THE INFLUENCE OF INNOVATIVE LEADERSHIP ON MANAGEMENT OF INSTITUTIONS: A CASE OF AKENTEN APPIAH-MENKA UNIVERSITY OF SKILLS TRAINING AND ENTREPRENEURIAL DEVELOPMENT (AA-MUSTED) IN THE KUMASI METROPOLIS

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ABSTRACT: *The study intended to explain the influence of innovative leadership on management of institutions: A case of Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development in Kumasi Metropolis. The phenomenon explored in the study was how innovative effective leadership and management change influence other variables in organisations as it facilitates change, such as trust, commitment and clear vision. The population for the study comprises of all graduate students in the university. Qualitative research approach was employed with this study. The sample was eleven (11) respondents who voluntary agreed to take part in the study. Interview guide was used for focus group discussions to gather empirical data. The data was analysed through transcribing each interview session and arranging them in a themes for the discussion. The study results indicated that the leader is the one who seeks to enhance and grow the patterns of thought, originations, and innovates new transformational approaches to the institutional effective change.*

KEYWORDS: innovative leadership, management, institutions, Akenten Appiah-Menka University, skills training, entrepreneurial development, Aa-Musted, Kumasi metropolis

INTRODUCTION

The concept of transformation leadership is one of the utmost social resource connected and perhaps one of the most researched subjects in leadership and management. (Hogan, Curphy, & Hogan, 2014). This implies that leadership makes it possible to be more effective and successful for organizations, and this is the primary role of organizational leadership. To drive organizational change, followers are now seeking visionary leaders who play this role. Innovation is vital for the future of organisations, and it is very important for leaders to mean this when they say it (Dorenbosch, Engen, and Verhagen, 2015). They need to believe it in their minds and hearts, and they need to live this belief through actions, not through words. The significance of creativity in demonstrations and group interaction is therefore not necessary to be stressed. Members in the organizational will see what their leaders do and watch closely (Kennedy, 2010).

Leadership is a crucial role in solving the problem of organizational change, and an effective leader can offer an organization effective change. Successful innovation is

about these values and behaviors, relies on supportive values and behaviors and is persistent over time (Kennedy, 2010). Kennedy argues that leadership is a crucial role in solving the problem of organizational change, and an effective leader can offer a change in an organization. In their book *Organizational Change*, Senior and Fleming (2016), discuss the role of leadership and pointed out the fact that a leader is an agent of change who can bring an organizational effectiveness and innovation. Understanding the importance and effects of organizational change and its continuity, leadership will play a key role. According to Senior and Fleming (2016), this notion will enhance the organization to take the appropriate practical steps for innovative process and enforcing these changes.

According to Gruban (2013) accepting that the role of a leader is significant to managing organizational change, the process is very complicated and challenging. Based on the complexity of the organizations experienced and proficient leadership behavior is necessary to managing creative innovation. Gruban continue to say the leadership skills are closely associated to successful organizational change and competent leader will operative to the process of this change. Again specific features and attributes are necessary to establish a leader to bring about extensive organizational change (Bennis, 2017).

Approach to Innovative Leadership And Commitment
According to Gopalakrishnan and Damanpour (2014), the term "innovation" has a Latin root "novus" meaning "new". As the concept of the name goes it implies that it is an innovative perception and procedure of employing something new to bring about a change. Alternatively put innovation is a process of bring a positive outcome within the organization. Rogers (2013), has this to say, "innovation is an idea, practice, or project perceived as new by an individual or other adoption unit" (p. 12). Leadership as pointed out by Bennis (2017) and Gruban (2013) is the important player in innovative practices in an organization.

The component of leadership is about the leader influencing the followers to initiate bring individual and group organisational performance (Yukl, 2016). Prestwood and Schumann (2012), noted the most followers in working environment have goals and philosophies develop themselves and their institutions. The leaders too like the followers have the vision to develop themselves. In the occupational approach of taking advantage of innovative change, vision will play an important role. The strategy of innovative leadership can lead an organization to successful growth and can help create the strategic plan for a desirable future for the company by using its vision (Prestwood and Schumann 2012).

Many organizations often agree that effective leadership is one of the most critical factors to the organization's overall performance and change. Intellectual leaders are those with innovative ideas gained experience that assist them to resourcefully manage day-to-day proceedings (Dorenbosch, et al., 2015). Effective leadership is also required to bring positive developments. Successful institutions need to encourage the concept

of innovation at work in order to use employee creativity to cope with the uncertain market environment (Van de Ven, 2016).

Innovative work behavior refers to the development and application of innovative ideas by workers while performing their work to enhance the efficacy of their tasks, group success or organizational performance (West, and Farr, 2010). Despite the continuing responsiveness of management thinkers and experts in creativity in long-term organizational performance, research on innovative job activity is still in its infancy stage. (Schaufeli, Salanova, González-Romá, and Bakker, 2012).

Innovativework Behavior And Transformational Leadership
In changing the norms and values that enable organizational members to improve the performance of individuals and group, transformational leadership plays an important role (Waldman, and Atwater, 2014). Transformational leadership encourages knowledgeable philosophy that enables followers to develop commitment charisma to achieve the organizational vision and goals successfully (Felfe, and Goihl, 2012; Bass, and Avolio, 2017). Also, transformational leaders support followers take independent rational decision that will promote change (Le, and Lei, 2018). Transformational leaders will also develop a unique organizational society that encourages innovative work behaviours for their workforces (Aryee, Walumbwa, Zhou, and Hartnell, 2012; DeGroot, Kiker, and Cross, 2010).

The characteristics of a transformational leadership style reflect the distinctive behaviors of a leader that develop a deeper understanding of employee trust in a leader in the context of a leader-follower relationship (Dirks, & Ferrin, 2012). According to the theory of social exchange, in order to correspond with each other, the individuals involved in the process of societal exchange should create some level of trust (Blau, 2014). When the employees' loyalty in the leader is established, they devote time and energy to productive work not engaging in a negative behaviour (Macey, Schneider, Barbera, & Young, 2019).

The positive nature of transformative leader brings joy, happiness and security to employees and they may in turn become more productive (Meyerson, & Kline, 2018). This notion, emphasis above explains how transformational leadership is related to productive work loyalty through confidence in the leader. Based on the social exchange theory to work, the leader ensures that employees have energy and incentive to do their job more correctly with little or no resilience (Christian, Garza, & Slaughter, 2011). Likewise, in the case of trust for the leader, employees may experience psychological and emotional security, which will yield work productivity (Macey, et al., 2019).

Subsequently, stimulating work climate created in them by the leader would enable to introduce more innovative ideas for the organisations (Agarwal, 2014). Therefore it can be concluded through research that job engagement mediates the relationship between confidence in a leader and innovative work behavior. The mediating mechanisms proposed, however, will explain a serial process in the previous paragraphs by which management can improve innovative behaviors at workplace. In view of the previous

based findings, there is a link between transformative leadership and innovative work behavior has been proposed and tested by current research across two important positive constructs, i.e. trust in leadership and work engagement. The transformational leaders have some level of characteristics that impart trust in their employee causing them to feel more involved in their employment, demonstrate more innovative workplace behavior (Podsakoff, MacKenzie, & Bommer, 2016).

METHODOLOGY

The phenomenon explored in the study was how innovative effective leadership and management influence organisational change. Qualitative research approach was used. The population for the study includes of all the graduate students at the selected institutions of Akenten Appiah-Menka University of Skills Training and Entreprenueurial Development (AA-MUSTED). The sample for the study was eleven (11) graduates who voluntary participated. Strctured interviews were conducted based on set of open-end qustions. The interviewing process was done through focus group discussions. The focus group allows participants to asked questions and generated discussion among the group. The data was analysed through transcribing each interview session. Each of the interviews was coded and was put into thematic for productive discussion on the subject matter.

RESULTS AND DISCUSSIONS

The innovative leadership approach can direct an institution towards sustainable development and can help to build an organizational roadmap for the desirable future of the institution through the use of its vision. Most institutions acknowledge that transformational leadership style is one of the most critical components to overall institutional progress and development. Intellectual leaders are those who by knowledge and experience, productively and efficiently manage the daily life affairs of their employees to bring about innovative change.

Greater percentage of the respondents revealed, *"Strong leadership is always needed to bring about innovative changes within the institution"*. When addressing the subject of organizational change, the study emphasizes the importance of trust and loyalty linked with the organisational leadership culture. Less than half of the respondents said *"several barriers, including the culture of secrecy, the culture of individualism, and the culture of silence, would affect attempts to manage innovational change"*. These concerns should not be under estimate by the management of the various institutions. *"The ability to deal with knowledge and other talents and skills is dependent on the skills of the followers is based on the effort of the leader". The management/leadership role is also very important for any organization to develop and manage change by establishing the organization's required environment to accept change"*.

Leadership organizational innovation plays a vital role in the introduction of improvements in any institution, and it is the leader who brings new strategies for the creation or management of positive outcome. A little more than half of the respondents

agreed that, *"top management should develop strategies for interconnecting and processing people working in the institutional settings.* Institutional culture of innovations can include beliefs and values and can guide organizations in a new direction (Dorenbosch, et al., 2015). The participants agreed to this statement, *"There may be unwritten rules, disciplines, and external orientation, and the leadership position may be instructive, consultative or supportive. The most critical leadership role is to assist in the management and production of culture"*.

More than half of the respondents agreed, *"innovative leaders in technology management would also prove to be very competitive."* Adding that. *"*Innovation is now one of the most important issues facing establishments, as innovative and creative ideas are the main drivers and the secret to leading and guiding organizations to rapidly grow and achieve the institutions goals". In addition, "*institutions will profit without transformative and creative leadership*". Innovation and resourcefulness need progressive and able leaders to create this change and encourage new ideas (Podsakoff et al., 2016). *"There is a connection between innovation and transformation, because without innovative leaders who believe and struggle for change, will not achieve excellence".* Additionally, *"lack of knowledge of innovation and inspiration is the greatest challenge faced by our leaders in our schools".*

Less than half of the respondents revealed that, *"transformational leadership emphases on the essence for innovative changes and leader-follower association"*
On more of the organizational change, the respondents have this to say, *"Accepting that the role of a leader is imperative in dealing with the organizational change and identify that the development of this change is very complex and difficult in nature".* Gruban, (2013), emphasizes that leadership abilities are closely related to successful organizational change and that a knowledgeable leader will be most effective in managing the process of change effectively. The respondents disclosed that " *our leaders skills and of handling issues with the employees will enhance change at the work environment and new ideas will immerged, there will be openness and commitment to work".* Bennis, (2017) also approves that explicit leadership behavior in the atmospheres is necessary for the establishment of a considerable organizational innovation that leads to change. "There is a linking between innovation and transformation, because innovative leaders trusts that if they support their workers they may not struggle but be committed to work to bring about change within the institution". Innovation and transformational leadership is one of the most essential subjects to consider for a productive organizational rapid growth (Dorenbosch, et al., 2015). As innovative and creative ideas are emerging organizations achieve their objective and goals for productive change.

CONCLUSION AND RECOMMENDATIONS

This study explores how transformative leadership can enhance organizational innovation. There are several types of leadership that can affect the transformation process, each of which can have a positive and sometimes negative consequence on the management of change. In this study, the moderate and direct influence between

leadership styles, especially transformational style and innovation was considered. Transformational-innovation leadership characteristic as seen in the study is the highest appropriate style, which can contributes to innovation and employees trust in the organization to bring about effective change. It is helpful to understand our own principle of managing change in order to challenge and evaluate the opportunities posed by different postulations. In addition valuable to compare our own views to the perceptions of others with whom we associate and work with in our institutions.

This study also showed that the innovative leadership style is paramount to address change in the organizations. In addition to being a good leader, you need to be able to choose appropriate models and methods with flexibility for specific circumstances that which will assist in innovation and change. Furthermore, transformational leadership is the primary determinant for organizational change and innovation as was seen with this study.

Institutional leaders must be able to encourage and improve the innovative culture of establishment by motivating others to bring new ideas and provide effective resources for the employees. Employees are most likely to bring creative ideas to themselves and their institutions. When organizational leaders provide employees with an effective working environment where they can be highly motivated and committed to their work.

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