socially that include also for example family functioning, how is organizing the leading and how people are in touch with the newest, it's a meaning of differences that are between people in daily life we meet people that are more innovative then the others this is related with any function in daily life(Zaltman et al. 1973). The importance of leading and styles of leadership in organizational are very important and based literature review the transformational leadership style is a style that influence the employee in motivations, stimulate people treat as individual based on their abilities, in otherwise the innovation is increased when is used this style of leading because the innovation is dependent from the style of leading (Bryman, 1992).

## **MEASUREMENT**

### **Variable for Measurement**

The questioner include some categories as: Demographic dates: age, gender (male; female), education level, work place (national, private), How many employees are in your company/institution; profession, years of working in general, years of working in this company/institution, your position in hierarchical level, marital status, have children. Number of children. The research type is explanatory by dates based on questioners with response possibilities based on Likert scale 5 possibilities of answer from strongly disagree, do not agree, neutral, agree, Strongly Agree.

- **Transformational Leadership-** for measuring are used in this research 7 items Öztop, I. (2008): My chief encourages the employees and appreciates them. My chief generates a sense of pride and respect on the

employees and affects us with an outstanding talent. My chief creates a climate of trust, cooperation, and participation among the employees. My chief treats the employees as individuals, encourages and support their development. My chief encourage us to take the problems into consideration from a new and different point of view. My chief has clear vision and imagination about the future. My chief is conclusive about the values and applies what she/he said.

- **Innovation in Organization** for measuring are used 6 items (Erdem et al. 2011), “Our organization often implements fresh ideas”, “Our organization seeks new ways for the implementation of the works”, “Our organization is creative in the working methods”, “Our organization is generally the first in the market with the new products and services”, “Innovation is accepted as a risk in our organization and it shows resistance to the innovation”, “Our new products and services introduced to the market have increased over the last 5 years”.

## Results and analysis

### Descriptive dates

*Table 1*

	N	Mean	Std. Deviation	Minimum	Maximum
Transformational leadership	67	35.68	5.79	9.00	35.00
Innovation	67	20.88	3.38	14.00	30.00
Public/private	67		.386		

The descriptive dates are spread as are shown in table nr. 1 the number of subject in total is 67 for transformational leadership style Mean is 35.68; Standard deviation is 5.79; minimum is 9.00; maximum is 35.00.

Innovation Mean is 20.88; Standard Deviation is 3.38; minimum is 14.00; maximum is 30.00.

The purpose of dates from research is to know if are Correlated or not and the analysis are done by SPSS program to analysis as are show in table below

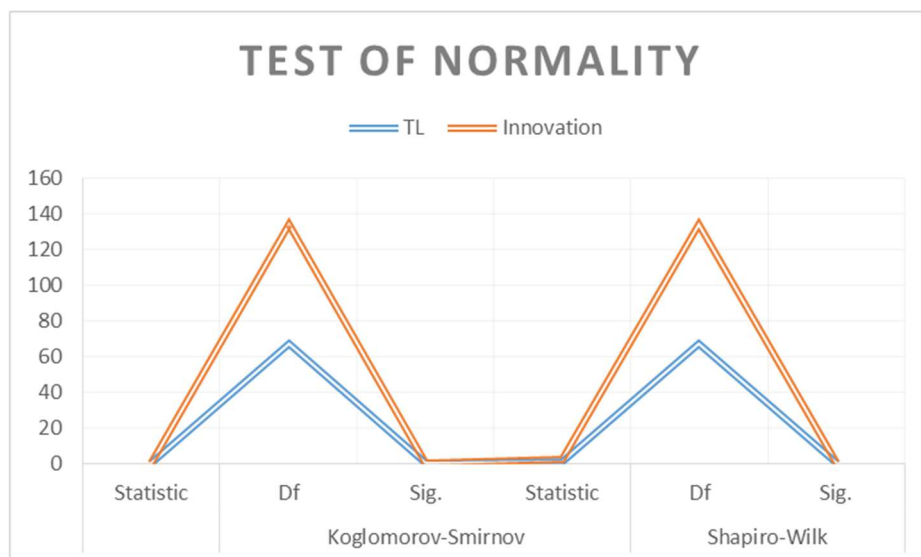
Table 2 Correlation and significance

		Private/public work place	Transformational Leadership style	Innovation
<b>Transformational Leadership style Sig.(2-tailed)</b>	<b>r Sig. N</b>	<b>.310* .011 67</b>	<b>1 67</b>	<b>.672** &lt;.001 67</b>
<b>Innovation N</b>	<b>r Sig. N</b>	<b>.306* .012 67</b>	<b>.672** &lt;.001 67</b>	<b>1 67</b>
<b>Private/public work place</b>	<b>r Sig. N</b>	<b>1 67</b>	<b>.310* .011 67</b>	<b>.306* .012 67</b>

The results based on Pearson correlation in table 2 show this spread of dates based on correlate and significance between variables; Transformational Leadership (TL) style is significantly correlated with Innovation TL  $r=.672$ ;  $p<.001$ .

Innovation is significantly correlated with TL  $r=.672$ ;  $p<.001$ .

Private/public work places are positively correlated with TL  $r=.310^*$ , public/private work place are positively correlated with innovation  $r=.306^*$ , dates are not significantly.



Transformational leadership style with public work places Skewness =  $-.811/.322 = -2.51$ ; Kurtosis =  $.886/.634 = 1.39$ .

Transformational leadership style with private work places Skewness =  $-0.283/0.637 = -0.44$ ; Kurtosis =  $.745/1.232 = 0.60$ . Transformational leadership style based on Koglmorov – Smirnov analysis is not significantly correlated with public work places, but with private work places is a lower significance between transformational and private work places. Based on Shapiro-Wilk analysis the data are not significant transformational leadership style with public work places also are not significance with private work places.

Innovation with public work place Skewness =  $-.174/.322 = -0.17$ ; Kurtosis =  $-.661/.634 = -1.04$

Innovation with private work place Skewness =  $.935/.637 = 1.46$ ; Kurtosis =  $3.889/1.232 = 3.15$ . Based on Koglmorov – Smirnov analysis Innovation with public work places have weak correlation, and innovation with private work places did not show that are significantly. Based on Shapiro-Wilk dates of innovation and public and private work places are not significantly.

### **Conclusion**

The practice of working experience, the difficulties that are explained theoretically and conclusions from this research in Kosovo the aim is to know if variables are correlated with each other and have influence in public and private work place (school) like leadership style that can influence the innovation and innovation is a way to be in touch with the newest, developing and increase successes in work.

Also the result from this research is compared and theoretically explained that are mention before in this document at introductions chapter and definition of leadership and innovation. Is hypothesis that innovation is indicated by different factors; in this document is hypothesis: by practicing the transformational leadership style indicate the innovation in work place (public and private). Based on the results is proven the hypothesis. Leaders that practice the transformational leadership style, the employee are more stimulated to apply or be in touch with innovation in this case in schools areas in all levels of education; it means that those variables are positively correlated as are explained at results.

The research has some limitations like low number of subject and need to increase.

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