

The Effect of Visionary leadership on Employee's Innovation in King Abdullah University Hospital, Jordan

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The purpose of this study is to explore how visionary leadership effects employee's innovation in King Abdullah University Hospital located in Irbid, Jordan. A survey was conducted on 92 managers in King Abdullah University Hospital. Hierarchical regression was used to model the effect of visionary leadership on employee's innovation through its internal and external elements. The internal elements are knowledge and imagination, and the external elements are resources and culture. The results show that visionary leadership improved employee's innovation in King Abdullah University Hospital. Moreover, the elements of employee's innovation (knowledge, imagination, resources and culture) are improved also by visionary leadership. To the best of our knowledge, we are not aware of any study that has previously investigated effects of visionary leadership on employee's innovation, where this type of leadership style is recommended to enhance employee's innovation; in King Abdullah University Hospital, visionary leadership is positively related with employee's innovation and its elements.

Key words: *Visionary leadership, Innovation, Knowledge, Imagination, Resources, Culture*

1 INTRODUCTION

Visionary leadership has been defined as the “communication of an image of a future for a collective with the intention to persuade others to contribute to the realization of that future” (van Knippenberg and Stam, 2014). Visionary leadership is considered as an essential predictor of innovation and positive change more than any leadership style (D'Intino et al., 2008, Kirkpatrick, 2004). There are many researches who found the positive relationship between leadership style and employee's innovation, but limited researches have been founded in Jordan. Visionary leadership was considered in this research, because no other type of leadership styles presented the construction and conveyance of ideal future states as well as visionary leadership (van Knippenberg and Stam, 2014). Moreover, we assumed that visionary leadership is most suitable to explain employee's innovation because innovation implies change and is grounded in desired future states (Martins and Terblanche, 2003). Obviously, the generation of new ideas is a way to move towards and realise those future states (West and Farr, 1990).

Employee's innovation is considered to have the most outcomes stimulated by visionary leaders, because the vision realisation will require the generation of new strategies and new goals. Moreover, some evidence proposed that visionary leadership could play an essential role in shaping the circumstances and boundary conditions required for successful employee's innovation (D'Intino et al., 2008, Taylor et al., 2014). Visionary leaders reflect the vision in employee's work lives, personal lives, attire, and demeanor (Dhammika, 2016a). Visionary leadership can enhance the efficacy and identification of employees with tasks by providing a meaning and purpose; these effects can explain why visionary leadership may enhance performance outcomes (Shamir et al., 1993, Stam et al., 2010a, Stam et al., 2010b).

Innovation was conducted with a new technically feasible product or process, that generates an economic value. The definition of the employee's innovation, included basic and expert knowledge (Janssen, 2000). Knowledge management is defined by “an organizational process that aims to create centralize knowledge source within the organization that acquire, assimilate, distribute, integrate, share, retrieve and reuse the internal and external, explicit and tacit to bring innovation in the organization in the form of the product, people and organizational process” (Polanyi, 2015). Capturing and implementation of a new knowledge across the organisation could be enhance the innovation compared to the organisations that don't focus on this aspect (Cavusgil et al., 2003). Moreover, the innovation capability is the most important aspect of the innovation that identified and captured the knowledge of the organisation (Du Plessis, 2007).

Furthermore, this research focus on visionary leadership and its effect on an imagination to contribute to the realisation of the future; the role of leadership core is mobilised and motivated employees for collective objectives (Stam et al., 2010b, van Knippenberg and Stam, 2014).

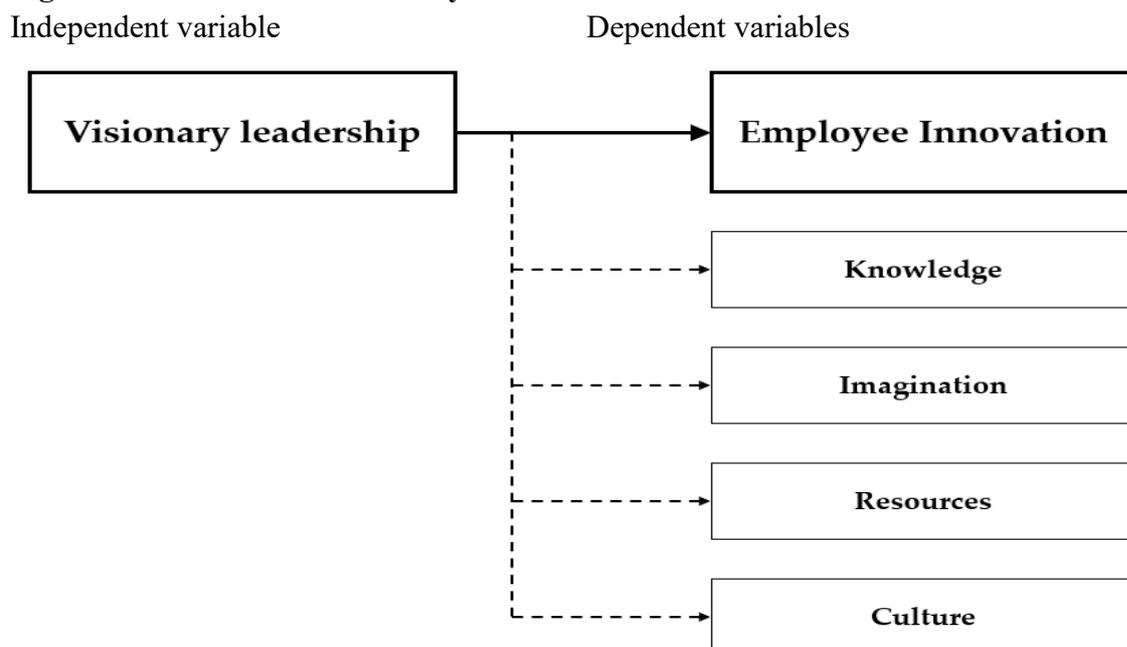
The employee's innovation is conducted with a culture through confirmed collaboration and communication between employees and guarantees freedom for the knowledge flow. The employees gain trust to recognise their ideas independently. Necessary resources are provided in a suitable amount. Documentation and traceability of ideas were provided by good knowledge and idea management. Moreover, innovation space enables the employees to break free from the daily work and support their intrinsic interest to generate innovations (Miron et al., 2004).

2 CONCEPTUAL FRAMEWORK AND HYPOTHESES

2.1 Visionary leadership and employee's innovation

Figure (1) depicts the theoretical frame work of research and represents hypotheses of the research showing the relationship between independent variables and dependent variables. Different researches concerned about visionary leadership, such as (Ateş et al., 2020) study the relationship between visionary leadership and strategic management, (Taylor et al., 2014) investigate the relationship between visionary leadership and the perception of organisational effectiveness, (Dhammika, 2016b) who studies the relationship between visionary leadership and organisational commitment, and (Zhou et al., 2018) study the relationship between visionary leadership and employee's creativity. Moreover, different researches concerned about different types of leadership and employee's innovation, such as (Rosing et al., 2011, Borins, 2002).

Figure 1: The model of the Study:



Sources: The Authors (2020).

In this study, we argue that Visionary leadership has been defined as the ability to create and articulate clear visions providing meaning and purpose to the work of an organisation (Nanus, 1992, Sashkin, 1992). Visionary leadership can stimulate employee's innovation by helping employees to understand the organisational vision (Randolph and Sashkin, 2002). Some of the characteristics of visionary leadership such as empowerment, supporting behaviour, and intellectual stimulation are correlated positively with organisational commitment of subordinates which encourage employee's innovation (Yukl et al., 2002), Visionary leaders can stimulate employee's innovation by helping employees to understand the organisational vision (Bass, 2002). Therefore, we propose the main hypothesis:

H1. *"Visionary leadership has a positive significant effect on employee's innovation"*.
according to main hypothesis we found sub-hypotheses as follows:

1. Hypothesis: Visionary leadership has a positive significant effect on knowledge.
2. Hypothesis: Visionary leadership has a positive significant effect on imagination.
3. Hypothesis: Visionary leadership has a positive significant effect on resources.
4. Hypothesis: Visionary leadership has a positive significant effect on culture.

2.2 Objectives of the study

The objectives of study are to measure the effects of visionary leadership on employee's Innovation (internal and external elements). more specifically this research has four objectives:

1. To explore the effect of Visionary leadership on knowledge.
2. To explore the effect of Visionary leadership on imagination.
3. To explore the effect of Visionary leadership on resources.
4. To explore the effect of Visionary leadership on culture.

3 METHODOLOGY

3.1 Sample

Data were collected from three-levels of management in King Abdullah University Hospital located in Irbid, Jordan. Questionnaires were sent to 103 managers by mail. A possible problem in relying on a single data collection method is common method bias (Podsakoff et al., 2003). To avoid common source bias, managers were paired but data from managers were collected in separate anonymous questionnaires. A cover letter attached to each of the questionnaires informed the respondents of the confidentiality of their responses and the voluntary nature of their participation in the survey. We prepared the questionnaires in English, had a professional translator translate the questionnaires into Arabic first, and then had another professional translator translate it back into English. We compared the back-translated versions with the originals to ensure accuracy. We received completed and valid questionnaires from 92 managers (equivalent to a response rate of 89 percent). Of the 92 managers respondents, males

accounted for 66 percent, graduate degree holders or above accounted for 26 percent, 73.5 percent were aged above 40 years old and the average work experience was 21 years. We assessed the potential for nonresponse bias following the procedure proposed by (Armstrong and Overton, 1977).

3.2 Construct measurement and development

The rating scale for all items ranged from 1 “strongly disagree” to 5 “strongly agree”. To ensure the validity and reliability of measurement, this study adopted measures of visionary leadership, employee’s innovation, knowledge, imagination, resources and culture from previous research. Following (Cascio, 2012), the reliability of these constructs was tested using Cronbach’s α coefficient, which proved that the constructs in this paper have good reliability.

3.3 Dependent variable

Employee’s innovation was assessed by the managers of the King Abdullah University Hospital, which consisted of five items. Examples include: “Managers use practical methods to create ideas such as brainstorming”, “Managers use innovative processes to achieve a competitive advantage”, etc. The Cronbach α test showed the construct had good reliability (Cronbach’s $\alpha = 0.904$).

Knowledge was assessed by the managers of the King Abdullah University Hospital, which consisted of four items. Examples include: “Managers use teams to generate new knowledge”, “Managers urge employees to share knowledge”, etc. The Cronbach α test showed the construct had good reliability (Cronbach’s $\alpha = 0.873$).

Imagination was assessed by the managers of the King Abdullah University Hospital, which consisted of four items. Examples include: “Management is an inspiration to employees”, “Management provides special policies for inspiring employees”, etc. The Cronbach α test showed the construct had good reliability (Cronbach’s $\alpha = 0.837$).

Resources was assessed by the managers of the King Abdullah University Hospital, which consisted of four items. Examples include: “Managers provide support and tools for optimal allocation of optimal resources”, “Managers always follow optimal resource allocation and product diversity strategies so as to improve resources”, etc. The Cronbach α test showed the construct had good reliability (Cronbach’s $\alpha = 0.849$).

Culture was assessed by the managers of the King Abdullah University Hospital, which consisted of four items. Examples include: “Managers encourage employees to adopt values that enhance understanding of the close relationship between the hospital and society”,

“Managers work to achieve compatibility between its values and those of employees”, etc. The Cronbach α test showed the construct had good reliability (Cronbach’s $\alpha = 0.810$).

3.4 Independent variables

Visionary leadership was based on assessments of managers. We asked managers to answer six questions about whether their employees had characteristics of a visionary leader. Examples include: “Managers help their employees with their self – development through their visions”, “Managers ensure employees get recognition and/or rewards when they achieve difficult or complex goals”, “Managers provide challenges for team members to help them grow”, etc. The Cronbach α test showed the construct had good reliability (Cronbach’s $\alpha = 0.894$).

4 RESULTS AND DISCUSSION

4.1 Correlations among study variables

Table 1 shows the means, standard deviations and zero-order correlation for all variables, with regard to our hypothesis based on the rationale that visionary leadership on employee’s innovation; we found that visionary leadership was high and significantly and positively correlated with knowledge ($r = 0.53, p < 0.01$). Thereby, those more interested in giving power to act at all management levels will achieve more knowledge in an organisation. Also, imagination with visionary leadership was moderately significantly and positively correlated ($r = 0.42, p < .01$). Similarly, resources with visionary leadership was moderately significantly and positively correlated ($r = 0.47, p < .01$). Also, culture with visionary leadership was low significantly and positively correlated ($r = 0.31, p < .01$). Finally, there were significant and positive correlations between hypothesis 1 with hypothesis 2,3 and 4 ($r > 0.33, p < .01$).

To test the convergent validity, we calculated composite reliability of the variables. A high value of composite of reliability, ranging from 0.31 to 0.63 that suggests reasonable convergent validity of the variables, while the mean, standard deviation and reliability of variables are shown in Table 1. The higher mean was 4.68 for hypothesis (1). While the lower mean (3.37) for hypothesis (4).

Table 1: Means, standard deviations and correlations

| Variables | Mean | Std | 1 | 2 | 3 | 4 | 5 |
|-------------------------|------|------|--------|--------|--------|--------|----|
| 1. Visionary leadership | 4.49 | 0.71 | -- | | | | |
| 2. Knowledge | 4.68 | 0.67 | 0.53** | -- | | | |
| 3. Imagination | 3.76 | 0.53 | 0.42** | 0.63** | -- | | |
| 4. Resources | 4.23 | 0.72 | 0.47** | 0.51** | 0.36* | -- | |
| 5. Culture | 3.37 | 0.84 | 0.31** | 0.38** | 0.33** | 0.37** | -- |

Notes: $n = 92$. * $p < 0.05$; ** $p < 0.01$ (two-tailed test)

4.2 ANOVA and Linear regression Analysis

In order to examine the study hypotheses and reach conclusions and recommendations that achieve the goals of this study, we used the appropriate statistical methods to test the hypotheses, such as ANOVA and linear regression analysis, to test the main hypothesis and sub-hypotheses using SPSS (Bougie and Sekaran, 2016). Table 2 shows the results of ANOVA and linear regression analysis of the effect of visionary leadership on innovation and its elements.

Table 2: The results of ANOVA and linear regression analysis of the effect of visionary leadership on innovation and its elements.

| Dependent variables | Model summary | | ANOVA | | | Coefficients | | | |
|---------------------|---------------|----------------|---------|----|--------|--------------|-------|--------|--------|
| | R | R ² | F | DF | Sig. F | B | SD | t | Sig. t |
| Innovation | 0.872 | 0.760 | 748.142 | 1 | 0.000 | 0.801 | 0.024 | 26.847 | 0.000 |
| Knowledge | 0.817 | 0.668 | 654.298 | 1 | 0.000 | 0.784 | 0.027 | 22.186 | 0.000 |
| Imagination | 0.729 | 0.531 | 536.138 | 1 | 0.000 | 0.642 | 0.019 | 21.842 | 0.000 |
| Resources | 0.843 | 0.711 | 734.354 | 1 | 0.000 | 0.793 | 0.032 | 23.249 | 0.000 |
| Culture | 0.647 | 0.419 | 357.247 | 1 | 0.000 | 0.517 | 0.021 | 17.154 | 0.000 |

From Table 2, the results indicate that there is a statistically significant effect of visionary leadership on innovation, where the correlation coefficient ($R = 0.872$), which indicates a statistically significant correlation relationship between the independent variable (visionary leadership) and the dependent variable (innovation). Moreover, it has been shown that the value of the determining coefficient ($R^2 = 0.760$) indicates that the visionary leadership has explained 76.0% of the variation in innovation, while the rest is due to other variables that were not included in this model. Also, it can be seen that the variable $F = 748.142$ at $\text{sig.} = 0.000$; this confirms the significance of the regression at the significance level ($\alpha < 0.05$). Moreover, the table shows that $B = 0.801$ and $t = 26.847$ at $\text{sig.} = 0.000$ for innovation, which indicates that the effect of this dimension is significant and this means that an increase in visionary leadership by one unit leads to increase in innovation by 0.801. These results agree with (Berson and Avolio, 2004); they found that visionary leadership has a positive influence on team creativity and innovation.

The results also indicate that there is a statistically significant effect of visionary leadership on knowledge, where the correlation coefficient ($R = 0.817$), which indicates a statistically significant correlation relationship between the independent variable (visionary leadership) and the dependent variable (knowledge). Moreover, it has been shown that the value of the determining coefficient ($R^2 = 0.668$) indicates that the visionary leadership has explained

66.8% of the variation in knowledge, while the rest is due to other variables that were not included in this model. Also, it can be seen that the variable $F = 654.298$ at $\text{sig.} = 0.000$; this confirms the significance of the regression at the significance level ($\alpha < 0.05$). Moreover, the table shows that $B = 0.784$ and $t = 22.186$ at $\text{sig.} = 0.000$ for knowledge, which indicates that the effect of this dimension is significant and this means that an increase in visionary leadership by one unit leads to increase in knowledge by 0.784. These results agree with (Donate and de Pablo, 2015) who found that leadership encourages the development and use of knowledge and consequently improved its performance in product innovation. The study of (Obeidat and Tarhini, 2016) found that transactional leadership affected knowledge sharing, whereas transformational leadership did not.

The results also indicate that there is a statistically significant effect of visionary leadership on imagination, where the correlation coefficient ($R = 0.729$), indicates a statistically significant correlation relationship between the independent variable (visionary leadership) and the dependent variable (imagination). Moreover, it has been shown that the value of the determining coefficient ($R^2 = 0.531$) indicates that the visionary leadership has explained 53.1% of the variation in imagination, while the rest is due to other variables that were not included in this model. Also, it can be seen that the variable ($F = 536.138$) at $\text{sig.} = 0.000$, confirms the significance of the regression at the significance level $\alpha < 0.05$. Moreover, the table shows that $B = 0.642$ and $t = 21.842$ at $\text{sig.} = 0.000$ for imagination, which indicates that the effect of this dimension is significant and this means that an increase in visionary leadership by one unit leads to increase in imagination by 0.642. These results agree with (Witt, 1998) who found positive relationship between cognitive leadership and imagination, i.e. coordination and motivation of the firm employees can be achieved through cognitive leadership.

The results also indicate that there is a statistically significant effect of visionary leadership on resources, where the correlation coefficient is $R = 0.843$, which indicates a statistically significant correlation relationship between the independent variable (visionary leadership) and the dependent variable (resources). Moreover, it has been shown that the value of the determining coefficient ($R^2 = 0.711$) indicates that the visionary leadership has explained 71.1% of the variation in resources, while the rest is due to other variables that were not included in this model. Also, it can be seen that the variable $F = 734.354$ at $\text{sig.} = 0.000$, which confirms the significance of the regression at the significance level $\alpha < 0.05$. Moreover, the table shows that $B = 0.793$ and $t = 23.249$ at $\text{sig.} = 0.000$ for resources, which indicates that the effect of this dimension is significant and this means that an increase in visionary leadership by one unit leads to increase in resources by 0.793. These results agree with (Fiedler, 2002) who found that there is a positive relationship between leadership and cognitive resources.

The results also indicate that there is a statistically significant effect of visionary leadership on culture, where the correlation coefficient ($R = 0.647$), indicates a statistically significant

correlation relationship between the independent variable (visionary leadership) and the dependent variable (culture). Moreover, it has been shown that the value of the determining coefficient ($R^2 = 0.419$) indicates that the visionary leadership has explained 41.9% of the variation in culture, while the rest is due to other variables that were not included in this model. Also, it can be seen that the variable $F = 357.247$ at $\text{sig.} = 0.000$; this confirms the significance of the regression at the significance level $\alpha < 0.05$. Moreover, the table shows that $B = 0.517$ and $t = 17.154$ at $\text{sig.} = 0.000$ for resources, which indicates that the effect of this dimension is significant and this means that an increase in visionary leadership by one unit leads to increase in resources by 0.517. These results agree with (Jaskyte, 2004) who suggested that examining the link between leadership and organisational culture is important for understanding how leadership and innovation are related.

5 CONCLUSIONS

Our study has been conducted with the effect of visionary leadership on employee's innovation and its elements in King Abdullah University Hospital. First, our study suggests that visionary leadership improved employee's innovation. However, managers should be concerned about the effect of visionary leadership on generating innovation through focusing on innovation elements.

Second, the elements of employee's innovation (knowledge, imagination, resources and culture) are improved also by visionary leadership. Moreover, managers should be aware of acquisition and sharing knowledge between employees, and managers should be providing the motivation, with special policies for inspiring their employees. Furthermore, managers should be providing support of optimal resources. Finally, managers should be understanding of the close relationship between the hospital and society and working to achieve compatibility between its values and those of employees.

There are some limitations in this study. Our study data was collected from single hospital and from a single geographic region in one country. These results could be different in other hospitals in Jordan or other countries. Future researches might be investigated for a wide selection of hospitals or other organisations. Moreover, our study has shown that visionary leadership could have a positive effect on employee's innovation in King Abdullah University Hospital, and other researches have suggested that visionary leadership has a negative effect on employee's innovation. Therefore, it is important to study possible negative effects as well as positive effects of visionary leadership in future researches.

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