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Innovative leadership's effect on outstanding performance of business organizations: A case study of Algerian Communications Corporation, Batna State

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Abstract--Enter The purpose of this study is to determine the impact of innovative leadership on outstanding performance, by studying the extent to which innovative leadership is practiced at the Algiers Telecom in Batna. On this basis, we proposed the hypotheses and the model of the study. The questionnaire was used as an essential tool for data collection by distributing it to 40 individual managers, division managers and the Director-General. The results of the field study revealed that the dimensions of innovative leadership have a positive impact on the outstanding performance of the company, that is, when the company adopts innovative leadership within its strategies and focuses on different dimensions of innovative leadership whenever it can achieve outstanding performance.

Keywords--Innovative Leadership, Culture of Innovation, innovation Management, Outstanding Performance, Algeria Communications.

1. INTRODUCTION

Nowadays, innovation has become one of the main pillars of competitive excellence. Especially with the intensification of competition and the foreign markets invasion of the local ones have imposed a continuous innovation and

development on the institutions' products and services. Besides, the technological development has an important role in accelerating the pace of innovation through modern and advanced technologies in production and manufacturing, as well as highly intelligent computer services, which helped the institutions to develop its production and to pay attention to its costumers' continuing growing and diverse needs. Which requires a capable leadership of managing and activating the innovation in the organization and making it an inevitable requirement. Consequently, traditional leadership has become unable to face the imposed challenges and developments .so that the organization are forced to rethink about leadership style and abandon the traditional hierarchical structures, and adopt flexible organizational designs, by providing leadership capable of making these challenges opportunities that enable it to adapt to the various developments. Moreover, promote a leading business management institution by adopting the innovation process and made it a well-established culture in the institution, which is innovative leadership that is one of the latest types of leadership leading to success and helps the institution to establish a strategic plan for a promising future.

The problem of the study: Through the foregoing, with the extrapolation of reality, with the opening up of the outside and the intensification of competition, foreign institutions have become a threat to the position of Algerian institutions, as they have been able to invade markets and take leadership. This is due to their pre-eminence in creativity and innovation, which has led them to perform in contrast to competitors.

To what extent is the impact of innovative leadership on the outstanding performance of Algeria Communications Corporation, Batna State?

Hypotheses: in order to answer the problem of the study and as a starting point for it, we formulated the following main hypotheses:

-There is a significant statistical effect of the emotional intelligence dimension on the outstanding performance of Algeria Communications Corporation, Batna State at the level 5% of morale.

-There is a significant statistical effect of the innovation management dimension on the outstanding performance of Algeria Communications Corporation, Batna State at the level 5% of morale.

-There is a significant statistical effect of developing innovation culture dimension on the outstanding performance of Algeria Communications Corporation, Batna State at the level 5% of morale.

-There is a significant statistical effect of the interaction dimension with stakeholders on the outstanding performance of Algeria Communications Corporation, Batna State at the level of 5% of morale.

-There are a significant statistical differences between the outstanding performance of the Condor Foundation in terms of demographic variables (gender, age, experience) at the level of 5% of morale.

Study Objectives: This study aims to develop a theoretical framework for innovative leadership and outstanding performance. Besides identify innovative leadership s' impact on outstanding performance at Algeria Communications Corporation, Batna State.

Methodology of the study: we used both the descriptive approach- to describe the variables of this study- and the analytical method through data processing and the questionnaire using the SPSS statistical analysis program to test the theoretical model of the study, We also used Anova variability analysis to identify and compare the degree of homogeneity and dispersion of grades in the different distributions between the two variables, used linear regression to measure the relationship between the two variables and used the multiple linear regression test to measure the relationship between the dependent variable and more than an independent variable that is the dimensions of the independent variable .

2. Literature Review

2.1 Basic concepts about innovative leadership

2.1.1 Concept of innovative leadership

Innovative leadership is one of leadership's latest types in nowadays, especially with the technological development and the intensification of competition, which made the institutions compete in order to achieve a sustainable competitive advantage that ensures their survival and continuity. As leadership is one of the mainstays that directs the institution to develop and achieve its goals, a set of the following definitions can be given:

-Leadership definition: "It is a process through which goals are achieved after influencing a group of individuals, and coordinating their efforts towards success." (Mrwebi, 2019, p. 20) It is also a process of communication, direction and motivation to communicate future visions aiming at bringing change processes to the organization (Bratton, 2005, p. 9). It is also all the procedures that help individuals in the group to generate and share information in order to achieve progress in business performance (Jainshed, 2020, p. 16).

-innovation definition : Before defining innovation creativity must be defined first as it is considered as a starting point for innovation, where creativity is defined as the ability to transcend traditional ideas, rules, patterns or relationships and create new ideas, shapes, methods and interpretations that are meaningful, as creativity generates ideas, but it need to be executed (Rahman, 2016, p. 206). Whereas, according to Gopalakrishnan and Damanpour (2014) innovation has Latin roots **novus**, which literally means new. It means the action of conception and innovation that employ something new and achieve change. It also means doing things in new ways and change the way of thinking, production, processes or organization which is often characterized in the form of invention and innovation initiatives that have been successfully applied (Siririn, 2020, p. 69). It is also defined as a new solution to any kind of problems technical, economic, organizational or social, being achieved in institutions or in the market (Davim, 2013, p. 71).

-Innovative leadership definition: A process that leads the organization to a successful growth and helps to create a strategic plan for a desirable future using its vision. Innovative leaders are individuals who have innovative ideas and experience that help them to manage daily resources and procedures (Ayikue, 2021, p. 9). It also seeks to establish horizontal relationships, direct and motivate employees to achieve the final results and the mutually defined goals, where open communication, reward systems, and individual autonomy are a model for leaders to follow as a mechanism for developing a creative solutions to work problems (Sippola, 2012, p. 147).

2.1.2 innovative leadership dimensions

There are four interactive components of innovative leadership (Rahman, 2016, p. 208):

-Emotional intelligence: is the ability or skill to identify, evaluate, and control one and other's own emotions.

-Innovation management: Hamel (2006) pointed out that it is the abandonment of traditional management principles, processes and practices or the departure from customary organizational forms and significantly changing the way of work.

-Develop a culture of innovation: Employees need role models to follow, to get advice and inspiration for their innovative activities. The innovative leader must set a supervisor and role model for employees where they can receive appropriate direction for their innovation efforts.

-Interaction with stakeholders: Leaders, employees and the organization itself need to interact with the stakeholders. There are many stakeholders in the business ecosystem such as customers, suppliers, consultants, academia, news, media, legal authority, government, etc., listening and interacting with them can generate innovative ideas.

-The importance of innovative leadership: Many people have dreams and ideas to improve themselves and their organizations, but most of them cannot achieve their dreams. A leader is a person who may have some dreams and ideas like others, but he has the ability to turn them into reality. This is the basic difference between a dreamer and a leader (Asghar, 2010, p. 11). As Prestwood and Schumann (2002) mentioned, in this age of uncertainty, organizations and companies may face some unexpected and undesirable circumstances, so the need for a capable leadership is more than ever. Now we can predict these unexpected conditions and deal with them through the innovative approach that leads the company towards a sustainable success. Enabling to Form a better organizational strategy for a best desirable future.

2.1.3 Innovative leadership steps

Here are seven essential steps to become an innovative leader (Saraswati, 2014, p. 499):

- Supporting the challenge;
- Pushing change through creativity and collective knowledge;
- Forming an innovative culture;
- Create a professional education system;
- Defining and regulating;
- Ensure digital access and infrastructure;
- Accountability.

2.1.4 Innovative leadership model

The innovative leadership model is a helping model to develop innovative leadership competencies in the organization. It is considered as part of non-formal education to enhance leaders' learning where leaders will be ready to meet the demands of innovation and enhance innovation challenges in the organization. This model was derived from private and public sectors theories and practices. As a result, it can be applied effectively in both sectors to achieve various goals, and thus it is used to find out the developmental needs or the gap between the expected and actual performance, all this is illustrated by the following figure (Vanichvasin, 2010, p. 20)

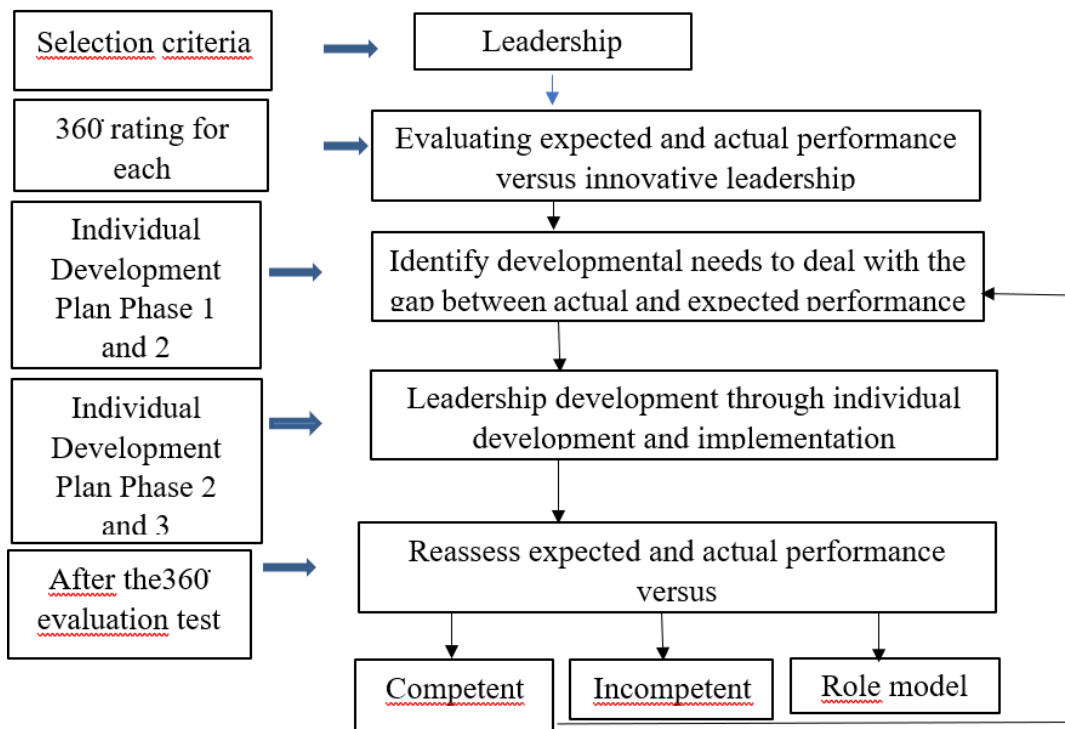


Figure 1: Innovative Leadership Model
Source: Patchara Vanichvasin, 2010

2.1.5 Characteristics of an innovative leader

He is characterized by a number of basic features (Sindhu, 2015, p. 66):

- **Morals and relationships:** includes empathy and dealing with people kindly and respectably;
- **Learning:** involves the spirit of learning for its continuity;
- **Strategy:** includes effective planning. It indicates the leader's ability and rapidity to complete his tasks in the shortest possible time
- **Teamwork:** the leader can promote creativity and maximize innovation;
- **Taking risks;**
- **Develop and maintain a large team** (Soares, 2017, p. 6);
- **Adoption of joint governance.**

2.2 Outstanding performance basic concepts

2.2.1 Outstanding performance concept: is one of the important and contemporary issues that have increased interest in the recent period, because of the environment that is characterized by continuous and rapid change with great competitive challenges that require the availability of several exceptional characteristics in the organization to survive and achieve the best (Danook, 2021, p. 451).

-Definition of performance: In the English language, the term performance is derived from to perform, which means to do a job, achieve a task, or achieve a specific activity, as it is a reflection of the organization's ability and willingness to achieve its goals (Nefei, 2012, p. 19).

-Definition of outstanding performance: It is a part of organizational behavior and human resource management, specifically within motivation theories, which are among the most important topics that have attracted managers' attention for more than a century (Robins.S.P, 2003, p. 94). One of the most prominent motive theories that dealt with outstanding performance is the expectation theory, and outstanding performance from contemporary intellectual concepts, that it is linked to the organization's goal and success to work in an environment that is characterized by an intense competition. Change is one of the necessities imposed by various variables and factors in both the external and internal environment (Ghobash, 2020, p. 2310). Esi (2013) defines it as a broad perspective that includes financial and non-financial performance indicators directed towards outputs, and includes excellence in operational and financial performance. As Masoudi (2013) defines as is that assessed experience which reflects a complex non-structural (non-routine) task's successful performance and competence in a distinct way. It is also according to Jankal (2017) a self-assessment framework for measuring strengths and areas of improvement in the organization's activities, as it focuses on what the organization does, or can do, to provide excellent service or products to customers, users of its services or stakeholders.

2.2.2 Outstanding performance characteristics

Among the outstanding performance characteristics are as follows (Evans, 2008, p. 229):

- Flexibility, i.e. to adapt with and to be ready to the various changes
- Creativity and sharing of knowledge and skills, and alignment with organizational trends.
- Focusing on meeting customers' needs.
- Rapid response to business environment and market requirements changes.

2.2.3 Outstanding performance components

To achieve outstanding performance institutions should provide a set of supporting and motivating components, namely (Ghobash, 2020, p. 2311):

- Integrated and effective information system;
- An advanced human resource management, motivation and empowerment system;
- Focusing on costumers;
- All the organization's work should be a well-thought-out and a coherent operation.

Flexible organizational structure

2.2.4 Outstanding performance requirements

There are four requirements to achieve outstanding performance (Ghobash, 2020, p. 2312):

-Stakeholders: The organization must identify the stakeholders and their needs to achieve outstanding performance. It must also realize that if it does not pay attention to them, it will not achieve sufficient profits for stakeholders who are any party that achieves an interest for the organization, such as customers, suppliers, investors, as the organization needs to meet the minimum expectations for the sake of excellence;

-Operations: Highly performing organizations increasingly focus on core business management such as developing new product or acquiring and retaining customers as well as business re-engineering and team building;

-Resources: The organization needs resources to carry out its operations, which must be owned and controlled in order to maintain its distinction from competing institutions. It may resort to obtain its resources from the outside because some of that which is under its control do not lead to the same efficiency of the outside ones. Human resources are the most important resources that must have the most concern.

-Organizational culture: the organization consists of structures, policies and cultures, which may be confused in a rapidly changing environment. Structures and policies are difficult to change not as the organizational culture which is the most difficult to Therefore, the organizations' interest on it provides a highly culture and supports the workers to reach a distinct performance levels.

3. Practical part

In this part, we will discuss innovative leaderships' impact on the outstanding performance in business organizations through a sample study of Condor Corporation for Electronic Industries.

Study community and sample: The study community is Algeria Telecom Company at **Batna**, in order to answer the study problematic and check the validity of the hypotheses, a field study was conducted between the months of October and December 2021. A random sample was chosen, where a questionnaire was designed and Addressed to the department managers in the institution 40 questionnaires were distributed to collect their opinions.

3.1 Descriptive analysis of the study sample: As shown in the following table: According to the results of the statistical analysis, the sample distribution for all consumers was as follows:

Table 1: Results of the descriptive analysis of the study sample

Demographic variables		Frequency	Percent
Gender	Male	24	60
	Femal	16	40
	Total	40	100
Age	From 20 to 35 years old	18	45
	From 36 to 50 years old	21	52.5
	Over 50 years old	1	2.5
	Total	40	100
Experience	Less than 5 years	15	37.5
	Of 5 years to 10 years	13	32.5
	More than 10 years	12	30
	Total	40	100

Source: By researchers based on statistical analysis output

-Gender distribution of sample members: The table shows that the number of 24 males is estimated to 60% while the number of 16 females is estimated to 40%.

-Distribution of sample members by age: The table shows a disparity among the number of respondents by age, with the 36 to 50-year-old group being the most responsive, representing 21, or 52.5%, followed by the 20-35 year-old representing 18 members or 45%, and the 50-year-old with one member 1, or 2.5%, respectively.

-Distribution of sample members by experience: The table shows a disparity in the number of respondents according to quality, with individuals with less than 5 years of experience being the most responsive, 15 or 37.5%, followed by the 13 years of religious experience, 5 to 10 years of experience, 32.5%, and finally the 12 years of experience 30%.

3.2 Scale honesty and consistency analysis

Table 2: Summary of alpha-kronbach coefficients for study variables

Variables	Cronbach's Alfa
Innovative leadership	0.871
Outstanding performance	0.815

Source: By researchers based on statistical analysis output

From the results shown in the table, the alpha-kronbach coefficients for the study variables is more than 0.8. Thus, concluding that the benchmarks adopted in the questionnaire have a high degree of sufficient persistence and confidence to reach the targeted results of the study.

3.3 The descriptive analysis of study variables: will address the descriptive analysis of study variables by presenting both the computational medium and the standard deviation of the study variables.

Table 3: Results of the computational medium and standard deviation of study variables

Variables	Mean	Std. Deviation
Innovative leadership	3.5484	0.61245
Dimension 1	3.4938	0.84445
Dimension 2	3.5875	0.81365
Dimension 3	3.4375	0.70654
Dimension 4	3.6750	0.56102
Outstanding performance	3.4813	0.54840

Source: By researchers based on statistical analysis output

From the results presented in the table, it is clear that the computational medium of both innovative leadership and five dimensions. (Emotional intelligence, innovation management, development of innovation culture, interaction with stakeholders) The outstanding performance was 3.5484, 3.4938, 3.5875, 3.4375, 3.6750, and 3.4813, respectively, belonging to the 3.40 to under 4.20 area. This indicates that the administrators' responses were inclined towards approval, while the standard deviations of the study variables are acceptable and do not reflect significant dispersion in the study results.

3.4 Study hypothesis test results: To test these hypotheses, we analyze Carl Pearson's correlation coefficient, we analyze simple linear regression and we test ANOVA.

Table 4: Summary of results of the hypothesis

Study hypotheses	R	R Square	ANOVA			
			F	SIGN	T	SIGN
Hypothesis 1	0.668	0.446	30.557	0.000	5.528	0.000
Hypothesis 2	0.656	0.431	28.742	0.000	5.361	0.000
Hypothesis 3	0.751	0.564	49.165	0.000	7.012	0.000
Hypothesis 4	0.657	0.431	28.834	0.000	5.370	0.000

Source: By researchers based on statistical analysis output

-First hypothesis test results: There's a statistically significant effect of the dimension of emotional intelligence on Algeria Telecommunications's outstanding performance at a moral level of 0.05, The results shown in the table reveal that the correlation factor was 0.668, which indicates a good positive relationship between the dimension of emotional intelligence and outstanding performance. This is reflected in the determination factor of 0.446 in the sense that 44% of the variation in outstanding performance is due to the variation in the dimension of emotional intelligence, and in the analysis of the contrast ANOVA to test the statistical morale of the simple linear regression model.

-Second hypothesis test results: There is a statistically significant impact of the innovation management dimension on Algeria Telecommunications' outstanding performance at a moral level of 0.05, The results of the table show that the correlation factor was 0.656, which indicates a good positive relationship between the dimension of innovation management and outstanding performance. This is reflected in the determination factor of 0.431 in the sense that 43% of the variance in outstanding performance is due to the variation in the dimension of innovation management, and in the analysis of the contrast ANOVA to test the statistical morale of the simple linear regression model of the second hypothesis.

-Third hypothesis test results: There is a statistically significant impact of the development of a culture of innovation on the outstanding performance of GCTV at a moral level of 0.05, The results in the table demonstrate that the correlation factor was 0.751, which indicates that there is a good positive relationship between the development of the innovation culture and the outstanding performance. This is reflected in the identification factor of 0.564 in the sense that 56% of the variation in the distinct performance is due to the variation in the development of the innovation culture, but in the analysis of the ANOVA variation to test the statistical moral of the simple linear regression model of the hypothesis.

-Hypothesis IV test results: There's a statistically significant impact of interaction with stakeholders on Algeria Telecom's outstanding performance at a moral level of 0.05. The results of the table show that the correlation factor was 0.657, which indicates an average positive relationship between the interaction dimension of stakeholders and outstanding performance, which is reflected in the determination factor of 0.431 in the sense that 43% of the variance in outstanding performance is due to the variation in the interaction dimension with

stakeholders, but in the analysis of the ANOVA variation to test the statistical moral of the simple linear regression model.

-first sub-hypothesis test results: There are statistically significant differences between the distinct performance of the heterosexual at a morale level of 0.05 and the following table shows these results.

Table5: Summary of results of the first sub-hypothesis

Variables	Basis of difference		Sum of Squares	F	SIGN
Outstanding performance	Gender	Between Groups	0.067	0.217	0.644
		Within Groups	11.662		

Source: By researchers based on statistical analysis output

From the results shown in the table, it is clear that the difference in the performance of individuals of the same sex is greater than that of the sexes. The level of morale of the results is higher than that of the study.

-sub-hypothesis II test results: There are statistically significant differences between the performance of the variable age at the 0.05 moral level and the following table shows these results.

Table 6: Summary of results of the second sub-hypothesis

Variables	Basis of difference		Sum of Squares	F	SIGN
Outstanding performance	Age	Between Groups	1.355	2.417	0.103
		Within Groups	10.374		

Source: By researchers based on statistical analysis output

From the results shown in the table, we note that the difference in the performance of persons of a given age is greater than that of ages and that the level of the moral of the results is higher than that of the study. Accordingly, we reject this hypothesis that there are statistically significant differences between the distinct performance of a company with a changed age at the moral level 0.05

-Sub-hypothesis III test results: There are statistically significant differences between performance with a variable experience at a moral level of 0.05. The following table shows these results.

Table 7: Summary of results of the third sub-hypothesis

Variables	Basis of difference		Sum of Squares	F	SIGN
Outstanding performance	Experience	Between Groups	1.635	2.997	0.062
		Within Groups	10.094		

Source: By researchers based on statistical analysis output

It is clear to us from the results shown in the table that the difference in outstanding performance for individuals of a single experience is greater than that for individuals of different years of experience. The level of moral of the results is higher than that of the study.

-Discussion of the results of the study model: To test the moral of the proposed model of the study, we will resort to the use of multiple linear regression, which enables us to examine the relationship between outstanding performance and innovative leadership. This is shown in the following table :

Table 8: Summary of results for the study model

Variables	R	R Square	ANOVA	
			F	SIGN
<u>Innovation Management</u> Outstanding performance	0.828	0.686	19.109	0.000

Source: By researchers based on statistical analysis output

From the results presented in the table, it is clear that the correlation factor according to the regular entry for outstanding performance and innovative leadership was 0.818. This is reflected in the identification factor of 0.686. That is, 68.6% of the variation in the input system represented in outstanding performance is due to the output system represented in innovative leadership. Thus, we summarize the relationships contained in the study in the study model shown in the following form:

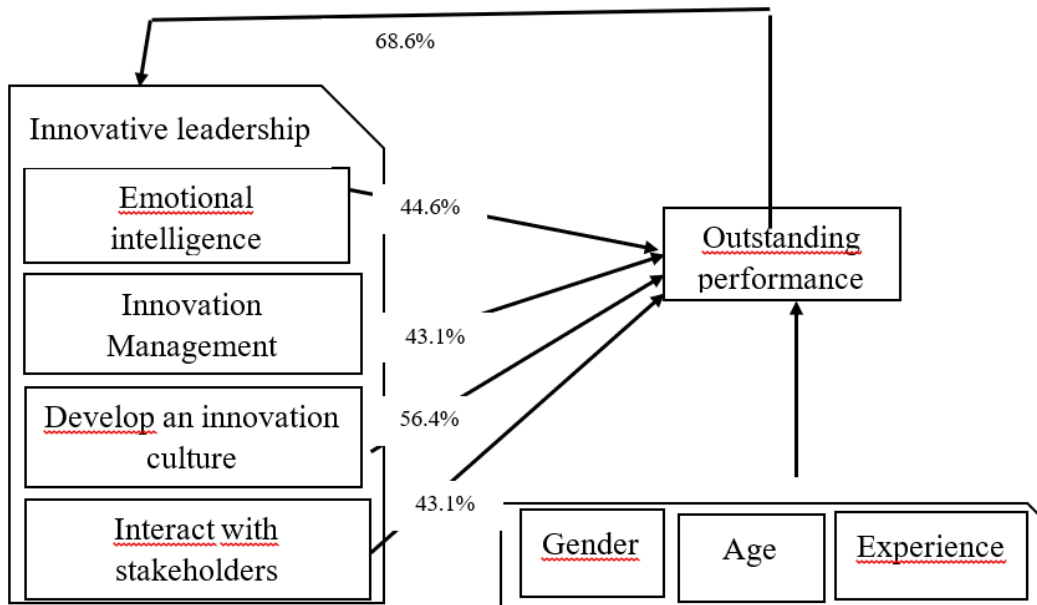


Figure2: Study Model

Source: prepared by the researcher

4. Results and Discussion:

-There is an impact of emotional intelligence on the outstanding performance of GCTV in Batna State, which explains why the Director of GCTV handles his employees and sensitizes him to their value, prompting them to make the best of his ability to prove his competence, company sponsored the final of the National Couriers' March by honoring the employees who completed their career with it. The company also involves all managers in the opening of exhibitions and salons in order to sense the importance and value of the employee in the company, thereby contributing to the performance of the company.

-There is an impact of innovation management on the outstanding performance of the Algeria Telecommunications Company in Batna State. This is due to the company's strategy, which supports innovation which is part of its strategy through the development of communication networks and the development of their services The company has established an EKOTEB app located in the Android ISO platform which contains an electronic library with a multidisciplinary and thematic variety The company also held a company with OOREDOO and DJEZZY to enhance cooperation and improve communication services, The company has also developed Idoom service to Idoom Fibre service which has helped to fast and high quality internet flow and has also provided IBOX service in order to keep its customers' data secure. This has contributed to the company's outstanding performance;

-The development of a culture of innovation has had an impact on the outstanding performance of the Algiers Telecommunications Company in Batna State. The Telecommunications Company therefore seeks to spread a culture of innovation among all workers, company increases employees' awareness of the importance of innovation by providing training and continuous formation for them both at home and abroad, especially with accelerated technological tours and an allergic day to explain digitization techniques. It also provided SHIRUDO with a formative course in cybersecurity in order to increase expertise in the field of automated media and this enhanced the performance of the company;

-There is an impact of stakeholder interaction on the outstanding performance of GCTC in Batna State through the good handling of its suppliers by GCTC, which causes them to provide the best services, as well as to meet the needs and wishes of the client above their expectations and improve their reputation to increase the rate of investment in GCTC The company organizes exhibitions at universities for both the Faculty of Information and Communication as well as the Faculty of Commercial, Economic and Management Sciences as a step to support youth and innovation and provide solutions to various problems facing students in establishing emerging institutions, Participating in events of consultation days with civil society in order to improve the quality of its services. Idoom Market Service was provided to facilitate the demand of products and services on Zion and to provide the trouble to move on it whatever it needs to reach its home in a timely manner The speed of Internet flow also increased from 2 MB/s to 10 MB/s without affecting the financial aspect of the citizen, all of which contributed to the company's outstanding performance;

-SO there is an impact of innovative leadership on the outstanding performance of Algeria Communications in Batna;

-There are no statistically significant differences in Algeria Telecommunications' outstanding performance on demographic data (gender, age and experience), This explains that Algeria Telecom's outstanding performance is not influenced by gender, age and experience.

5. Conclusions

Innovative leadership, with its various pillars, has a positive and effective impact on the outstanding performance of the telecommunications company in Algeria, particularly with its openness to the outside and the development of information and communication technology, makes it imperative for the organization to embrace innovation, make it part of its overall strategy and activate it as an essential tool for the survival and survival of the company.

Following a study of a sample of the directors and directors of the company, the study produced a series of findings:

- There is an impact of emotional intelligence on the outstanding performance of GCTV in Batna State;
- There is an impact of innovation management on the outstanding performance of the Algeria Telecommunications Company in Batna State;
- The development of a culture of innovation has had an impact on the outstanding performance of the Algiers Telecommunications Company in Batna State;
- There is an impact of stakeholder interaction on the outstanding performance of GCTC in Batna State;
- Thus, there is an impact of innovative leadership on the outstanding performance of Algeria Communications in Batna;
- here are no statistically significant differences in Algeria Telecommunications' outstanding performance on demographic data (gender, age and experience).

Based on the findings, a number of recommendations can be suggested to serve the subject:

- The company must take care of the employees, know their needs, listen to them, give them an opportunity to present their ideas, not underestimate any idea and encourage them to offer the best;
- Foster a culture of innovation and innovation in the company and accept change with welcome and reassurance to employees by offering the positive effects of change, thereby mitigating the negative effects of the resistance to change;
- Provide material and moral rewards to workers who are willing to offer new and viable ideas on the ground as a catalyst for further work performance and excellence;
- Innovative leadership is implemented in all departments and is not limited to senior management, but is activated in each section and by each section manager to keep pace with developments;
- To exercise technological vigilance in this company in order to investigate the various technological developments reached by the various companies in order to keep pace with them and ensure their survival and sustainability.

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