

Activation of Transformation Leadership to Meet the Requirements of Managerial Innovation (Analysis Study of the Views of a Sample of Decision Makers in the State Company for Electrical Industries in Diyala Province)

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Abstract— The aim of this research is to identify the extent to which the leadership style of change has been implemented in achieving the requirements of managerial innovation in the State Company for Electrical Industries and to identify the factors and variables that affect the application and practice of the leadership change style in the State Company for Electrical Industries. The research questions are: what is the extent of the effect of the process of administrative innovation, and whether there is a moral correlation between the two variables. The research is based on the descriptive, analytical approach and the use of a statistical package (SPSS) to analyze the data. A number of results are reached, the most important of which is showing the practice of the change pattern leading to the administrative innovation in the company. The electrical devices also revealed some constraints and determinants that affect the application of the leadership change style in the company. The study reached a number of recommendations, the most important of which is the activation and practice of the transformational leadership style in the company in question, addressing the constraints and determinants that affect the application of the transformational leadership style, and the interest in managerial innovation as a way to achieve the leadership change style.

Index Terms-- leader, followers, changes, transformational leadership, organization.

I. INTRODUCTION

The transformation leadership is concerned with the activities, processes, and evaluation of the company's overall business leadership strategies as the transformation leadership which inspires and motivates subordinates, encourages their managerial leadership, and takes care of their individual feelings, helps to create a culture that adapts to the changes taking place in the company.

Successful leaders are able to take advantage of entrepreneurial opportunities and encourage them to keep the recent developments in the internal and external environment. They also have the ability to communicate their vision to the subordinates as well as to develop their desire to develop and improve the production process which leads to the success and excellence of the company over its competitors.

The research consists of four sections. Section one deals with the methodology of the study in terms of the problem, significance, objective, methods of data collection and the most important previous studies that dealt with the transformation leadership and managerial leadership. Section Two deals with the theoretical framework to clarify and define the concept and importance of basic research variables

(transformation leadership and leadership innovation.) Section Three is to analyze the actual data using a number of statistical methods (the arithmetic mean for the level of the search variables, the standard deviation for measuring the dispersion from the arithmetic mean, and the correlation coefficient to determine the degree of correlation between the search variables.) Section Four deals with a set of recommendations and conclusions that emphasize that the leadership innovation contributes to the achievement of competitive advantage and increase in market share.

II. METHODOLOGY OF RESEARCH:

A. Research Problem

The State Company for Electrical Industries faces many challenges, the foremost of which is the administrative challenge that the leaders of change have to deal with. The problem of research is within the following main question: What is the role of transformation leadership in achieving the requirements of managerial leadership in the State Company for Electrical Industries - Diyala? Two main questions stem from this question as follows:

- 1) How much does the transformation leadership influence the leadership achievement?
- 2) Is there a significant correlation between the transformation leadership and the leadership of the company in the company?

B. The significance of the Research

- 1) Demonstrating the role of successful transformation leadership in the achievement of leading innovation in the Iraqi organizations in general, and in the company in particular, to identify the features of the problem and to make recommendations thereon.
- 2) Provide the company with evidence and information on the concept of transformation leadership, which in turn contributes to the achievement of the innovation leader.
- 3) Provide the libraries with the research contribution to be added to studies and research done.

C. Research Objectives

The research aims at achieving the following:

- 1) Identify the level of leadership in the company in question.

- 2) Choose the connection and effect formed between the transformation leadership variable and the innovation leadership variable.
- 3) Identify the extent to which the manager is familiar with the employees of the departments of the company.

D. Community Description and Research Sample

1) *The Research Community:* The society of this research includes the State Company for Electrical Industries - Diyala, and four main sections are chosen for it for their significant role in the Iraqi national economy in general and in the company's activities, in particular.

2) *The Research Sample:* The researchers select a random sample of (branch managers, department managers, Heads of the department) as contributors to the different decision-making process. The sample includes the following sections: (Electric transformers, generators, electric fans, and plugs)

E. Research Tools

The data are collected by means of a questionnaire that was given to the research sample in the company. It includes two types: first is the identification information, and second is related to the research variables, through the questions related to the research paragraphs, as shown in summary no. (1). The Quintet Likert is based on the answer to the items of the questionnaire, which consists of the following five items:

- 1) Totally agree
- 2) Agree
- 3) Agree to some extent
- 4) Not quite agree
- 5) Do not agree

F. Measures Used in the Research

The questionnaire is designed according to the standards available in the relevant studies related to the subject of the research, based on the available literature and theses, such as Hagean, (1999, 2010), Maryam (2009-2010), Al-Azzawi (2000).

G. Statistical Methods Related to Research

- 1) *Arithmetic Mean:* For the level of research variables.
- 2) *Standard Deviation:* To find out how far the responses deviate from the arithmetic mean.
- 3) *Correlation Coefficient (Spearman):* To determine the direction and strength of the connection between the variables of the study.
- 4) *Simple Regression Coefficient:* For selecting the effect of independent variables on the adopted variables.
- 5) *Test t:* To verify the significance of the connection between the variables of the study and the hypothesis test.

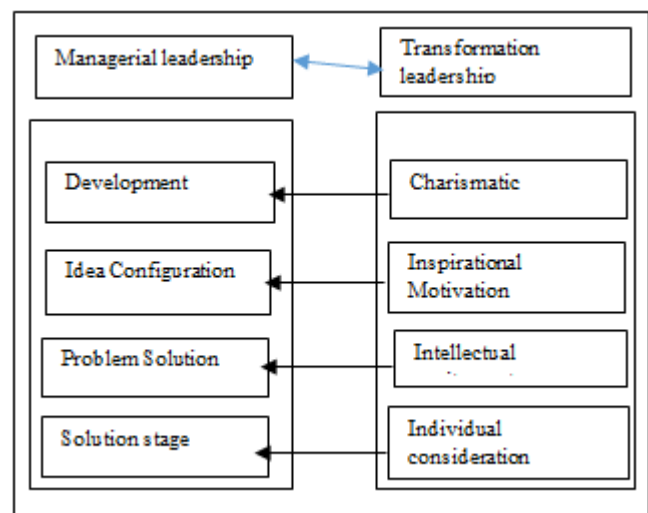
H. Research Hypotheses

The research hypotheses are as follows:

- a) There is a significant correlation between the transformation leadership and the achievement of leadership innovation.
- b) There is a significant influence of transformation leadership in the achievement of leadership innovation.

I. Research Outline

In order to achieve the objectives of the research, a hypothesis is drawn up which illustrates the nature of the connection between the research variables, as in the following figure:



III. REVIEW OF LITERATURE

First, studying the independent variable (transformation leadership):

- 1) A study (Kasapra et al. 2009) entitled "The Influence of the culture of empowerment and transformation leadership on the educated society."

The objective of the study: To study the influence of the culture of empowerment (technical management) and transformation leadership (material and moral requirements) on the educated company in the Talal Abu-Ghazaleh Group of Companies in Jordan.

The significance of the study is to try to relate the effect of the transformation leadership style as an individual characteristic and the culture of empowerment as an organizational characteristic to the educated society. Thus, the study shows an integrated approach in the study of the influence of both leaders and followers of the educated society.

Study Hypotheses:

First: There is no statistically significant effect of the culture of empowerment on the educated society.

Second: There is no statistically significant effect of the transformation leadership variable on the educated company. The findings of the study reject these hypotheses.

Results:

The study finds out that there is a statistically significant effect on both the culture of empowerment and the transformation leadership in the educated society. In the light of these results, the researchers recommend enhancing the culture of empowerment in its technical and administrative dimensions through the concept of forgiving the mistakes, delegating more powers to the employees, improving the ability of leaders in managing human resources through establishing a culture of partnership between the administration and workers, and encouraging the personnel of the armament to know and rely on the facts when making decisions or solving any problems by linking the recruitment systems.

- 2) *A study by Siquara (2013) entitled "The degree of transformation leadership practice in the Middle East University from the point of view of the members of teaching and conversion Staffs."*

The objective of the study: To recognize the degree of transformation leadership practice in the Middle East University from the point of view of the members of the teaching and administrative staffs.

The sample of the study consists of (95) members of the teaching and administrative staff of the university. They are selected from the study community in a random way. The MLQ is used to measure the degree of transformation leadership in general and the four dimensions. Individuals, mental counseling, and religious motivation) in particular after their translation into Arabic, and the veracity of the questionnaire, are verified.

Results of the study: The degree of transformation leadership practice in the Middle East University according to the members of the teaching and administrative staffs are is useful.

- 3) *A Study: Kirkland (2012) entitled "The effect of Emotional Intelligence on Emotional Competency and Transformational leadership."*

The aim of the study: It is to investigate the influence of emotional intelligence on emotional competencies and to transformation leadership. Transformation leadership is characterized by a pattern of leadership that is based on trust, appreciation, admiration or correlation between the leader and subordinates. Therefore, many researchers have studied the

connection between emotional intelligence and transformation leadership.

The significance of the study: It is to reveal the high level of emotional intelligence that predicts emotional competencies, which in turn predicts the transformation leadership. The study provides support to emotional adequacy as a medium for transformational leadership while there is a mixed support to predict the connection between emotional competencies and transformation leadership.

Results of the study: The results focus on mental counseling, which contributes to raising the actual performance, qualitative and satisfaction. The study also notes that a high proportion of respondents confirm the real interaction with subordinates through raising the level of satisfaction.

Second, Managerial leadership Studies:

1) Bilich (2011), entitled "Management of Creativity and Innovation."

The objective of the study: It is to focus on the reasons for interest in this new topic and its advantages. A philosophical framework for leadership management has been developed and developed to support the continued innovation and management of innovation in leadership.

The significance of the study: A brief review of the theories of leadership is used to clarify the interrelationship between leadership and management, and how innovation overlaps with leadership and how each one depends on the other.

Results of the study: The study presents a party to promote leadership situations and cultures, especially among scientists and technicians, as well as discussing the effective administrative procedures for creativity in the light of and defining the role of managers concerning the subject of innovation and leadership.

The study is based on a field survey that covers a group of managers and consultants in the industry consultancy sector for the purpose of diagnosing different aspects of entrepreneurship management, including achieving them and their influence on productivity and competition in the surveying organizations. Leadership innovation received much attention for its role in enhancing and improving the productivity.

The study concludes that the company needs to create a conducive climate for the innovation. To achieve this goal, the company needs creative managers, which is one of the results of the current trend in reducing the levels of transformational power to promote the promotion of entrepreneurship.

2) A Study (Chemerys & Parayuk, 2012) entitled "Improving leadership management among local governments":

It is an applied study of 69 executive managers of the administrative units in the Ukrainian city of Kiev. This study is based on the problem of lack of applied studies dealing with city management systems, analysis of administrative systems, company culture, organizational structure, model development, strategic planning, human resource management and financial management. , Control systems, information technology, legal administration, political culture, and service focus. Innovation is the result of a five-step approach which is to generate, record, evaluate, implement and adapt ideas .The generation of new ideas also depends on developing and improving the entrepreneurial climate after realizing the company's goals and mission.

IV. THEORETICAL ASPECT

In this subject, two main variables are discussed: the transformation leadership and the managerial leadership, which contribute to answering the hypotheses of the research and the questions of the problem, as well as the achievement of its objectives, will clarify some theoretical aspects related to these variables as follows:

A. Transformation Leadership

The transformation of leadership in organizations is described as a process that is related to the internal relationships through which the leader influences his subordinates. Therefore, the effect of changing the adaptation of their behavior to the challenges remains. In this regard, the transformation of leadership is significant as the process of major changes affecting the attitudes and assumptions of the company's members. The objectives, strategies, and mission of the company, that is, the influence of the leader on his subordinates to enable them to participate in the process of change. The significance of this research is to highlight the role of the transformational leader and transformation leadership in the interest of the leadership innovation in the organizations in the practice of change and development in their capacity, through the adoption of different and important policies related to leadership innovation at all levels of the company and increase their desire to increase their desire to leadership innovation as well increasing their affiliation and loyalty to the company. In this way, the concept of transformation leadership, its significance, and dimensions, as well as the most important characteristics of the leaders of change will be further discussed.

- 1) **The concept of Transformation Leadership:** The concept of transformation leadership after the mid-1980s gained considerable attention from the management book, especially when many organizations recognized the need for major changes in the way business is performed to cope with the changes in the environment. Bass (1985:26) suggests a theory with more details about the transformational operations in the organizations between transformation

leadership and charismatic. The transformation leadership is defined as the leader who puts a vision into reality and motivates his subordinates to transform their personal interests into the interest of the community (ibid: 27). Accordingly, leaders transform their subordinates by making them more aware of the significance, values , and outcomes of careers and meeting the subordinates' needs and demands and persuading them to sacrifice their individual interests for the company. As a result, the dependents feel confident and respectful towards the leader and strive to do more than originally expected (Yuki, 1984: 272).

Al-Shamma, (1999: 263) argues that the transformational leader will be distinguished by his ability to contribute to the subordinates and make them enjoy the message of the company and envision a picture of the future of the company that completely differs from the reality they are living now.

- 2) **The significance of Transformation Leadership:**

The transformational leader moves in the process of change through value systems such as justice and integrity. Burns (1978, 207) calls these values internal values, which are values that cannot be converted or shared among individuals. The researcher summarizes several benefits of the transformation leadership which are identified by many management scientists and those interested in transformations and management, namely:

- a) The transformation leadership sets a clear vision for its organizations and works on completely new regulatory systems that meet the requirements of the future (Layla, 2015: 12)
- b) Gaining the customer's confidence, trust, and dedication to work (Dessouki, 2015: 220)
- c) Establishing an integrated value system in which each member of the company defines its position (Kelalda, 2012: 67)
- d) The significance of the transformational leader in the company lies in the fact that he is the inspirational leader who uses his creativity and inspiration to influence his subordinates. He motivates the subordinates about performing, understanding and using a lot of unusual messages to transcend the reality that is full of errors, trying to change it through the subordinates (Abbas, 2004: 29).
- e) The transformational leader performs the following useful tasks (Hashem, 2015: 97):
 - i. Realize the need for change.

- ii. Determine the vision or image of the desired future, or shows the leader of the subordinates of the final goal that he seeks to achieve.
- iii. Convey his vision and encourages his subordinates to define his means and mission and to motivate them to do so. With this vision, (Kotler & Heskett, 1992: 146) refers to the transformational leader as the one who has the ability to convey his vision and encourage them through defining his means and message and motivates the middle management to take control of the leadership affairs.
- iv. Application of Vision: It requires gaining the subordinates' respect and interaction, and the leader applies the vision and makes sure that all work with this vision and new values.

3) Dimensions of Transformation Leadership: The readers of the studies in this field find an agreement between most of the writers and researchers on the dimensions of the leadership of change, despite the difference in its expression and its name, and this is due to the scientific translation of these dimensions, especially in the Arab studies.) The dimensions differ as follows (Bass et al., 1978:10):

a) The charismatic leadership expresses a strong degree of loyalty, commitment and recognition to the leader, the subordinates of the leader, his mission, and adoption of his values, his goals, his behavior, his trust and his sincere beliefs. The leadership of charismatic change is often associated with crisis and realistic solutions (Daft, 1992, 4681).

b) Inspirational motivation: Reflects the leader's behavior, which raises in the subordinates the challenge and ability to clarify and communicate their expectations, and describes the manner of commitment to organizational goals and stimulate the spirit of the team through enthusiasm and idealism,

c) Intellectual excitement: refers to the new ideas of the transformational leader. It raises the subordinates' knowledge

B. Leadership Innovation

1) *Innovation Concept:* Innovation is one of the most controversial subjects, as it is confirmed by many of the distinguished researchers in this area, such as (Rushka), who refers in his book to public and private leadership when he said that innovation is a very complex human phenomenon with multiple facets and dimensions (Roshka, 1989: 12) and this is also confirmed by McKinon (1991, 13) when he says that it is difficult to develop a purely theoretical concept of innovation.

The concept of innovation is seen as a flexible concept that absorbs a great deal of judgment and opinion. (Alqatawneh, 2003: 39) defines it as a sophisticated, new and specific change that makes the process of achieving the goals more

of the problems and encourages them to provide possible solutions for them in creative ways and support new models and succession to the performance of work.

d) Individual consideration: refers to the leader's concerns for the feelings of his subordinates in terms of encouragement and guidance and advice and listen to them, and pays attention to their needs and achievements through the adoption of certain strategies of appreciation and the adoption of establish communication with them and assign hard work to the deserving individuals (Abbas, 2009: 12).

4) The Difference between Transformational and Non-Transformational Leader: As shown in Table (1), prepared by both the researchers:

Behavioral dimensions	Transformational Leader	Non-transformational leader
1) His relationship and interaction with the current situation	He struggles to change the status quo	He wants to keep the situation unchanged
2) Future goals	A second vision that looks forward to the existing change of the status quo	There are fundamental changes arising from the status quo without events
3) Behavior	Non-traditional behavioral standards	Traditional behavioral standards
4) The ability to simulate others	A common approach with those who are in the best position and ideal vision to achieve excellence at least	Going in the direction of others and trying to imitate them without thinking

effective .Alrahan (1992 :180) defines it as the self in its response when it is deeply consulted and publicized

The American company for training and development (1989: 2) defines it to be a process of producing real or fictional ideas and things and describes it in new and useful ways. AIMursi (2001, 65) defines innovation as the ability to present something new as it already exists.

2) *Characteristics of Administrative Innovation:* Innovation takes multiple forms of adaptation that are consistent with the outputs that come from the innovation process (McDaniel, Bruce, 2000:21)

- a) Innovation means differentiation,
- b) Innovation represents the new,
- c) Innovation is the new combination,
- d) Innovation is to be the first moving power in the market

- e) Innovation is the ability to discover the opportunities.

McDaniel and Bruce argue that innovation through modern technology helps business organizations in achieving four objectives:

- a) Increasing desire by reducing production costs.
- b) Improving the production, product delivery time, reducing the prices and increasing the market share through increasing the sales.
- c) Reducing the cost of supervision and follow-up work.
- d) Reducing storage costs.

3) **Stages of Administrative Innovation:** Through the previous concepts, and studying the parameters of leadership in general, the stages of the innovation process can be completed through the following stages:

- a) *Development stage:* The basic stage of successful innovation begins with a new idea, a complete development of transformational potentials and needs, as well as studying the economic and social benefits that the creator takes into consideration (Alseren, 2003: 12)
- b) *Concept formation stage:* The division of management innovation at each of the required stages, in which it is determined whether it is possible to continue or if there is a need for consensus.
- c) *Problem-solving stage:* This step is accompanied by a continuous process of innovation, and it is accompanied by the emergence of some problems or obstacles for which treatment and possible solutions should be solved to continue the effectiveness of innovation (Floyd 2000:23).
- d) *Solution stage:* If the problem-solving activities succeed, this stage of the project is successful. If the company does not achieve the successful implementation of the targeted projects, it depends on the other stage: the development stage.

(2) Types of administrative innovation:

High	New Insight Innovation	New world Innovation
Low	Partial Innovation	Specialist Innovation

In his explanation of the above table, Ham, Wickham, shows that leadership consists of four types:

- a) Partial innovation: Innovation is partly driven by the nature of the technology used with little interest in markets.

Table (3) Description of Analysis of research answers to the variables of managerial leadership

- b) The new internal innovation: This type of innovation is carried out by means of existing technology with increasing interest in the markets.
- c) Professional innovation: Innovation takes place in the case of using new technology or new methods with little interest in the markets and an ambitious level without being required.
- d) The new global innovation: Innovation is taking place in case of the use of new technology means with high interest in the markets.

4) *Administrative Innovation Skills:* Masoud (2014:34) believes that the skills of managerial innovation in contemporary organizations are concentrated in several axes, the most important of which are:

a) *Fluency of thinking:* It is the ability to produce as many ideas as possible that satisfy certain demands in a specific installation without regard to the level of these ideas in terms of experience, fluency, and skill which are in terms of words, shapes, and objects.

b) *The flexibility of thinking:* The ability to change is the mental angle through which multiple objects are perceived so that the employee can build on the actual perception.

c) *Originality in thinking:* It is the production of new ideas or the level of experience in which the employee presents unusual responses to a subject. It also means the quality of ideas .It also means modernity and non-communality in determining a particular subject.

d) *Creative imagination:* It is the ability to imagine and fabricate relationships by way of multiple readings and meetings and the development of perceptions and enrich its knowledge.

e) *Innovation internal realism:* The availability of internal realism of the employee and the enthusiasm for leadership and the extent to which it is essential to think of innovation.

V. PRACTICAL ASPECT

A) *Description and Analysis of the Answers of the Same Subject:*

- 1) *Changeable Variable (Independent) Transformation Leadership:* The following is a summary of the resolution items as they appear in terms of their sequence and according to the scale of the mean and the standard deviation. The difference coefficient, the sample agreement on the paragraphs, and the frequency distribution of the variables (independent) as in the following table:

No.	Variable Command Chapters	Not quite agree	Do not Agree	To some extent	Agree	Totally agree	Arithmetic mean	standard deviation	Coefficient of variation	Sample Agreement	Number of sample
1	I go beyond my self-interest in order to achieve the public interest	-	-	3	34	6	4, 09	0, 47	0, 114	Very good	43
2	Act Typically, workers seek to mimic it	1	4	1	24	14	4, 07	0, 96	0, 237	Very good	44
3	I encourage the team work	-	-	3	34	7	4, 09	0, 47	0, 114	High good	44
4	I encourage employees to do more than they expected	2	-	-	35	7	4, 02	0, 76	0, 189	Very good	44
5	I share their ideas and listen to their views when I try to solve work problems	-	1	3	22	18	4, 30	0,70	0, 162	Very good	44
6	I encourage all employees to find solutions to the complex problems facing the company	-	-	4	18	22	4, 41	0, 65	0, 147	Very good	44
7	Suggest new ways to complete the tasks of work	1	4	1	24	14	4, 05	0,96	0, 237	Very good	44
8	The workers were given the opportunity to think about old problems in new ways	-	-	4	18	22	4, 41	0, 65	0, 147	High good	44
9	Listen attentively to the views of the workers and respect their conviction	-	1	5	31	7	4, 00	0, 61	0, 152	High good	44
10	I treat each of the workers in a manner appropriate to him	1	-	7	20	16	4, 14	0,85	0, 205	High good	44
11	Give personal attention to employees who are not accepted by their colleagues	1	-	-	23	20	4, 39	0, 72	0, 164	High good	44
12	I encourage employees to take responsibility	-	-	3	28	13	4, 23	0, 56	0, 132	High good	44
13	Support each person's exercise of the powers vested in him	-	1	7	24	12	4, 06	0, 80	0, 197	Very good	44
14	I delegate some of my powers to workers on scientific grounds	-	-	3	30	11	4, 18	0, 54	0, 129	Very good	44
15	I express my appreciation to the staff for doing a good job	1	-	3	39	11	4, 11	0,72	0, 175	Very good	44
16	Suggest new ways of accomplishing work tasks	1	4	2	26	11	3, 95	0, 93	0, 235	High good	44
17	Make a collective sense of administrative tasks	38	5	-	1	-	1, 18	0, 54	0, 457	good	44
18	I constantly try to identify what my employees wish to achieve	-	-	5	27	12	4, 16	0, 61	0, 146	Very good	44
19	I always emphasize the importance of having employees have a common understanding of the company's message	-	-	-	26	18	4, 41	0, 53	0, 120	Very good	44
20	Consult staff when making decisions	9	16	7	8	4	2, 59	1, 26	0, 486	pass	44
21	Ensure equal power with responsibility when delegating authority	-	-	4	23	17	4, 30	0, 63	0, 146	Very good	44
22	I delegate some of my authority to scientific grounds	9	16	7	8	4	2, 59	1, 26	0, 286	pass	44

No.	Variable Command Chapters	Not quite agree	Do not Agree	To some extent	Agree	Totally agree	Arithmetic mean	standard deviation	Coefficient of variation	Sample Agreement	Number of samples
23	company adopted new management styles	1	-	-	23	20	4,39	0,72	0,164	Very good	44
24	company obtained patents that helped to introduce a new product	3	3	7	13	18	3,91	1,21	0,309	good	44
25	I try to identify problems with my own goal	-	-	3	31	10	4,16	0,60	0,144	Very good	44
26	My own sense of risk is stimulating enthusiasm for new opinions	-	-	5	28	11	4,14	0,59	0,142	Very good	44
27	I do not hesitate to make changes	-	-	-	26	18	4,41	3,53	0,120	pass	44
28	I seek to find new ways to harness the use of materials and equipment	13	25	2	2	2	1,98	0,97	0,489	Very good	44
29	I encourage suggestions from others	1	-	3	29	11	4,11	0,72	0,175	High good	44
30	company's management introduced amendments to its software and information system	-	-	7	28	8	3,98	0,66	0,165	High good	44
31	company has undergone drastic changes in the performance of production processes	-	-	6	34	4	3,95	0,48	0,121	Very good	44
32	company's management has made changes in its organizational structure	-	1	2	31	10	4,14	0,59	0,142	good	44
33	The company's management provides the company's knowledge needs	1	1	18	20	4	3,57	0,79	0,221	good	44
34	The opinions, experiences and experiences of the company are recorded and stored in databases	-	-	3	34	7	3,77	0,80	0,212	High good	44
35	Provide the company time and environment to share knowledge among employees	-	-	7	33	4	3,93	0,50	0,127	good	44
36	company has a flexible administrative system that facilitates the distribution of knowledge among employees	-	-	14	27	3	3,75	0,58	0,154	Very good	44
37	company is trying to acquire knowledge from regional institutions	-	-	47	18	22	4,41	0,65	0,147	good	44
38	I have the ability to make quick decisions to address	-	-	7	30	5	3,86	0,47	0,173	Very good	44

	emergency problems										
39	Assign some powers to employees with skills and leadership skills	1	1	5	19	19	4, 25	0, 83	0, 195	good	44
							3, 92	0, 62	0, 158		

It is noted from the table that the variable transformation leadership in all its items has achieved a mean of (4, 07), which is greater than the hypothetical mean of the scale of (3) at a good rate. With a standard deviation, (0, 07), a different coefficient of (0, 64) and a degree of agreement of the sample (81.4%).

(1,2,3,4,5,6,7,8,9,10,11,12,13,14,15,16,17,18,19,20,21,22) achieved , higher means which points out that the transformation leadership in Diyala Electrical Industries Company has a clear vision for the future of the company and plans to do so. It has the ability to adapt to work and relations with different levels in the company. It is guided by the company's objectives and the values of its employees to try to harmonize and provide solutions in different situations and variables. It also works to adapt the work environment and means to create efficiency in the work, and it seeks to obtain the subordinates' ideas and proposals for use in decision-making. The values, culture, politics, structure and nature of the company's work affect the leadership of change, which in turn depends on advanced channels of communication to the subordinates, which is good speech and listening, and tries to set goals and procedures that translate the vision of the company and allocate part of its resources to support the work performed by its members.

The transformation leadership can convince the subordinates that they deserve the success they seek, create information channels that fit the direction of the company, as well as follow the information of these channels, and encourage the subordinates to learn effectively by making it a means to build the necessary skills and to compensate individuals competent to carry out important responsibilities. It depends on the system of material and moral incentives to influence subordinates as well as their personal attributes (elegance, intelligence), self-confidence, experience and skills (artistic, transformational and behavioral) in influencing them, and a great deal of relationship (the persuasive leader style) in its leadership.

Items (17, 20 and 22) achieved less mean than the mean of the scale. This indicates that the transformation leadership in the company does not depend on the system of material and moral penalties for influencing the subordinates in addition to not relying on official functions to influence them. They do not care about working and relationships together at a low level (the style of the leader in its leadership).

2) Responsive Variable (Subordinate) Administrative Innovation: The research shows the items of the questionnaire as they appear in terms of their sequence and according to the

arithmetical mean scale, the standard deviation, the coefficient of variation, the degree of sample agreement and the repetitive distributions of the managerial leadership items, as it is shown in the following table:

It is noted from the table that the variable of administrative innovation in all its items achieved an average of (3, 92), which is greater than the mean of the arithmetic scale by a good percentage, by standard deviation (0.62), coefficient of difference (0,158) 4) All the items (except poverty 28) have achieved a high accounting environment, indicating that the transformation leadership in the company strongly believes in the significance of managerial leadership as a competitive dimension or the availability of the appropriate environment in the company to achieve managerial innovation . When employment ,new specialties personnel are attracted to achieve innovation advantage, and is highly interested in creators and seeks to create new values by encouraging innovations and suggestions, and continuously monitor similar companies to find the level of innovation in them, and work to modify , change or return the work of the company when necessary.The transformation leadership adopts the processes of change and adaptation to any influences in the requirements of the external environment, and consult subordinates in the process of renewal and innovation and feel the disruption of the repetition of the procedures followed in the completion of work, and others to solve the problems at work, and crystallize more than an idea in a short period of time spontaneously and easily, and it is keen to know the dissenting opinion benefit from, and know the weaknesses and shortcomings in the work. Detailed instructions are required when assigning new tasks. Item (28) achieved a mean of less than the mean of the scale, indicating that the transformation leadership in the company does not get inputs (human resources, material, etc.) of low quality.

B. Selection of the Research Hypothesis:

1) Analysis of the Correlation between Transformation Leadership and Managerial leadership: Table (4) shows the correlation matrix showing the relationship between the independent variable (transformation leadership) and the

Table (4) Relationship between the transformation leadership and management innovation = 44 dependent variable (managerial leadership). It is found that there is a significant relationship between the two variables. The calculated value (t) is (0.50) with a confidence level (0.99) and a degree of freedom (42). The value of the correlation (0.852), which is a

strong positive correlation supports the validity and proof of the main hypothesis that :(there is a significant correlation between the successful transformation leadership and the achievement of managerial innovation.

This relationship indicates that whenever the transformation leadership in the company has the resources necessary to succeed in its operations, it can influence the subordinates through its multiple skills, it will result in achieving greater managerial leadership.

Quality of significance	T tabular value	value of the periodic F	Moral level	Calculated F value	Coefficient of correlation	dependent variable	Variable receiver
moral	2,194	2,002	0.01	10,544	0.852	Administrative Leadership	Leadership Change

2) *Analysis of the influence of leadership change in managerial leadership:* Table (5) shows the results of the regression analysis between the transformation leadership and the managerial innovation. It is noticed that there is a significant effect of leading the successful change in the achievement of managerial leadership. The calculated value of (f) is (11 167) (0. 05), (0.95) and the degree of freedom is (42). The value of the (B) coefficient of 0.469 indicates that a change of one unit in the transformation leadership is accompanied by a change of (0.489) in administrative innovation. This indicates the significance of successful transformation leadership in achieving managerial innovation. The value of R2 is (0.726) which is a high percentage indicating that 0.726% of the total variation in managerial leadership is combined by leading the change. The remaining 0.274 represents the effect of other unknown variables. It is noted that the value of the constant limit of the slope regression (a), which refers to the value of the dependent variable if the value of the independent variable is equal to zero, which is different from its zero value . This means that there is a good relationship between the transformation leadership and the managerial innovation. On this percentage, the correctness and fluency of the main hypothesis are affected .The Hypothesis states that (there is a relationship of correlation between the successful transformation leadership and the achievement of managerial innovation.)

Table (5) Analysis of the simple regression between the transformation leadership and the managerial innovation N =44)

Moral value	T Value	A value	B value	F value	Determination Coefficient	Dependent variable	Independent variable
0.05	10.344	1.932	0.469	111.692	0.726	managerial innovation	transformation leadership

VI. Conclusion

- a) It is possible to rely on the practices of change management strategies as a means of achieving managerial innovation and possess the strategic flexibility that enables them to stay in the face of rapid changes in environmental factors and competitiveness.
- b) The practice of the change pattern leads to the managerial innovation in the company being investigated. It also reveals certain constraints and determinants that affect the application of the transformation leadership style in the company being investigated.
- c) Leadership change is the key to access to managerial innovation in organizations, and innovation, in turn, is the key to access to competitive advantages and the achievement of creative organizations.
- d) The degree of agreement of the research sample on the transformation leadership variable achieved a very good ranking, which indicates the awareness of the leadership of the highest change of the sources of their strength and the extent of their influence on the subordinates through their skills.
- e) The degree of agreement of the research sample on the variable of managerial leadership achieved a good high ranking, which indicates the awareness of the leadership of the higher change in their active role in achieving administrative innovation.
- f) The variable of managerial innovation achieved a high mathematical mean, which indicates the realization of the research sample of the importance of leadership and how to achieve it through multiple stages.

- g) There is a connection between the transformation leadership with the management innovation in the investigated company, indicating the coherence of the two variables as the relationship is strong positive morale.

VII. RECOMMENDATIONS

- a) Adopting the results of research in the tendency of companies and the need to identify the basic concepts in the research (transformational leadership, management innovation) and methods of practice and means of influence the subordinates.
- b) Naming, training and caring for the employees as the most important resources of the company, and the workers should take their managers as role models for them.
- c) The investigated company needs to develop the capacities of the leaders of change in different behaviors and practices according to the approach adopted by this research.
- d) Designing the work in a manner that stimulates and helps to achieve the highest levels of innovation and leadership, while working to develop the potential for leadership change in subordinates to stimulate their motivation to compete positively and thus achieve managerial innovation.

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