
IMPACT OF TRANSACTIONAL LEADERSHIP STYLE ON INNOVATION

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Abstract. The meaning of innovation is being in touch with newest, that is correlated and dependent from leadership styles. The purpose of this study in Kosovo is to include two main variables that are: Transactional Leadership Style (LTS) and Innovation, the question is if are correlated those variables between. As side indication is supposed that transactional leadership style can be more correlated with creativity and risk taking by leader.

The research is quantitative and is realized by fulfilling questioners in hybrid manner, google form and in person; the possibilities of response are by Likert scale, and are included 4 question for LTS (Yildiz, S et al. 2014), and 6 question for Innovation (Erdem et al. 2011).

Based on dates from this research in private and public work place that is done in Kosovo can conclude that is a strong correlation between transactional leadership style and innovation, but are not correlated with risk taking and creativity.

Keywords: transactional, leadership, innovation, correlation

JEL: M12, O31

Introduction

What is Leadership

Historically leadership received much attention at peoples, also different disciplines are interesting to do a lot of studies about leadership. Leaders play the main role in organizations in spread way of functioning in doing things in excellence way, also in every day work (Peters & Waterman, 1982). Leadership is the ability at individual or a group of individuals that work together to influence and guide followers or other members of an organization, group of people, industry etc. Leadership involves making sounds (when is needed) sometimes getting difficult decision, creating and articulating a clear vision, establishing achievable goals and providing followers with knowledge and tools necessary to achieve those goals. As main important at leadership is the style that e leader use while is leading that happen consciousness or unconsciousness, in this research the point is to transactional leadership style when is using in private and public work place.

Hypothesis 1 Transactional leadership style influence Innovation in work place

Transactional leadership

Transactional leadership style is based on values of followers that are oriented on improving qualities of employees (Kuhnert, 1994), this style of leading has to do with institutions or organizations that are big or are the most important in state like army, any big fabric that need to attend the specific rules with aim to achieve objectives that are set from leader (Kuhvert, Lewis, 1987), because by attending the those rules is the best way for the followers. This style have to do with rewards, the expectations that can influence the achievement of objectives that are planned.

What is Innovation

Innovation as concept that is related with being in touch with newest has definition that are done by theorist. Anthony 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),based on those explanations its influenced by leadership style like is as important variables in this research Transactional Leadership Style (TLS).

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. Possibilities that can give to the employee by leadership style.

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 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).

Summary

What is such specific in being in touch with innovation? 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

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.

- **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”.

- **Transactional leadership** for measuring are used 4 items that are used in research by Yildiz, S et al. (2014) the items are: “My chief decides what to do and how to do it”. “My chief describes the path of the tasks”. My chief maintains the specified performance

Standards”. My chief schedules the works that will be carried out”.

Results and analysis

Results and analysis in this research are based on Descriptive dates, correlation, and normality of dates that give a conclusion if variables are significantly correlated.

The result in descriptive way shows those dates in this research: Innovation Mean=20.88; Std. 3.38; N=67.

Transactional Leadership style Mean=14.34; Std. 5.74; N=67.

Workplace private/public Std.386; N 67

In table 1 are showing the correlation between variable, how innovation is correlated with transactional leadership style also if the correlation is positive or strong correlation.

Table 1. Correlation

		Transactional Leadership style	Innovation
Transactional Leadership style Sig.(2-tailed)	r Sig. N	1 67	.330** <.006 67
Innovation N	r Sig N	.330 <.006 67	1 67

The results based on Pearson correlation in table 1 show this spread of dates based on correlate and significance between variables; Transactional Leadership style (TLS) is significantly correlated and is resulted as strong correlation with Innovation $r=.330^{**}$; and $p<.006$.

Innovation is significantly correlated and is strong correlation with Transactional Leadership style $r=.330^{**}$; and $p<.006$.

Table 2. Independent T test

		N	Mean	Std. deviation
Transactional leadership style	Public	55	14.16	.84
	private	12	15.16	.71
Innovation	Public	55	20.40	.44
	Private	12	23.08	.80

Independent sample test dates are Transactional Leadership style (TLS) public $N=55$; Mean=14.16; Std. .84; TLS private $N=12$; Mean=15.16; Std. =.71.

Innovation public workplace $N=55$; Mean=20.40; Std. deviation= .44. Innovation private work place $N=12$; Mean=23.08; Std=.80.

Independent sample t test for TLS: $t=-.545$; $df=65$; significance 2 tailed = .588; Mean difference=-1.00.

Independent sample t test for Innovation: $t=-2.59$; $df=65$; significance 2 tailed = .012; Mean difference=-2.68.

Test of Normality dates

Transactional leadership style based on Koglomorov – Smirnov analysis is significantly correlated with public work places, but with private work places is not significantly correlated. Based on Shapiro-Wilk analysis

the data are significantly. transactional leadership style with public work places but with private work place is not significantly correlated.

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 correlated. Based on Shapiro-Winkl analysis for innovation in public and private work places are not shown any significantly correlated. The distribution of dates for TLS and innovation in work places are not normally distributed.

Conclusion

In this research is hypothesize that exist positive correlation between TLS and Innovation and based on results is verified the hypothesis that was predicted. 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 (Zaltman et al. 1973). Is hypothesis that innovation is indicated by different factors; in this document is hypothesis: by practicing the transactional leadership style indicate the innovation in work place (public and private).

Work place as is explained theoretically is indicated from leadership style also in this research can be concluded approximately like theoretical way explained those variables, also can be correlated with other researches that are done in Kosovo and has based on transformational leadership style that can influence the innovation in work place (Maksuni. B., 2024). If the correlation between TLS and innovation is strongly positively it can conclude that TLS can indicate the innovation in work place in private and public work place and is correlation that bring to a conclusion that paying attention to leadership specifically to leadership style is a productive investment that influence the productivity and being in touch with newest also the work place is innovative. 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 (mostly school) like leadership style that can influence the innovation and innovation is a way to be in touch with the newest is dependent from leadership style and can varies depend on changes on situations, emergencies, dynamic in work place developing and increase successes in work.

As important factor in research was supposed correlation between creativity and risk taking with TLS but was not found any correlation between, that mean that will show in farther research and need to be more deeply on those variables. Suggestion for farther researches to include and other related variables.

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