INTERNATIONAL JOURNAL OF INNOVATIVE RESEARCH & DEVELOPMENT

ISSN 2278 – 0211 (Online)

The Influence of Transformational Leadership Dimensions on Marketing Innovation in Iraqi Public Universities

Noraini Abu Talib
Faculty of Management, Universiti -Teknologi Malaysia, Johor Bahru, Malaysia
Ishak Mad Shah
Faculty of Management, Universiti -Teknologi Malaysia, Johor Bahru, Malaysia
Hussain K. Hussain
Faculty of Management, Universiti -Teknologi Malaysia, Johor Bahru, Malaysia

Abstract:
A wide range of factors has been found to affect marketing innovation. Of these, top leaders leadership style has been identified as being one of the most, if not the most, important. Yet, few studies have empirically examined the link between this factor and innovation .Transformational leadership (TFL) is considered to be a building block of efficient performance within higher education environments and to play a key role in enhancing the innovation of universities. The academic leadership of a higher education institution, more specifically transformational leadership, is responsible for academic research and development and should be proactive and design strategies that would engage academic staff in promoting innovation culture in their institutions and as well issues facing technology higher education with regard to implementing organizational change and innovation. In academic context, the leadership has a critical role in achieving success. The aim of this paper is to explore the effect of transformational leadership on marketing innovation in Iraqi public higher education institutions. The quantitative data was collected through survey instrument. The population for this study consisted of all academic staff in 10 public universities distributed throughout Iraq. The sample consists of 380 academic staff members in public universities located in Iraq selected through random sampling technique SPSS was used, the results found that transformational leadership Dimensions play a pivotal role in enhancing marketing innovation within higher education environment.

Keywords: *Transformational Leadership dimensions, marketing innovation, Higher Education, Iraq.*

1. Introduction

Transformational leaders are always in a process of developing and enhancing organizational environment that suits for the development of their employees' skills and capabilities. These leaders always show concern for each individual employee (Bass, 1994; Bass & Steidlmeier, 1999). Transformational leaders use variety of actions to stimulate their employees to achieve goals and are thus, change agents of the organizations (Bass, 1994). These leaders help employees to analyze the environment and prepare them for challenging tasks confronted by the organizations (Bass & Steidlmeier, 1999).Iraq is situated in the Middle South- west of the Asia with a population of 30 million. In 2003, Iraqi Higher education has faced severe destruction due to war sixty one universities and 101 colleges buildings were demolish and looted. Iraqi higher education has faced great damage in terms of growth and expansion, strategy, rules and regulations building and in overall management of higher education (www.unesco.org). (Kezar & Carducci, 2006) examined the leadership styles in educational institutions, stated that transformational leadership styles plays an important role in empowering employees, trust building and inculcate the values and preferences of organizational culture among employees in order to work up to mark and to achieve the targeted outcomes. Transformational leadership has played a vital role in organizational change (Tierney, Farmer, & Graen, 1999), (Bass, 1997). (Rowley, 1997), (Williams, Graham, & Baker, 2003) stated that universities and organizations globally have been forced to adapt to the drastic changes in order to be more innovative. As a result of this higher education institution leaders have made necessary adjustments in order to meet the required goals and objectives (Rowley, 1997). (Fuglsang, 2010) explained that innovation in organizations means that creation of new thing and new applied thing be adopted by others. The core concept of innovation stress on the center on the newness (Vander Steen, 2009).This 'new' can be a concept, idea, amenity, procedure, policy, process, structure, product, system, and much more (West & Farr, 1989), (Windrum & García-Goñi, 2008).Such broader meanings makes innovation to be both as incremental and radical that can also be modified or adopted from

another source, innovation means something new for the (Vander Steen, 2009).(Armbruster, Bikfalvi, Kinkel, & Lay, 2008) stated that definition of OI is not easily agreed in innovation literature. Literature on OI is still limited and scattered (Armbruster et al., 2008), (Armbrüster, 2006); Mol(Mol & Birkinshaw, 2009) reflecting various definitions of the concept The first scientific studies on innovation in firms based on administrative innovation (Daft, 1978), (Damanpour, 1991), (Damanpour, Szabat, & Evan, 1989), (Ettlie & Reza, 1992) stresses on change in organizational structure and human resource (HR) practices. More recent papers, however, to management innovation (Hamel, 2006),(Hamel, 2007) ,(Hamel, 2009), (Mol & Birkinshaw, 2009) managerial innovation (Damanpour & Aravind, 2012) and organizational innovation (Armbruster et al., 2008), (Battisti & Stoneman, 2010), OECD (Co-operation & Development, 2005). (Damanpour & Aravind, 2012) put forward the definitions of administrative, organizational and managerial innovations that overlap noticeably.

2. Literature Review

2.1. Leadership

Transformational leaders are the ones who help intellectual development of their subordinates. These leaders always work for the betterment and never give up and are always in a process of improving things within an organizations by asking questions such as 'why' ' can it be done better' etc. these leaders question the old practices and are always in a process of adopting new and improved practices that would challenge their subordinates intellectually and develop their intellectual senses (Gill, Levine, & Pitt, 1999). Bass and Avolio (1990) have highlighted that the best transformational leader example is the Greek philosopher Socrates, who used to challenge the old traditions and was regarded as a trouble maker because he always questioned the status quo. According to Burns (1978) transformational and transactional leadership styles are two distinct leadership models that cannot be integrated. However, this assumption was challenged by B. J. Avolio and Bass (1988) who developed a leadership model based on the characteristics of both transformational and transactional leadership styles. This new model is termed as full range leadership model (FRLT), which is based on the principles of both transformational and transactional leadership styles (Van Eeden, Cilliers, & Van Deventer, 2008; Van Knippenberg & Sitkin, 2013). Studies conducted by various researchers on the model demonstrate that there is significant relationship between transformational leader and contingent rewards (Bass, 1997; Thomson, 2007). Further, Bass (1997) suggests that leaders use different skills and capabilities depending on the frequency and situation. Researchers have criticized the model on the basis that it does not distinguish but synonymously use charismatic, visionary and transformational leadership (Khatri, 2005). Further, the critics highlight that the model overlaps between inspirational behavior and individualized consideration dimensions of transformational leadership.

2.2. Innovation

The innovation process that involves interrelated but distinct activities. The process starts with a proposal regarding a new idea and ends with its implementation (Scott & Bruce, 1994). An innovation starts with the recognition of a problem and its subsequent solution. The next phase in the process is to gather the support for the idea and in the third and final phase, the idea is developed into a prototype, which can further be produced on a large scale or can be adapted and implemented (Kanter, 1988). Innovation processes may vary among organizational members differentially situated in the organization's structure. Such vertical differences may be the results of qualitative differences between levels in terms of functions, constraints, and opportunities that serve to promote differences in the activities and interests of organizational members (Aiken, Bacharach, & French, 1980). Innovation is often a difficult phenomenon to define and study. However, there is a general agreement among researchers and academics that innovation in organizations includes creating something new and having this 'new' applied and adopted by others (Fuglsang, 2010). The core concept of innovation appears to center on the newness (Vander Steen, 2009). This 'new' can be a concept, idea, amenity, procedure, policy, process, structure, product, system, and much more (Fuglsang, 2010; West & Farr, 1989; Windrum & García-Goñi, 2008). Such broad meanings have allowed innovation to be both incremental and radical. It can be modified or adopted from another source and it just has to be new to an organization at a given instant (Vander Steen, 2009). Walker (2006) identified three broad groups to scientifically organize the kinds of organizational innovations: "product, process, and ancillary". Proposing existing or new products and facilities to existing and new 'clients' is measured as a kind of product innovation under Walker (2006) outline. Process innovations include variations in organization's rules, procedures, and constructions, and communications as well as variations in relationships and relations amongst members and between members and outside environment (Walker, 2006).Ancillary innovations are concerned with employees across boundaries with other service earners, users or other public activities, and, thus, their successful application is dependent upon others" (Walker, 2006). Additionally, (Daft, 1978); Damanpour and Daniel Wischnevsky (2006); Kimberly and Evanisko (1981); Walker (2008) made a distinction between two phases of the innovation: group of innovation and approval of innovation. They considered the group of innovation as a process that outcomes in a 'new' to an organization while acceptance of innovation is a process of the integration According to Van de Ven (1986) innovation in organizations is more than creativity or invention. However, vision is a significant building block for innovation (Amabile & Gryskiewicz, 1989).

In line with the view suggested in the literature, the study formulates the research hypotheses as below

- H_1: There is significant impact between idealized influence attribute and marketing innovation.
- H_2: There is significant impact between idealized influence behavioral and marketing innovation.
- H_3: There is significant impact between inspirational motivation and marketing innovation.
- H_4: There is significant impact between intellectual stimulation and marketing innovation.

- H_5: There is significant impact between individualized consideration and marketing innovation.

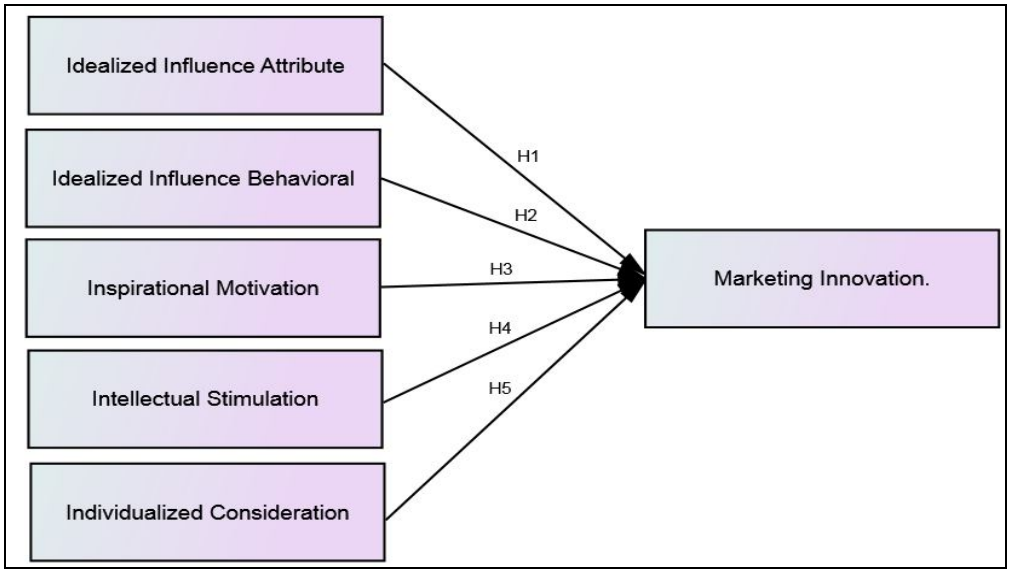

Figure 1: the Proposed Model of Study

3. Methodology

3.1. Sample and Data Collection

This correlation research attempted to describe the relationship among the variables. The quantitative data was collected through survey instrument. The population for this study consisted of academic staff in 10 public universities distributed throughout Iraq. The sample consists of 280 academic staff members selected through random sampling technique. The questionnaire applying five-point Likert scale.

3.2. Transformational Leadership dimensions and marketing innovation Questionnaire

For the transformational leadership was measured using (Bass & Avolio, 1995)and developed by (Bass, 1997), Multifactor Leadership Questionnaire (MLQ) Form also known as 5X-Short (Bass, Avolio, Jung, & Berson, 2003), MLQ–5X has been shown to be a psychometrically sound instrument (B. Avolio, Bass, & Jung, 1997; Bass & Avolio, 1995) .The MLQ has been extensively used in prior research and is considered to be a well-validated measure of transformational leadership (Awamleh & Gardner, 1999) .which is one of the most widely used and tested measures of transformational leadership (Singh & Krishnan, 2008). Marketing Questionnaire has been measured using 3 items adapted from (Tsai et al., 2008). Using a 5-point Likert scale, Respondents are asked to indicate the extent of their agreement with each item ranging from 1 (strongly disagree) to 5 (strongly agree).

4. Findings

Reliability was tested for each variable of Transformational Leadership dimensions and marketing innovation. To measure the consistency of the scale, Cronbachs alpha was used as a measure of reliability. After factor loading was carried out, , reliability coefficients of 0.7 or more are considered adequate for social studies table 1 showed an acceptable range of reliability where the results score.

No.	Variables	Number of items	Cranach's Alpha
1	Idealized influence (attributed)	4	.83
2	Idealized influence (behavioral)	4	.83
3	Inspirational motivation	4	.82
4	Intellectual Stimulation	4	.84
5	Individualized Consideration	4	.72
6	Marketing innovation	3	.84

Table 1: The Reliability result variables

4.1. Regression Analysis

A series of linear regression analyses was conducted to measure the impacts between the independent variables and the dependent variable. The regression results are shown in table 3,4. R square is the square of the multiple correlation coefficients; it indicates the proportion of the variance of the dependent variable explained by the independent variables. The closer R square near to 1, the better

the linear regression model is. The F-value is computed as the ratio of the mean sums of squares of the regression equation and the residual. The coefficient indicates the number of units of increase in the dependent variable caused by an increase of one unit in the independent variable. The detailed verifications of the provided in the following table 2.

variables	Standard Beta	Sig.	R^2	Adjusted R2	Standard Error	F statistics	p-value
Idealized influence (attributed)	.50	.000	.25	.25	.79	93.71	.000
Idealized influence (behavioral)	.51	.000	.26	.25	.87	95.66	.000
Inspirational motivation	.46	.000	.21	.21	.81	73.29	.000
Intellectual Stimulation	.43	.000	.19	.19	.82	64.84	.000
Individualized Consideration	.40	.000	.16	.16	.83	53.67	.000

Table 2: Regression Analysis Results

4.2. Testing Hypothesis

Statistical results in Table 2 illustrate the impact between (Idealized influence attributed, Idealized influence behavioral, Inspirational motivation, Intellectual Stimulation, Individualized Consideration) and marketing innovation.

Statistical results illustrate the relations between Idealized influence (attributed) and marketing innovation were acceptable. As indicated in the test (F) the calculated (F) value is 93.71which are the largest of the indexed value (F) at significance less than 0.01. As a result, value of the adjusted coefficient (interpretation) R2 is .25. This means the Idealized influence (attributed) explain and interpret .25 from the gained changes marketing innovation. In addition, the value of the coefficient Beta (B) for Idealized influence (attributed)an explanatory (independent) variable for the respondent (dependent) variable of marketing innovation is .50 at a significant less than 0.01. In other word, the change of one unit in the Idealized influence (attributed) is followed by an increase of .50 in the marketing innovation.

Statistical results illustrate the relations between Idealized influence (behavioral) and marketing innovation. were acceptable. As indicated in the test (F) the calculated (F) value is 95.66 which are the largest of the indexed value (F) at significance less than 0.01. As a result, value of the adjusted coefficient (interpretation) R2 is .25. This means the Idealized influence (behavioural) explain and interpret .25 from the gained changes marketing innovation. In addition, the value of the coefficient Beta (B) for Idealized influence (behavioural)an explanatory (independent) variable for the respondent (dependent) variable of marketing innovation is .51 at a significant less than 0.01. In other word, the change of one unit in the Idealized influence (behavioural) is followed by an increase of .51 in the marketing innovation.

Statistical results illustrate the relations between Inspirational motivation and marketing innovation. were acceptable. As indicated in the test (F) the calculated (F) value is 73.29 which are the largest of the indexed value (F) at significance less than 0.01. As a result, value of the adjusted coefficient (interpretation) R2 is .21. This means the Inspirational motivation explain and interpret .21 from the gained changes marketing innovation. In addition, the value of the coefficient Beta (B) for Inspirational motivation an explanatory (independent) variable for the respondent (dependent) variable of marketing innovation is .46 at a significant less than 0.01. In other word, the change of one unit in the Inspirational motivation is followed by an increase of .46 in the marketing innovation.

Statistical results illustrate the relations between Intellectual Stimulation and marketing innovation. were acceptable. As indicated in the test (F) the calculated (F) value is 64.84which are the largest of the indexed value (F) at significance less than 0.01. As a result, value of the adjusted coefficient (interpretation) R2 is .19. This means the Intellectual Stimulation explain and interpret .19 from the gained changes marketing innovation. In addition, the value of the coefficient Beta (B) for Intellectual Stimulation an explanatory (independent) variable for the respondent (dependent) variable of marketing innovation is .43 at a significant less than 0.01. In other word, the change of one unit in the Intellectual Stimulation is followed by an increase of .43 in the marketing innovation.

Statistical results illustrate the relations between Individualized Consideration and marketing innovation were acceptable. As indicated in the test (F) the calculated (F) value is 53.67which are the largest of the indexed value (F) at significance less than 0.01. As a result, value of the adjusted coefficient (interpretation) R2 is .16. This means the Individualized Consideration explain and interpret .16 from the gained changes marketing innovation. In addition, the value of the coefficient Beta (B) for Individualized Consideration an explanatory (independent) variable for the respondent (dependent) variable of marketing innovation is .40 at a significant less than

0.01. In other word, the change of one unit in the Individualized Consideration is followed by an increase of .40 in the marketing innovation.

5. Conclusion

The above statistical results prove that there are significant impacts of the transformational leadership dimensions on marketing innovation. In others words, Leaders are the key personnel within organizations and higher education sector giving directions and guiding employees to be more creative and innovation in their approaches. Leadership in controlling the organizational factors varies. This is mainly because the humans possess abilities that differ across humans. They are the ones who are responsible for ensuring a conducive environment that could lead to marketing innovation. Thus, the study contributes to the existing pool of knowledge on the empirical impact of transformation al leadership dimensions on marketing innovation. Different aspects of these variables were tested, so as to provide a wider and more comprehensive lead to understanding of the factors or elements that affect in Iraqi public universities.

6. References

1. Aiken, M., Bacharach, S. B., & French, J. L. (1980). Organizational structure, work process, and proposal making in administrative bureaucracies. Academy of Management Journal, 23(4), 631-652.
2. Amabile, T. M., & Gryskiewicz, N. D. (1989). The creative environment scales: Work environment inventory. Creativity Research Journal, 2(4), 231-253.
3. Armbruster, H., Bikfalvi, A., Kinkel, S., & Lay, G. (2008). Organizational innovation: The challenge of measuring non-technical innovation in large-scale surveys. Technovation, 28(10), 644-657.
4. Armbrüster, T. (2006). The economics and sociology of management consulting: Cambridge University Press.
5. Avolio, B., Bass, B., & Jung, D. (1997). Replicated confirmatory factor analyses of the Multifactor Leadership Questionnaire. Binghamton, NY: Center for Leadership Studies, Binghamton University.
6. Avolio, B. J., & Bass, B. M. (1988). Transformational leadership, charisma, and beyond.
7. Awamleh, R., & Gardner, W. L. (1999). Perceptions of leader charisma and effectiveness: The effects of vision content, delivery, and organizational performance. The Leadership Quarterly, 10(3), 345-373.
8. Bass, B. M. (1994). Transformational leadership and team and organizational decision making. Improving organizational effectiveness through transformational leadership, 104-120.
9. Bass, B. M. (1997). Does the transactional–transformational leadership paradigm transcend organizational and national boundaries? American psychologist, 52(2), 130.
10. Bass, B. M., & Avolio, B. J. (1990). Transformational leadership development: Manual for the multifactor leadership questionnaire: Consulting Psychologists Press Palo Alto, CA.
11. Bass, B. M., & Avolio, B. J. (1995). MLQ multifactor leadership questionnaire . Redwood City. CA: Mind Garden.
12. Bass, B. M., Avolio, B. J., Jung, D. I., & Berson, Y. (2003). Predicting unit performance by assessing transformational and transactional leadership. Journal of applied psychology, 88(2), 207.
13. Bass, B. M., & Steidlmeier, P. (1999). Ethics, character, and authentic transformational leadership behavior. The Leadership Quarterly, 10(2), 181-217.
14. Battisti, G., & Stoneman, P. (2010). How innovative are UK firms? evidence from the fourth UK community innovation survey on synergies between technological and organizational innovations. British Journal of Management, 21(1), 187-206.
15. Burns, J. (1978). Leadership, 1978. New Yorker: Harper & Row.
16. Co-operation, O. f. E., & Development. (2005). OECD factbook: economic, environmental and social statistics: OECD.
17. Daft, R. L. (1978). A dual-core model of organizational innovation. Academy of Management Journal, 21(2), 193-210.
18. Damanpour, F. (1991). Organizational innovation: A meta-analysis of effects of determinants and moderators. Academy of Management Journal, 34(3), 555-590.
19. Damanpour, F., & Aravind, D. (2012). Managerial innovation: Conceptions, processes, and antecedents. Management and Organization Review, 8(2), 423-454.
20. Damanpour, F., & Daniel Wischnevsky, J. (2006). Research on innovation in organizations: Distinguishing innovation-generating from innovation-adopting organizations. Journal of Engineering and Technology Management, 23(4), 269-291.
21. Damanpour, F., Szabat, K. A., & Evan, W. M. (1989). The relationship between types of innovation and organizational performance. Journal of Management Studies, 26(6), 587-602.
22. Ettlie, J. E., & Reza, E. M. (1992). Organizational integration and process innovation. Academy of Management Journal, 35(4), 795-827.
23. Fuglsang, L. (2010). Bricolage and invisible innovation in public service innovation. Journal of Innovation Economics(1), 67-87.
24. Gill, R., Levine, N., & Pitt, D. C. (1999). Leadership and organizations for the new millennium. Journal of Leadership & Organizational Studies, 5(4), 46-59.
25. Hamel, G. (2006). The why, what, and how of management innovation. Harvard Business Review, 84(2), 72.
26. Hamel, G. (2007). Management Innovation: This can deliver top performance. Leadership Excellence, 24(1), 5.
27. Hamel, G. (2009). Moon shots for management. Harvard Business Review, 87(2), 91-98.

28. Kanter, R. M. (1988). Three tiers for innovation research. Communication Research, 15(5), 509-523.
29. Kezar, A. J., & Carducci, R. (2006). Rethinking the" L" Word in Higher Education: The Revolution of Research on Leadership: ASHE Higher Education Report: John Wiley & Sons.
30. Khatri, N. (2005). An alternative model of transformational leadership. Vision: The Journal of Business Perspective, 9(2), 19-26.
31. Kimberly, J. R., & Evanisko, M. J. (1981). Organizational innovation: The influence of individual, organizational, and contextual factors on hospital adoption of technological and administrative innovations. Academy of Management Journal, 24(4), 689-713.
32. Mol, M. J., & Birkinshaw, J. (2009). The sources of management innovation: When firms introduce new management practices. Journal of Business Research, 62(12), 1269-1280.
33. Rowley, D. J. (1997). Strategic Change in Colleges and Universities: Planning to Survive and Prosper. Jossey-Bass Higher and Adult Education Series: ERIC.
34. Scott, S. G., & Bruce, R. A. (1994). Determinants of innovative behavior: A path model of individual innovation in the workplace. Academy of Management Journal, 37(3), 580-607.
35. Singh, N., & Krishnan, V. R. (2008). Self-sacrifice and transformational leadership: mediating role of altruism. Leadership & Organization Development Journal, 29(3), 261-274.
36. Thomson, G. S. (2007). A review of transformational leadership models and its linkage to the scholarship/practice/leadership model.
37. Tierney, P., Farmer, S. M., & Graen, G. B. (1999). An examination of leadership and employee creativity: The relevance of traits and relationships. Personnel Psychology, 52(3), 591-620.
38. Tsai, W. F., Huang, W., Lin, F. P., Hung, B., Wang, Y. T., Shiau, S., . . . Pan, Y. L. (2008). The human-centered cyberinfrastructure for scientific and engineering grid applications. Journal of the Chinese institute of engineers, 31(7), 1127-1139.
39. Van de Ven, A. H. (1986). Central problems in the management of innovation. Management science, 32(5), 590-607.
40. Van Eeden, R., Cilliers, F., & Van Deventer, V. (2008). Leadership styles and associated personality traits: Support for the conceptualisation of transactional and transformational leadership. South African Journal of Psychology, 38(2), 253-267.
41. Van Knippenberg, D., & Sitkin, S. B. (2013). A critical assessment of charismatic—transformational leadership research: Back to the drawing board? The Academy of Management Annals, 7(1), 1-60.
42. Vander Steen, B. (2009). Measuring innovation in the BC public sector: developing a performance measurement framework for IGRS'innovation program.
43. Walker, R. M. (2006). Innovation type and diffusion: an empirical analysis of local government. Public administration, 84(2), 311-335.
44. Walker, R. M. (2008). An empirical evaluation of innovation types and organizational and environmental characteristics: towards a configuration framework. Journal of Public Administration Research and Theory, 18(4), 591-615.
45. West, M. A., & Farr, J. L. (1989). Innovation at work: Psychological perspectives. Social Behaviour.
46. Williams, S. D., Graham, T. S., & Baker, B. (2003). Evaluating outdoor experiential training for leadership and team building. Journal of Management Development, 22(1), 45-59.
47. Windrum, P., & García-Goñi, M. (2008). A neo-Schumpeterian model of health services innovation. Research Policy, 37(4), 649-672.