



“The role of transformational leadership in reengineering of marketing strategies within organizations”

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THE ROLE OF TRANSFORMATIONAL LEADERSHIP IN REENGINEERING OF MARKETING STRATEGIES WITHIN ORGANIZATIONS

Abstract

The current study aims at examining the role of transformational leadership in paving the way for well-built reengineering of marketing strategies within the healthcare sector in Jordan. Depending on a quantitative approach, 312 questionnaires were distributed to individuals within hospitals: 105 questionnaires – healthcare centers, 75 questionnaires – outpatient clinics, and 33 questionnaires – general medicine clinics in Jordan. The study results indicated as a start better employment of transformational leadership within hospitals compared to clinics and healthcare centers, which can be attributed to the size and capacity of the healthcare institution. The study also indicated an influence of transformational leadership in paving the way for reengineering of marketing strategies within the healthcare sector in Jordan attributed to all transformational leadership characteristics. Among these characteristics, it appeared that the most influential transformational leadership characteristic was “individualized consideration”, scoring a Beta value of 0.421. This meant that the individualized consideration that transformational leadership has can nurture creativity and innovation among individuals to use their talents, experiences, and skills to present new and novel approaches to managing the business. This individualized consideration helps manage the change approach that may appear within the reengineering process and cooperate with employees to embrace such change. The study recommended following transformational leadership as an approach within the organization to manage change and arm employees with a suitable leadership style that can prepare the environment for a well-prepared reengineering of marketing strategies.

Keywords

leadership style, inspirational motivation, intellectual stimulation, idealized influence, redesign, healthcare sector, Jordan

JEL Classification

M10, M30

INTRODUCTION

The business world has been exposed to multiple drivers for change, which included technological developments, operational upgrading, and up-to-date administrative approaches by individuals. Such approaches were adopted by individuals and involved many trials to take administrative tasks into another level of well-built infrastructure and away from controlling and centralizing an organization’s internal operations. Besides, the developed managerial approaches focused on leadership skills, aspects, and traits which – one way or another – may help present new and novel managerial approaches to the internal operations and manage the external ones for the benefit of the organization.

It is worth mentioning that the development in the business world has pushed leaders into finding a new way to lead people towards realizing organizational goals. This has led them to embrace traits and approaches that may help renew leadership strategies, polish its practices, and realize continuity in achieving organizational stability.

There are many theories, styles, and types of leadership, and many have proved their efficiency in delivering the organization into success and excellence based on the approach of leading individuals. Among leadership styles is transformational leadership, which is the independent variable of the current study, proving its efficiency in leading individuals towards realizing organizational goals.

1. LITERATURE REVIEW

Chaudhry and Javed (2012) saw that leadership is one of the most prominent, ancient, and least understood phenomena within the managerial field. The term leadership was not used in the organizational environment until the end of the 19th century, where it first appeared in the military and political organizations, then it soon evolved according to the circumstances and environment in which this term is used. Antonakis and House (2013) agreed that the concept of leadership is difficult to be determined despite the many efforts of researchers to put their hands on leadership definition and its magic keys. With the difference of researchers in the definition of leadership, they are close to identifying the basic elements that are influencing the behavior of individuals, as well as groups and organizations, setting goals and drawing plans for achieving them, spreading enthusiasm among employees and developing their skills, effective decision-making, confronting crises, strategic thinking, and finally understanding the environment and its variables.

To talk about transformational leadership, it is necessary to go back to the roots of the leadership concept developed with the advancement of managerial thinking in the 20th century. The term moved from the traditional theories represented in the theory of the great man and the theory of features that prevailed before, then the behavioral theory that was concerned with analyzing the leader's traits and attitude, to the theory of actions presented by Fiedler (1977), Fiedler and Chemers (1984), Fiedler and Garcia (1987), Fiedler and Mahar (1979), which explains the leader's ability to influence their subordinates under various circumstances, as well as what House (1971), House (1986), House and Mitchell (1974), House and Podsakoff (1994), House et al. (1995) presented in goal path theory (McCleskey, 2014). In the second half of the 20th century, the perception of leadership evolved steadily, beginning with a focus on workers, their needs and aspirations, and the art

of dealing with them took priority in the definitions of leadership in a way that guarantees their obedience, confidence, respect, and cooperation (Ghasabeh et al. 2015).

Transformational leadership summarizes the theorists' attempts to combine success factors in traditional theories that focus on the characteristics of a leader and behavioral theories that focus on the interaction process between this leader and the staff. Also, situational theories were added that see leadership as a result of an interaction between three elements of a) the degree of the relationship between the leader and the workers, b) the structure and tasks assigned to individuals, and c) the level of the leader's strength (Rolfe, 2011). Avolio and Yammarino (2013) stated that transformational leadership is one of the most famous leadership theories today. It is believed that it is one of the most appropriate leadership practices in response to the enhancements of this era and the most efficient in facing its challenges.

According to Hartnell and Walumbwa (2010), the term appeared in the book "Leadership" by Burns in 1978. He described various types of leadership styles, one of the most important of which was transformational leadership. Then transformational leadership witnessed an evolution through Burns's contributions when he developed a systematic theory of transformational leadership and developed models for measuring leadership behavior factors, which is known as the MLQ standard that included three elements of transformational leadership are 1) charisma, 2) creative encouragement, and 3) individual concern. Burns then added a fourth component called inspirational motivation, and rolled out research and studies, and presented the theory in the form of training programs for hundreds of thousands of leaders from different sectors and institutions.

Transformational leadership was defined as "*a process by which the leader and the followers seek to advance each other to reach the highest levels of*

motivation and ethics" (Burns, 1978, p. 55), while some (Beckett et al., 2013; Lacasse, 2013; Chipunza & Gwarinda, 2010) see it as a series of actions by leaders to motivate workers to accomplish unexpected actions mainly from them without the presence of those leaders who move the challenge in them to achieve high results, while others see that the core of transformational leadership is to work on "converting followers into leaders for change". Al-Amiri (2002) believes that it focuses on long-term goals with an emphasis on building a clear vision, motivating and encouraging employees to Denies That vision, and working to change and modify existing systems to fit this vision.

Transformational leadership is based on several principles, the most important of which are as according to Wang and Howell (2010) when they argued that in transformational leadership, individuals follow the person who affects them, an individual who possesses vision, passion, and values and can do great things. On the other hand, Vito et al. (2014) noted that transformational leadership is a way to do business through stimulation, inspiration, and influencing others. On the other hand, Lai (2011) saw that transformational leadership could spread knowledge between followers and transforming the organization into an educated organization. Ahmad and Ogunsola (2011) revealed that transformational leadership could focus on the leader and the subordinates' emotional side, the importance of moral values, and permanent learning for individuals.

Launching from previous principles of transformational leadership, a transformational leader can be seen (Kellis & Ran, 2013) as a leader who has high tolerance of uncertainty, high dynamic energy, perseverance and support and authority for workers to control administrative processes, especially when resistance to change, credibility, and strong influence in workers emerges through influential actions and beliefs, rather than control and use of power (Hicks & Given, 2013).

Waterman (2011) stated that a transformational leader is distinguished by a clear vision, seeking to achieve it in ethical ways and means, presenting the interests of the organization over the personal interest, encouraging creativity, and trusting the workers, and allowing them to grow and de-

velop and achieve themselves. On the other hand, Quong and Walker (2010) stated that a transformational leader is a person who manages the competition related to the activities of the organization and deals with a large number of variables at once, regardless of the degree of change, ambiguity, and different goals, and adapts the organization to global trends by changing the pattern of values, convictions and behaviors to suit them, and supervises the management of surprises and decision-making in unstable situations, and manages continuing education and training.

One of the contemporary problems in developing countries is the problem of focusing on production and neglecting the issue of marketing. Given the development of marketing methods, most developing countries and most industries have found themselves a custodian of their production, which cannot be marketed due to backward marketing methods and the adoption of a mistaken principle that the consumer is the one who seeks to obtain goods and services, even though the truth is exactly the opposite. From that point, there appeared a need to rearrange, re-polish, and redesign the concept of marketing to match the requirements of fierce competition in the market and develop the approaches on which marketing is based.

According to Forti (2012), the world has gone through radical change through the last 10 to 15 years of market life, which required new marketing techniques and new association plans to promote goods and services. The change required to succeed is greater than expected in the marketing field due to the increased level in a marketing capacity and the ongoing developments and enhancement of technology. This has led to the entrance of social media websites, blogging, and streaming to the field of marketing, which increased its complexity and managed to require more developments in the field itself.

Generally speaking, when talking about 'reengineering' in the business environment, one is mainly talking about "*the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service and speed*" (Elzinga et al., 2012, p. 27). On the other hand, Siadat et al. (2014, p. 289)

presented the concept of business process reengineering (BPR), which was defined as “*the rapid and radical redesign of strategic, value-added business processes and the systems, policies and organizational structures that support them to optimize the workflows and productivity in an organization*”. This redesigning and rethinking touches on all aspects of business, including HR, manufacturing, and marketing. Marketing reengineering or MR was defined by Siadat et al. (2014) as the concept of redesigning and recreating marketing approaches in a way that enables it to cope with changes and developments in the fierce market of a new business environment.

The idea of reengineering marketing revolves around the idea of rethinking the marketing strategies that are adopted by the organization to suit the current complex business field and be able to achieve the organization’s mission and vision. Bozhidar and Hadzhiev (2010) stated that the principles of RM are mainly in finding new objectives of marketing, new means of marketing, and embracing new marketing strategies. Edward and Mbohwa (2013) stated that the radical change that reengineering requires an active leadership that can run this change and control its ramifications in a way that guarantees the best and most accurate results an organization can give. This requirement is in a deep need for a leadership that prepares, handles, and control individuals to cope with this change and apply on reality depending on solid earth or as what Novikov et al. (2016, p. 128) called it “*a leading reengineering leader*”.

2. AIMS

The current study aims to examine the role of transformational leadership dimensions on reengineering strategies of marketing within the healthcare sector in Jordan. The paper studies the relationship between variable (inspirational motivation, intellectual stimulation, idealized influence, and individualized consideration), which was noted by Edward and Mbohwa (2014) and Naveeda (2014).

It can be said that the concept of reengineering refers to the radical changes that might be applied to business, which may influence cost,

product, and process of promoting an item/service. Current developments in the business world have implied critical obstacles that hindered the development of many aspects of business, which include marketing and its strategies. Edward and Mbohwa (2014) have noted that with technological developments and other enhancements in the business environment, there appeared a state where conventional marketing techniques are not as useful as they used to be, which required a new era in which marketing is based on innovative approaches that march the developments in the business world.

In his study, Sutcliffe (1999) stated that the world had entered a wide era of internet development, which required an enhanced approach to running a business. This also required a new and innovative technique in managing and leading. Sutcliffe (1999) noted that leadership in reengineering marketing is one of the most influential aspects that help enter a developed world with an innovative and intellectual stream of thinking.

On the other hand, Naveeda (2014) spoke of reengineering as an approach to apply radical changes to organizational processes, which can help reform the business environment and guarantee more cohesive and well-built approaches to business. Gardiner et al. (2002) also supported the same idea arguing that leadership and management are among the most influential aspects, which can help design a well-built environment for the development of business in a way that matches the changes taking place in the world today.

Here, the need arises to take advantage of transformational leadership applications, as the field needs the leadership of a special kind that can draw a clear future vision and a transformational inspirational personality. It goes without saying that the transformational leader is the ideal solution for ambitious organizations. Also, the transformational leader is the integrative leader who has a fundamental and comprehensive role in the organization and can build a vision for it, develop proposed strategies and think about how to apply it in practice as an integrated model.

In creating a study problem, the author could create the following hypotheses to be tested.

3. HYPOTHESES DEVELOPMENT

Transformational leadership can support reengineering of marketing strategies within the healthcare sector in Jordan.

H1: Inspirational motivation can support reengineering of marketing strategies within the healthcare sector in Jordan.

The idea of inspiration of a transformational leader focuses on the leader's behaviors that evoke the followers' readiness for challenge and implant a team spirit in them. This dimension clarifies the subordinates' expectations and describes the method of commitment to organizational goals and the excitement of team spirit through enthusiasm and idealism. The transformational leader works to motivate and inspire people to complete the work and cope with any sudden or planned change in the organization (Hechanova & Cementina-Olpoc, 2013). From that point, and bearing in mind that reengineering requires change, a transformational leader can prepare and back up employees to accept change and manage it in the organization to come up with the best performance. According to Van der Voet (2014), credibility comes from a sense of honesty and competence of the leader and his ability to inspire. Motivation and inspiration arise by linking the goals of the establishment to individuals' needs, values, interests, and accusations of the positive language of persuasion, and motivation also arises through achieving short-term victories, and achieving victory requires clear recognition (Lee, 2014).

H2: Intellectual stimulation can support reengineering of marketing strategies within the healthcare sector in Jordan.

In intellectual stimulation, the transformational leader works to search for new ideas and encourage creative problem solving by workers and support new and creative models to do the work. According to Taher and Krotov (2016), this can pave the way for individuals to be creative, supportive of new ideas, and able to work along with new approaches that may appear in reengineering of marketing. In addition to intellectual motivation, Shao et al. (2012) saw that transformational

leadership supports knowledge sharing and learning. This can help distribute knowledge among employees regarding the new ideas that come across the internal and operational processes of the marketing department, leading to better understand and more suitable application of such new ideas (Lee, 2014).

H3: Idealized influence can support reengineering of marketing strategies within the healthcare sector in Jordan.

When talking about idealized influence, it can be seen that the conduct of the leader has a moral nature, admired and appreciated by the followers, which means that the leader has charismatic features that motivate the followers to comfort him and respond to his directions. In transformational leadership, a leader encourages participation in the risks that may occur with reengineering marketing strategies, presenting the needs of the followers before the leader's personal needs, and conducting actions of an ethical nature (Chen et al., 2012). This can help prepare employees for accepting the new ideas and apply them within the department with full understanding and total focus due to the ethical approach used in presenting the new approach and the ethical way to applying it. From that point, one can say that idealized influence in transformational leadership can positively influence reengineering marketing strategies within the healthcare sector in Jordan.

H4: Individualized consideration can support reengineering of marketing strategies within the healthcare sector in Jordan.

Caring for individuals one by one and paying attention to their desires, needs, and complications might be a hard job for a leader in a department that consists of huge numbers of employees. This is resolved by the leader's style that listens gently and pays attention to followers' needs and their accomplishments by adopting appreciation and compliment strategies and taking into account individual differences. This was noted by Taher and Krotov (2016) who argued that the individualized attention that transformational leadership can give to employees is supportive to the concept of reengineered internal operations in an organization. It includes marketing, HR, and supply chain management (Lee, 2014).

The previous set of hypotheses can be connected to reengineering of marketing based on the infusion that can be synthesized between transformational leadership and its role in paving the way of change management and gathering it with the concept of reengineering, which is based on radical changes that might be applied on business, may influence cost, product, and process of promoting an item/service. The author of the current study hypothesized that the transformational leader's ability to manage change could help create a welcoming environment for marketing strategies, ideas, and plans to be reengineered in a way that guarantees success and positive influence (Syed et al., 2016). On that idea, Weerakkody et al. (2011) argued that only by transformational leadership, an organization could find and nurture an environment that adapts to change.

4. METHODS

To realize the aim of the current study, the researcher has chosen to follow the quantitative approach depending on a survey. The survey was distributed among 400 leaders within hospitals, healthcare centers, and public clinics in Amman, Jordan. Three hundred and twelve responded to the survey with a response rate of 78% as statistically accepted. The distribution of responses according to facilities is presented in Table 1.

Table 1. Responses distribution according to the healthcare institution

Healthcare institution	Frequency of responses	Percentage of responses
Hospitals	105	34%
Healthcare centers	74	24%
Clinics	133	42%

SPSS was used to screen and process the collected data, and the following tests were used:

- descriptive analysis;
- multiple regression.

A reliability test was carried out using Cronbach's alpha. The result showed a value of 0.935 for all items, and alpha for each variable is greater than accepted percent 0.60, which is a reasonable value indicating the tool consistency that enhanced its use for the study.

5. RESULTS

The analysis of the collected data confirmed the previously mentioned hypotheses and referred that transformational leadership can pave the way for a more intact reengineering of marketing strategies within the healthcare sector in Jordan. The results are presented in Table 2.

Table 2. Sample distribution according to demographics

		Gender			
		Frequency	Percent	Valid percent	Cumulative percent
Valid	Male	198	63.5	63.5	63.5
	Female	114	36.5	36.5	100.0
	Total	312	100.0	100.0	
		Age			
Valid	25-30	103	33.0	33.0	33.0
	31-36	91	29.2	29.2	62.2
	37-42	86	27.6	27.6	89.7
	+43	32	10.3	10.3	100.0
	Total	312	100.0	100.0	
		Education			
Valid	BA	174	55.8	55.8	55.8
	MA	71	22.8	22.8	78.5
	PhD	67	21.5	21.5	100.0
	Total	312	100.0	100.0	
		Experience			
Valid	2-4	118	37.8	37.8	37.8
	5-7	139	44.6	44.6	82.4
	8-10	34	10.9	10.9	93.3
	+11	21	6.7	6.7	100.0
	Total	312	100.0	100.0	

According to results given earlier, it can be seen that the majority of the sample was males, forming 63.5% of the total sample with a frequency of 198 individuals. As for age as a demographic variable, the analysis showed that the majority of the sample was individuals within the age range of 25-30 years old, forming 33% of the sample with a frequency of 103 individuals. Looking at education, it was seen through analysis that 55.8% of the sample held the bachelor degree with a frequency of 174 individuals, while individuals who held the experience of 5.7 years formed 44.6% of the sample with a frequency of 139 individuals.

In testing the relationship between variables, it appeared that respondents held a positive attitude towards variables. Table 3 shows that variables scored higher than the mean of scale 3.00, which is a good indicator.

Table 3. Descriptive statistics

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Inspirational motivation	312	1.60	5.00	4.0487	.75989
Intellectual stimulation	312	1.40	5.00	3.8814	.86899
Idealized influence	312	1.20	5.00	3.8192	.69792
Individualized consideration	312	1.40	5.00	3.9026	.71672
Reengineering of marketing strategies	312	1.60	5.00	3.9417	.69007
Valid N (listwise)	312				

Table 4 showed the results of the analysis regarding statements of the questionnaire; the results indicated that respondents have a positive attitude towards statements of the questionnaire as the mean of each statement scored higher than the mean of scale 3.00, referring to the statement as positively digested.

To verify hypotheses of study, multiple regression was used to test the main hypothesis. It was revealed that the R-squared scored 0.734 was the correlation of transformational leadership and reengineering of marketing strategies, and the F-value scored 89.531 as significant at 0.05 level, which means that transformational leadership

Table 4. Questionnaire analysis

Question	N	Min	Max	Mean	Std. Deviation
Transformational leadership					
Inspirational motivation					
A transformational leader can inspire confidence, motivation, and sense of purpose, which leads to better performance	312	1	5	4.22	1.016
Transformational leadership articulate a clear vision for the future, communicate expectations of the group, and demonstrate a commitment to the goals	312	1	5	3.97	.829
With transformational leadership, a leader can provide superb communication skills with precision, power, and sense of authority	312	1	5	4.05	1.018
A transformational leader can have continued optimism, enthusiasm, and ability to point out the positive	312	1	5	3.97	.910
Most employees under transformational leadership are more inspired to present new ideas	312	1	5	4.04	1.040
Intellectual stimulation					
Transformational leadership values creativity	312	1	5	3.79	.954
There is always a place for creative and innovative individuals with transformational leaders	312	1	5	3.89	1.016
A transformational leader always seeks new and outstanding solutions	312	1	5	3.87	1.093
Being led by transformational leaders means more space for exceptional ideas	312	1	5	3.87	1.106
Brainstorming, creativity, and specialty is a part of being a transformational leader	312	1	5	3.99	1.107
Idealized influence					
Transformational leaders act as role models that motivate others to change for the better	312	1	5	3.79	1.065
Transformational leaders display a charismatic personality that influences others to want to become more like the leader	312	1	5	3.71	.870
With idealized influence, transformational leadership is more into taking risks and try new things	312	1	5	3.93	.927
Transformational leadership is more into building trust with followers and the followers, in turn, develop confidence in their leader	312	1	5	3.86	.975
Transformational leaders are always creative and innovative to influence others	312	1	5	3.80	.924
Individualized consideration					
Caring for individuals means to take extra attention to their skills and talents, which means more innovation	312	2	5	3.83	.802
Transformational leadership makes sure that each individual's desires and needs are met	312	1	5	3.95	.953
To nourish creativity in individuals; transformational leaders take good care of them	312	1	5	3.84	1.084
Motivation is a part of being transformational leadership	312	1	5	3.97	1.074
Through one-on-one coaching and mentoring, the transformational leader provides opportunities for customized training sessions for each team member	312	1	5	3.92	1.076
Reengineering marketing strategies					
Reengineering means to find a creative way to do the same job	312	1	5	3.83	.926
Being innovative and exceptional means to redesign the whole concept	312	1	5	4.04	.919
Finding new ways, abilities, solutions, and sources are a part of reengineering	312	1	5	3.85	.935
When reengineering an idea, it means to transform the original way in which it was done	312	1	5	4.00	1.071
To reengineer means to reinvent, rethink and reestablish	312	1	5	4.00	.918

Table 5. Testing main hypotheses

Model summary						
Model	R	R-squared	Adjusted R-squared	Std. error of the estimate		
1	.734 ^a	.538	.532	.47187		
ANOVA						
Model		Sum of squares	df	Mean square	F	Sig.
1	Regression	79.741	4	19.935	89.531	.000
	Residual	68.358	307	.223		
	Total	148.098	311			
Coefficients						
Model		Unstandardized coefficients		Standardized coefficients	t	Sig.
		B	Std. error	Beta		
1	(Constant)	.832	.172		4.838	.000
	Inspirational motivation	.117	.052	.129	2.233	.026
	Intellectual stimulation	.098	.047	.123	2.106	.036
	Idealized influence	.177	.054	.179	3.298	.001
	Individualized consideration	.405	.054	.421	7.451	.000

can support reengineering of marketing strategies within the healthcare sector in Jordan, referring to the hypotheses of study as accepted and valid. Table 5 shows the results of hypotheses testing.

Also, Table 5 shows that:

1. Inspirational motivation can support reengineering of marketing strategies within the healthcare sector in Jordan. This is shown in the fact that the value of *t* is significant at the 0.05 level.
2. Intellectual stimulation can support reengineering of marketing strategies within the healthcare sector in Jordan as the value of *t* is of statistical significance at the 0.05 level.
3. Idealized influence can support reengineering of marketing strategies within the healthcare sector in Jordan as the value of *t* is of statistical significance at the 0.05 level.
4. Individualized consideration can support reengineering of marketing strategies within the healthcare sector in Jordan as the value of *t* is of statistical significance at the 0.05 level.

6. DISCUSSION

According to the previous analysis, and based on the aim of the study mentioned above, it ap-

peared that hypotheses were all accepted, and reality indicated that transformational leadership could support marketing reengineering within the healthcare sector in Jordan. The results also indicated that individualized consideration is the most influential dimension of transformational leadership due to its ability to support individuals and give them a space to express their needs and desires for their leader. The reason for the positive influence of transformational leadership on managing change accompanies reengineering of marketing. Given that, as it was mentioned before by Weerakkody et al. (2011), it is possible for the person and through transformational leadership only to find and nurture an environment that adapts to change; this means that a transformational leader can influence culture, and these methods include transformational leadership behavior such as directing attention to critical events, responding to crises, storytelling, myth, and legend.

It appeared through the analysis that transformational leadership could nurture reengineering of marketing through symbols associated with criteria for reward distribution, employee selection, and layoffs, not to mention the transformational culture such as system and procedure design, organizational building design, and facility design. It can be read from analysis of the current study that leadership is essential during developing and changing the organizational culture where

employees need to follow, confirming this trend. However, the survival of any organization depends on the orientation of the culture created by effective leadership.

The author of the current study believed that one of the most obvious things in distinguishing between successful culture changes and those that are unsuccessful is leadership at the highest levels. Leaders who inspire followers and help form a culture that adapts to changes like transformational leadership. Besides, successful leaders

can communicate their vision, allow individuals to challenge and question their mission, and motivate middle management to take the lead, and all of these attributes belong to transformational leadership. Thinking outside the box is what reengineering is all about. It is more about changing the marketing approach followed in an organization, supporting the new marketing ideas, plans, and abilities; to do that, there should be a space to accept change. This acceptance is almost reachable through following a transformational leadership style.

CONCLUSION

The current study aims at focusing on the role of transformational leadership in supporting marketing reengineering. Would a transformational leadership be able to support the plan of marketing reengineering strategies? This question was answered by distributing 312 surveys on marketing department staff in hospitals, outpatient clinics, and general medicine clinics in Amman, Jordan. The study results indicated a positive influence of transformational leadership on marketing reengineering and along with all its dimensions. The most influential dimension appeared to be the individualized influence of a transformational leader with their employees, which helped create employees ready to accept change and embrace it within their internal operational processes.

The main concept of reengineering revolves around applying the change, new change that may give different results and outcomes, and looking at the definition of reengineering it can be seen that it is all about change, new change that the organization must adapt to. From that point, achieving change is an essential feature of transformational leadership. The author of the current study noted that determining the change accompanying reengineering through transformational leader is based on two methods of changes: the first is the behavior of employees and the second is trends and orientation in applying strategies. Besides, a transformational leader's role in reengineering marketing strategies within an organization focused on changing the attitude of followers and employees in accepting this type of change.

RECOMMENDATIONS

The current study presented the following set of practical implications: Transformational leadership appears in the recent leadership literature as an influential leadership style to manage work and employees. Organizations are recommended to enter transformational leadership into their options within the leading.

Individualized consideration appeared to show the largest influence of transformational leadership dimensions on reengineering. There should be training courses for leaders on how to individually handle huge numbers of employees individually to increase their performance. Their leadership influences employees. Idealized influence appeared to be in the 2nd rank of influence on reengineering of marketing. Leaders should be more aware of their influence on employees as they will follow their leads, affecting organizational performance as a whole. Also, The current study recommends examining the influence of transformational leadership on organizational performance through the moderating role of change management that transformational leadership is well-known to handle. It is recommended to examine the role of transformational leadership and empowerments in supporting decentralization within the healthcare sector in Jordan.

AUTHOR CONTRIBUTIONS

Conceptualization: Sultan Freihat.
 Data curation: Sultan Freihat.
 Formal analysis: Sultan Freihat.
 Funding acquisition: Sultan Freihat.
 Investigation: Sultan Freihat.
 Methodology: Sultan Freihat.
 Project administration: Sultan Freihat.
 Resources: Sultan Freihat.
 Software: Sultan Freihat.
 Supervision: Sultan Freihat.
 Validation: Sultan Freihat.
 Visualization: Sultan Freihat.
 Writing – original draft: Sultan Freihat.
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