

The role of Transformational Leadership in boosting organizational knowledge and innovation

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Article Detail:	Abstract
<p><i>Received: 18 Sep 2022;</i> <i>Received in revised form: 09 Oct 2022;</i> <i>Accepted: 15 Oct 2022;</i> <i>Available online: 22 Oct 2022</i></p> <p>©2022 The Author(s). Published by International Journal of English Language, Education and Literature Studies (IJEEL). This is an open access article under the CC BY license (https://creativecommons.org/licenses/by/4.0/).</p> <p>Keywords— Leadership, Knowledge, Organizational innovation</p>	<p>This study aimed to examine the role of transformational leadership in improving organizational knowledge and innovation. It has been discovered that a wide range of distinct aspects influence organizational creativity. It has been demonstrated that leadership style is one of the most critical factors influencing organizational creativity. The major goal of this research is to examine the relationship between transformational leadership skills and organizational innovation in order to better understand the latter. The study included 71 participants in Sulaimaniah, including representatives from the city's top five private firms. The researchers used an empirical quantitative approach to conduct the analysis for the current study. According to the findings, the idealized influence characteristic with the highest value was 0.737 more than 0.01. This shows that there is a strong and positive connection between idealized influence and creativity in organizations.</p>

1. Introduction

In response to rising levels of competition in the private sector, rising consumer expectations, a scarcity of resources, and a lack of expertise, service providers are making strides to boost organizational innovation (Ardi et al., 2020). Each and every manager in the company is responsible for providing leadership. Managers often mistakenly believe that their role also includes leading an organization's employees toward achieving the company's stated objectives (Al-Husseini et al., 2021). In practice, however (Anwar & Shukur, 2015), the position of manager is viewed as merely a label rather than a means of exercising authority. To be a successful manager (Afsar et al., 2019) and leader (Alrowwad and Abualoush, 2020) in the workplace, one must have the

ability to exert constructive and beneficial influence over one's subordinates so that everyone involved can advance toward their own and the company's goals (Anwar, 2016). Furthermore, the transformational leadership style may help people who aspire to become great leaders. The term "transformational leadership" is used to describe a way of thinking about leadership that is able to effect positive changes in institutionalized social systems (Al Harbi et al., 2019). As a result, those who follow you will have higher morale, motivation, and productivity. This article discusses the four characteristics of transformational leaders and how they relate to creativity in the workplace. In this article, we'll go deep into what makes a leader truly transformational. As time goes on, the

concept of invention will continue to be important (Faeq, 2022). When analyzing the success or failure of a technical group or organization, it is natural to wonder what elements played a role (Lei et al., 2021). Industry leaders and academics with an interest in the topic have long wondered if their research has any bearing on the topic of organizational innovation, and they have done their best to find out. There have been a lot of different definitions of innovation proposed (Hameed and Anwar, 2018), but most people agree that it's critical for firms to innovate in order to survive and grow. The following is a condensed version of the definition of innovation given by the Product Development and Management Association (Al Ahmad et al., 2019). a brand-new idea, technique, or tool. Invention is the creation of something new (Anwar, 2016). The act encompasses both the product (the idea or concept) and its creation (the process) (Khan et al., 2018).

Although encouraging innovation inside businesses has been shown to boost productivity, many organizations still struggle to create truly novel ideas (Faeq et al., 2020). Scientists have stressed the importance of investigating what motivates businesses to develop and what lies "beyond semiautomatic stimulus-response systems" in the search for solutions (Lei et al., 2020). According to Anwar and Shukur (2015), one of the most influential factors influencing a company's ability to innovate is its leadership. This is because executives in technical organizations can make their own decisions about whether or not to use new ideas. They can also set clear goals and encourage employees to come up with new ideas (Yamin, 2020). Although "conventional" or "transactional" leadership has been addressed at length, the benefits to a company's performance that can be attained through transformational leadership are more substantial (Shafi et al., 2020). Definition Transformational leadership is a style of leadership that raises people's awareness of, and commitment to, a shared goal or purpose inside an organization. Serving others is an essential part of what is known as "transformational leadership" (Anwar and Shukur, 2015). On the other hand, transactional leadership, on the other hand, is focused on advancing the self-interests of both the leader and the follower, as well as the fulfillment of contractual obligations for each party, through the establishment of goals (Jiang and Chen, 2018), the monitoring and control (Faeq et al., 2021) of the outcomes, and the assurance that both

parties meet their obligations (Para-González et al., 2018). That's why it's crucial for leaders to reflect on their own actions and make a conscious effort to adopt a more transformative style of leadership (Anwar and Qadir, 2017). Whether or not a company is successful in promoting a particular leadership style is heavily dependent on the attitudes and beliefs of its management. Theories of transformational leadership stress the need for leadership aimed at igniting a spirit of creativity among employees, as well as the value of people's emotions and ideals (Berraies and El Abidine, 2019). The company's employees are its most valuable assets, so it should treat them as such (Faeq et al., 2021). This means taking responsibility for them and supporting their personal and professional development (Jia et al., 2018). This kind of leadership connects with their followers on an emotional level, inspiring them to strive for more (Abdullah et al., 2017). Leadership is what conveys the importance of a shared vision to followers and gives their efforts meaning and direction. Leaders are responsible for establishing an atmosphere (Anwar and Abd Zebari, 2015). When a leader successfully transforms an organization, he or she also undergoes a metamorphosis, becoming the source and transmitter of innovative culture and technological information aimed at optimizing the organization's performance (Afriyie et al., 2019). Members of the organization will be more likely to dedicate themselves to getting things done if their leaders are showing a strong commitment to the organization's goals and helping their followers internalize those aims (Faeq et al., 2022). This will be the case since transformational leadership is committed to the organization's goals (Schuckert et al., 2018). We know that this kind of transformative leader has an impact on innovation, but our understanding of the mechanisms by which they do so is still restricted and primarily theoretical, despite the fact that there is evidence to support this claim (Anwar, 2017). There are also not many studies that set out to systematically identify the factors that contribute to the success of transformational leadership. Research in this area has either looked at how changes in practice are influenced by organizational learning (Faeq et al., 2022) or how innovation at the organizational level mediates such changes (Chaubey et al., 2019). Transformational leaders are characterized by charisma, inspiration, and intellectual stimulation (Anwar, 2017). Charismatic leaders inspire their teams to feel the pride, faith, and

respect they want for themselves, for their leaders, and for the technical companies they work for. The ability to energize a group of people to work toward a common goal, often by expressing ambitious goals in the realm of technology, is what we mean when we talk about inspiration. To build an environment where employees can approach challenges and produce new solutions in novel ways, leaders should engage in intellectual stimulation. This includes any behavior that makes employees smarter, more knowledgeable, or better at their jobs (Yin et al., 2019). The interplay between transformational leadership and organizational innovation requires taking organizational learning into account (Sheehan et al., 2020). Organisational learning includes the development or creation of expertise, insights, and relationships, as well as the gathering and processing of both explicit and tacit knowledge. Knowledge sharing and knowledge utilization are further components of organizational learning (Anwar, 2017). Through a continuous cycle of implicit and explicit learning, (Faeq et al., 2022) people in a community of interaction build on and add to their knowledge. To do so, one must alter both their thoughts and actions (Son et al., 2020). These influences are dependent on the level of organizational learning in technological firms; thus, despite making significant contributions to the understanding of the relationships between transformational leadership and organizational innovation; leadership and organizational performance; and organizational innovation and performance, they have not been addressed in previous studies. It is of the utmost importance in the technological sphere to gain a thorough understanding of the factors that facilitate the development of innovations into commercially viable goods (Anwar, 2016). It's necessary to highlight that CEOs play a crucial part in any organization. By determining the types of behavior that are expected and supported in the environment, they significantly contribute to informing and changing these elements (Pasamar et al., 2019). Despite the fact that the management process may involve a number of different participants, the CEO is ultimately responsible for deciding the organization's course of action and plans and for managing the actions that are carried out in order to attain those objectives. Since this is the case, the CEO's opinion matters. Managers often simplify the cognitive representations in their thoughts in order to make sense of the complex environment around them.

Managers frequently engage with such conceptual frameworks. This helps management to zero in on the specifics they have determined to be most important. Coun et al. (2019) and Fletcher et al. (2019) say that learning, innovation, and performance are used to make decisions and evaluate organizations.

2. Literature Review

Transformational Leadership

Leadership that transforms followers into active contributors to the organization's mission is said to be transformational. The term "transformational leadership" describes this kind of management. In contrast, transactional leadership emphasizes the leaders' and followers' individual interests and the fulfillment of their respective contractual duties through the establishment of goals, monitoring and control of results, and the fulfillment of those obligations (Anwar and Surarchith, 2015). Leaders, to varying degrees, engage in both transactional and transformative actions (Glatthorn et al. 2018). This study aims to better understand the concept of transformative leadership. The importance of leadership that encourages innovation among employees, as well as the value of employees' emotions and ideals, are central to transformational leadership theories. The transformational leader recognizes the importance of his or her team members and actively promotes opportunities for their professional development (Faeq, 2022). To be a transformative leader, you need to connect with your followers on an emotional level and motivate them to reach for the stars. Such leaders effectively convey the significance of having a shared goal and infuse their followers' labor with meaning and direction (Al-Mansoori and Koç, 2019). The goal of any organization's transformational leadership should be to achieve the best possible level of performance through the cultivation of a culture of innovation and the dissemination of relevant information throughout the organization. A leader who is committed to the goals of the organization and who instills those goals in his or her followers can motivate those employees to take action that advances the organization's goals (Putra et al., 2020). Transformative leaders have charisma, the capacity to inspire others, and the desire to promote intellectual stimulation (Sadq et al., 2020). The goal of any great leader is to gain the admiration, trust, and esteem of

their followers. They hope to instill a sense of pride in one's leadership and in one's firm as a whole. Successful completion of this task requires charisma. Leaders that are able to effect change in their followers motivate others to do the same by setting a high bar for performance. Leaders who value their employees' intelligence, knowledge, and growth as human beings also inspire intellectual stimulation. Therefore, employees are free to go beyond the box when addressing issues and developing solutions. Culture (Kim and Park, 2020) and entrepreneurship (Eisenberg et al., 2019); knowledge management (Faeq et al., 2020); congruence in top management teams (Al-Husseini and Elbeltagi, 2018); flexibility (Vila-Vázquez et al., 2018); and human capital enhancing human resource management (Sadq et al., 2021) are all intermediate constructs that have been studied to determine the effect of transformational leadership on organizational performance and whether it does so through the medium of organizational learning and innovation. Organizational learning is defined as the "in-house ability to maintain or improve performance based on experience." (Faeq, 2022) This effort involves the processes of learning (gaining new skills, perspectives, and connections), teaching (passing on this knowledge to others), and applying (using what you've learned in new situations). Organizational learning is the process through which an organization systematically enhances the information provided by individuals and transforms this knowledge into part of the organization's knowledge system. Knowledge is created by an organization in the context of an interactive community; this knowledge develops as a result of an ongoing dynamic between implicit and explicit knowledge (Asbari, 2020). Organizational learning entails not just the accumulation of knowledge and experience but also an increase in the organization's overall efficacy. For organizational learning to take place, there must be a transformation in both mindset and conduct. Today, more than ever, organizational learning is not a luxury but a need. According to Argyris and Schon (1996) and Senge (1990), most businesses collapse during their first forty years of

existence due to an inability to learn new things. There are many definitions of innovation that have been proposed in the academic literature. We employ the Product Development and Management Association's definition of innovation here. That's how the Oxford Dictionary characterizes innovation: "a new thought, method, or device." is the action of thinking about something fresh to make or do. It involves not just the act of creating something new but also the work required to bring an idea or concept to fruition (Anwar, 2017). Despite the fact that research typically recommends firm innovation as a method for increasing organizational performance, many firms either do not or are unable to develop innovation in a suitable manner. Researchers are urging firms to look beyond semi-automatic stimuli-response mechanisms for answers about what makes innovation feasible (Faeq et al., 2021). Empirical research has shown that there is a connection between organizational learning and innovation (Afsar and Umrani, 2020). A link exists between the many modalities of education and the creative processes they foster. As an example, the most cutting-edge type of organizational learning is called generative learning. This form of organizational learning occurs when a company is ready to modify its practices, strategies, and values by challenging its long-held beliefs about its purpose, target audience, resources, and future prospects. Such knowledge lays the groundwork for game-changing advancements in product design, manufacturing, and technology (Anwar and Climis, 2017). The studies conducted on this subject demonstrate the significance of organizational learning and innovation to the survival and success of any corporation. Organizational learning should be at the forefront of any effort to improve the company's standing in the market and increase productivity. Organizational learning reduces the likelihood of an organization's competences becoming stale because it leads to the collection of new information. This allows the competencies to remain flexible, which in turn fosters performance improvement. The word "organizational learning" usually has a positive meaning because of the positive associations it has with increased productivity (Boukamcha, 2019). Several authors have also demonstrated the importance of innovation in enhancing performance and the role innovation plays in enhancing organizational performance (Sadq et al., 2020). Examples of these writers are Argyris and Schon. This study set out to

answer the question, "How does transformational leadership affect organizational learning and innovation?" by focusing on the importance of obtaining empirical results that established the existence of a connection between the two ideas. The model also claims to be able to demonstrate a positive and significant relationship between organizational learning and creativity, as well as between these adaptable talents and the performance of an organization. These topics are extremely important to technicians and practitioners, yet they receive little focus in actual use. The essay follows this outline to achieve its aims: Previous research is used to inform the hypotheses section, where several conjectures are made about the effects of transformational leadership on organizational learning and innovation; the effects of organizational learning on organizational innovation; and the effects of both on organizational performance. According to Suifan et al. (2018), transformational leaders are individuals who can alter the mindset of their organization's employees by instilling in them a sense of purpose and meaning in their work and by fostering novel approaches to old problems. Those who work under a transformative leader are more invested in the organization's success and happier in their jobs because of it. Results from a study conducted by Anwar and Louis (2017) suggest that transformational leaders are accountable for a rise in organizational creativity among their subordinates. Transformational leadership, as defined by Zhang et al. (2018), is the ability to inspire subordinates to actively seek out and embrace the improvements and alterations to their working conditions that would ultimately result in greater job satisfaction and better organizational outcomes. The motivation of collaborators, the needs of followers, and the worth of those followers are all harder to gauge as a result. Previous studies have indicated that good transformational leaders have a positive impact on organizational innovation, as argued by Othman et al. (2020). In order to boost productivity and morale in the workplace, an effective transformational leader inspires their followers to take concrete, measurable, and personally satisfying steps. This management style is frequently referred to as "servant leadership." According to Faraj et al. (2021), transformational leaders are those who inspire and push their teams to go above and beyond in their work; they are proactive and help their teams achieve goals that were not

initially envisioned. Recent research has shown a connection between effective leadership and an individual's capacity for personal growth within an organization (Ariyani and Hidayati, 2018). The transformational leader creates teams and offers those teams the ability to adapt to new circumstances by providing those teams with direction, passion, and support for organizational learning and change processes. This enables the teams to build on past successes and adapt to new challenges (Faeq, 2022). While utilizing this method, an organization can increase its capacity for learning as a result of activities such as experimenting, exploring, communicating, and having conversations (Bonsu and Twum-Danso, 2018). To be more specific, transformational leadership fosters organizational learning by encouraging intellectual stimulation as well as providing individuals within the organization with inspirational motivation and an increased sense of self-confidence. This, in turn, helps the organization as a whole become more knowledgeable (Waruwu et al., 2020). When it comes to the learning that occurs within an organization, the transformational leader will act as a mentor, a facilitator, and a trainer. In addition to this, they will play the role of a catalyst. Within technical organizations, he or she advocates for the utilization of standard mental models in order to encourage continual learning, which, in turn, facilitates the development of new technologies and the incorporation of those technologies into existing systems (Faeq and Ismael, 2022). One of the results of transformational leadership is the creation of a more profound consciousness as well as the acceptance of the purpose and mission of the firm, in addition to the promotion of a common vision. This has the added benefit of reorienting the training that is given to work teams as well as the building of those teams. This kind of leadership also gives the leader the ability to openly dedicate himself to learning, to become the driving force behind that learning, and to do whatever is necessary to overcome internal resistance and external hurdles in order to create learning within the organization (Le and Lei, 2019). Communication has the potential to generate an indirect effect on the learning that occurs within an organization due to transformational leadership (Le and Lei, 2019). This effect is formed as a result of the influence that transformational leadership has on communication, which is influenced in turn by the influence that

communication has on organizational learning. On the basis of these beliefs, the capacity for transformational leadership is one of the most critical strategies for supporting organizational learning in companies (Abdullah et al. 2017). Sadeghi and Pihie (2012) say that the four most important things about transformational leadership are:

Transformational leader with idealized influence characteristic:

In accordance with the theory of idealized influence, leaders have a role-modeling function for their subordinates. Risk-taking and a focused, long-term vision are hallmarks of effective leaders. Leaders serve as role models for their followers. Instead of using their position of authority and influence over their subordinates, leaders in this dimension rely on the highest standards of ethics and morality in order to guide their teams (Zhang et al., 2018). When a leader achieves idealized influence, he or she is held up by his or her followers as a model of a trustworthy, moral person.

Transformational leader with inspirational motivation characteristic:

According to this character, leaders demonstrate sense when confronted with a variety of obstacles inside an organization. These kinds of leaders communicate their objectives in a clear and concise manner, and they model and encourage their followers to achieve the highest possible degree of dedication to the organization's vision and its overall goals. The actions of transformational leaders are characterized by the ability to instill a sense of awe and wonder in their followers, to pique their attention, to present them with a challenge, and to encourage individuals by imbuing their efforts with These leaders place a premium on communicating to their employees the importance of both the outcome and their role in it. Inspirational motivation happens when a leader gives their followers hope by showing that they have a clear goal in mind.

Transformational leader with intellectual stimulation characteristic:

People are inspired by this quality in a leader because they demonstrate to others around them a diversity of different problem-solving abilities. These are the types of leaders who are able to introduce novel concepts and ideas for resolving problems and carrying out tasks. When leaders have a character that stimulates the

mind, it inspires followers to reflect on the skills and knowledge they bring to the table for addressing challenges and finding solutions to problems that arise inside the organization. Followers need to be inspired to exhibit their thoughts, opinions, and views towards the workplace, and they need to be qualified to look at problems from a variety of perspectives and deliberate before making or taking any decisions. To achieve intellectual stimulation, a leader must be willing to take risks and challenge assumptions.

Transformational leader with individualized consideration characteristic:

This trait of leadership refers to a situation and circumstance in which leaders have an association with each follower and provide exceptional attention and care to followers while they are at work. These are the kinds of leaders who pay attention and care about the requirements of their followers as well as the opportunities for others to grow. These leaders cultivate a compassionate climate within the organization in which the unique qualities of their followers are acknowledged. Individualized consideration occurs when a leader assumes the role of a mentor and makes an effort to satisfy the requirements of his or her followers.

Organizational Knowledge and Innovation

The body of research that pertains to strategic management places a specific emphasis on different styles of leadership as an incredibly crucial factor in determining the level of organizational innovation (Anwar & Qadir, 2017). There is a growing body of evidence that suggests collaborative and participatory leadership styles, which are also known as transformational styles, are superior to transactional leadership styles in terms of their ability to stimulate innovative thinking within an organization. This is because transactional leadership styles tend to be more autocratic and command-and-control oriented (Anwar, 2017). The beliefs that managers have about their positions within their own companies have a considerable impact on the capacity of that organization to encourage leadership in the respective organizations. According to Gumusluoglu and Isev (2009) and Lian Shao (2006), there are a few components of transformational leadership that are vital for the innovation of firms. Lian Shao (2006) also states that these aspects are important. They place a premium on promoting effective communication and

sharing ideals (Faeq et al., 2020), and they encourage an environment that is conducive to inventive teamwork. Transformational leaders have a vision that is interactive, and they place a premium on promoting effective communication and sharing ideals (Anwar & Shukur, 2015). They make the group processes of organizational learning easier (Rastgar et al., 2021), foster mutual trust between members of an organization and its leaders (Anwar, 2016), encourage favorable attitudes toward initiative and risk-taking (Chaubey et al., 2019), and make creative problem-solving easier (Anwar & Ghafoor, 2017). When taken as a whole, these traits make it possible to gain a deeper understanding of the significant connections that exist between transformational leadership and the factors that favorably influence organizational innovation. This understanding can then be applied to a variety of settings, including corporate settings, nonprofit settings, and government settings (Faeq et al., 2021). To summarize, transformative leaders exhibit charm, inspire the people around them, and foster the intellectual stimulation of those who follow them. These characteristics encourage communication and learning processes within an organization, which in turn makes it feasible for businesses to be more innovative (Anwar, 2017). Therefore, transformational leadership has an indirect influence on innovation through the communication process (do Adro & Leita, 2020) and the process of the generation of organizational knowledge (Faeq et al., 2021). (Anwar, 2017). In addition to this, transformational leadership has an indirect effect on innovation due to the fact that communication and organizational learning are both present as strategic elements, as well as the link that exists between these two facets (Asbari et al. 2020). The field of organizational learning has generated a number of key books in the past ten years, each of which has made a substantial contribution to the huge body of literature on organizational innovation. These books include: This study finds that there is a positive correlation between organizational learning and organizational innovation in a considerable majority of the cases that were examined (Anwar, 2016). There is a close connection between the many types of organizational learning (such as adaptive and generative learning, for example) and innovation (such as incremental and radical innovation, respectively) (Faeq et al., 2022). The higher the educational bar that must be met before an innovation can be considered

successful, the more complex it is. As a result, the amount of crucial capacity, ability, and information that is necessary to be recent and relevant increases proportionally with the innovativeness of the products, services, or procedures (Bernerth et al. 2018). The process of acquiring organizational knowledge, sometimes referred to as "organizational learning," is the bedrock upon which innovative activities are built. This learning process develops new information by building on information that has been obtained in the past. It is not knowledge in and of itself that helps to strengthen innovation within an organization, but rather the process of developing new knowledge within that organization (Zhang et al., 2018). Also, organizational innovation can't happen without the organization's knowledge base, and organizational learning is a key part of growing this knowledge base (Le and Lei, 2019).

Research on organizational innovation as a kind of organizational learning is being conducted by an increasing number of firms, while others are applying organizational learning models to specific aspects of the organizational innovation process (Boamah et al. 2018). Organizational learning is beneficial to innovation (Faeq and Ismael, 2022), sparks new knowledge and ideas (Anwar & Climis, 2017), increases the ability to understand and apply these ideas (Waruwu et al., 2020), favors organizational intelligence, and forms the background for orientation to organizational innovation (in conjunction with the culture of the organization). Learning is afforded a higher priority in an organization that sets a high value on it, and this results in a better potential for organizational innovation. This is because such a company is less likely to waste the opportunities created by the market's growing demand. These kinds of companies are able to anticipate and comprehend the requirements that their clients have, have access to cutting-edge technology that is both more advanced and of higher quality, and are able to develop with the assistance of that technology. They are also better able to grasp the strengths and weaknesses of their competitors, which enables them to gain insight from both the successes and failures of their competitors and develop a more innovative capability than their competitors. In addition, they are better able to comprehend the strengths and weaknesses of their competitors (Hansen & Pihl-Thingvad, 2018). On the basis of current empirical findings, these hypotheses

have only recently begun to receive some consideration. Anwar & Surarchith (2015) use a sizable department of the federal government of the United States as their case study in order to demonstrate the beneficial link between organizational innovation and a culture that places an emphasis on adaptation, innovation, and learning. This is done in order to demonstrate that there is a link between the two. Meeus et al. (2001) conducted an analysis of a sample of the first patents filed by innovators in order to demonstrate that more complicated innovative activities encourage firms to coordinate and exchange information between users and producers, which suggests that there is robust interactive learning. This is demonstrated by analyzing a sample of innovator firms. According to the research that has been undertaken on the subject (Bonsu and Twum-Danso, 2018), organizational learning is crucial to the continuous existence of a firm as well as to the successful operation of that business. Despite this, there has been relatively little empirical research conducted on this link due to a number of obstacles. These challenges include ambiguity; the possibility that external circumstances will conceal the consequences of learning; and the temporal delay that exists between the two (learning that takes place today will affect performance that takes place tomorrow). To explore the impact that organizational learning has on the performance of technological firms, empirical research should be done; yet, there is a dearth of evidence regarding the mechanisms that translate organizational learning into performance (Huda et al. 2018). It is a fallacy to state that an increase in organizational learning always leads to growth in organizational performance because it is possible that an organization's results may not always improve even when learning is increased. A more correct statement would be that any increase in organizational learning will invariably result in a corresponding rise in organizational performance (Le and Lei, 2019). Nevertheless, it has been demonstrated that learning that takes place within an organization has a positive influence on performance gains in general. Typically, enterprises involved in manufacturing as well as technological businesses are the ones that benefit from this favorable influence (Hoch et al. 2018). Organizations that demonstrate better levels of organizational learning across all three dimensions — breadth, depth, and speed — have higher levels of overall performance (Faeq, 2022). Improving an

organization's performance in terms of both the quality and quantity of its output should be the primary focus of organizational learning. This presents the chance for the company to: increase and improve sales; acquire better support; and establish, maintain, and expand its client base. Additionally, firms that learn and learn quickly develop their strategic competency, which allows them to maintain a position of competitive advantage and improve their overall performance. Learning enables one to accomplish this goal. Long-term success will be improved for organizations that put into practice the concepts, methods of behavior, and tactics for organizational learning that have been presented here. There are a number of different theoretical frameworks that all agree that innovation inside businesses is essential to higher levels of performance. Businesses who place a significant emphasis on the rate of their innovations are able to gain a larger piece of the market, which results in more income and increased profitability, as stated by a number of marketing theorizations. Businesses that are the first to adopt a new innovation are in the best position to build isolation mechanisms, according to the core principle of many different theories about strategic management. These precautions protect the company's profit margins and make it possible for the company to reap large profits. The fact that competitors do not have access to knowledge about the breakthrough enables this to be achievable. In a manner that is analogous, the theory of resources and capabilities postulates that the capabilities, resources, and technology that are essential to adopt an innovation make it more difficult for outside imitators to copy the innovation. As a result, firms are able to maintain their competitive advantages in the market and attain higher levels of organizational performance as a direct result of this (Caillier, 2018). So, there is a positive relationship between organizational innovation and the performance of an organization (Ariyani and Hidayati, 2018), or between the many characteristics of organizational innovation (like innovative design, speed, and flexibility) and the performance of an organization.

In addition, the research on innovation includes a number of empirical studies that lend credence to this connection, as well as a number of articles that make use of econometric methods to empirically illustrate the connection between the two (Chang, 2018). When there are more valuable, difficult to replicate, and unique

innovations (such as technological ones), the possibility for enhanced performance is boosted (Faraj et al., 2021) Organizations that innovate better will get more positive feedback from their surroundings. This will make it easier for those organizations to learn the skills they need to improve their organizational performance and gain a sustainable competitive advantage in their markets.

3. Research Methodology

Design of the Study

The purpose of this research is to investigate the connection that exists between the qualities of transformational leadership and innovative organizational practices. The current investigation used an empirical and quantitative analysis method. The questionnaire was modified from scholarly sources, and it is split into two portions. The first section is comprised of questions regarding the respondent's demographic information, beginning with their age and moving on to their gender. The second section of the questionnaire consists of a total of 48 questions. Ten of these questions are in relation to the intellectual stimulation characteristic; ten are based on the individualized consideration characteristic; nine are in relation to the idealized influence characteristic; nine

are in relation to the intellectual stimulation characteristic; and ten are in relation to the organizational innovation characteristic.

Sampling Size and Target Population

A form of sampling known as random sampling was utilized, and each participant was given an equal opportunity to be included in the sample. The research was conducted at the top five private companies in Sulaimaniah. The population of this study consisted of roughly 420 workers; hence, 90 questionnaires were issued in order to cover the whole research population. Only 71 of the 90 questionnaires were properly filled out and sent back to the researchers.

Research Hypotheses

Following is a list of research hypotheses that have been generated in accordance with the research model:

H1: Organizational innovation and the intellectual stimulation of leaders are positively correlated.

H2: Organizational innovation and leaders' individual consideration are positively correlated.

H3: Organizational innovation and a leader's idealized influence are positively correlated.

H4: Organizational innovation and inspirational leadership have a good working relationship.

4. Results and Analysis

Table 1-Demographic Analysis

Items	Scales	Frequency	Percent
Age	20-29	15	21.1
	30-39	34	47.9
	40-49	18	25.4
	50+	4	5.6
Gender	Male	59	83.1
	Female	12	16.9

The following demographic information is presented in Table 1: There are 21.1% of participants who are between the ages of 20 and 29, 47.9% of participants who are between the ages of 30 and 39, 25.4% of individuals who are between the ages of 40 and 49, and 5.6% of people who are beyond the age of 50. Males

make up 83.1% of the total participants, while only 16.9% are females.

Table 2-Reliability Statistics

Cronbach's Alpha	N of Items
.822	48

The results of the reliability tests for the five variables are presented in Table 2. These tests cover the four independent variables of intellectual stimulation, inspirational motivation, idealized influence, and individualized consideration, as well as the dependent

variable of organizational innovation. Cronbach's Alpha was calculated for 48 items and found to be .822, which is greater than 0.6, indicating that 48 items are reliable for the purpose of this study. The reliability tests were carried out.

Table 3-Correlations analysis

Correlations					
Factors	Pearson Correlation	Intellectual stimulation	Individualized consideration	Idealized influence	Inspirational motivation
Organizational Innovation	Pearson Correlation	.746**	.734**	.929**	.422**
	Sig.(2-tailed)	.000 71	.000 71	.000 71	.000 71
	N				

Intellectual stimulation, inspirational motivation, idealized impact, and customized consideration are examples of independent factors that are correlated with organizational innovation in Table 3. $R = .746^{**}$ between intellectual stimulation and organizational innovation, suggesting a strong correlation between the

two; $R = .734^{**}$ between individualized consideration and organizational innovation, also suggesting a strong correlation between the two; and $R = .746^{**}$ between idealized influence and organizational innovation, also suggesting a strong correlation between the two.

Table 4-Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.946 ^a	.895	.889	.10374
a. Predictors: (Constant), inspirational, idealized, individualized, intellectual				

Table 4 shows that an R-squared value of .895 suggests that 89% of the variables have an explanation.

Table 5-ANOVA

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	6.047	4	1.512	140.463	.000 ^b
	Residual	.710	66	.011		
	Total	6.757	70			
a. Dependent Variable: organizational innovation						
b. Predictors: (Constant), inspirational, idealized, individualized, intellectual						

It can be seen from Table 5 that there are significant correlations between the four independent variables and the dependent variable, with a value of F for this set-up of 140.463 >1.

Table 6-Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.167	.191		.875	.385
	Intellectual	.083	.106	.069	.778	.439
	Individualized	.400	.090	.366	4.455	.000
	Idealized	.737	.085	.727	8.687	.000
	Inspirational	-.267	.090	-.237	-2.962	.004

a. Dependent Variable: Organizational Innovation

The analysis of the coefficients for this research is presented in Table 6. As can be seen in the table that is above, the value of Beta for the characteristic of intellectual stimulation is .083 greater than 0.01; this indicates that there is a weak positive relation between intellectual stimulation and organizational innovation. Similarly, the value of Beta for the characteristic of individualized consideration is .400 greater than 0.01; this indicates that there is a weak positive relation between individualized consideration and organizational innovation. Finally, the value of Beta for the characteristic of idealized influence is .737 greater than 0.01; this indicates.

5. Conclusions and Implications for Future Study

In this particular study, the analysis that is performed is known as the multiple regression analysis. The writers come to the conclusion that idealized influence possesses the most value of all of the attributes that are associated with transformational leaders. In terms of the first characteristics, the findings show that the value Beta for intellectual stimulation is .083, which is greater than 0.01, indicating that there is a weak positive relation between intellectual stimulation and organizational innovation. As a result, the first research hypothesis is only weakly supported. In terms of the second characteristics, the findings show that the value

Beta for individualized consideration is .400 > 0.01, indicating that there is a weak positive relation between individualized consideration and organizational innovation. In conclusion, the findings of this research make an empirical contribution to the transformational leadership style by determining the degree to which different leadership styles affected the organizational innovation of private companies. This study may be repeated using a larger number of participants to ensure that the findings are representative of all of the private companies in Sulaimaniah.

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