



The Role of Supportive Leadership in Innovative Marketing Performance: Marketing Proactive Behaviour as a Mediator

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ABSTRACT: This study examines the mediating role of Marketing Proactive behaviour in the relationship between Innovative Marketing Performance and supportive leadership. The study is a descriptive survey based on structural equations, focusing on the Al Kafeel Group for Public Investments, which comprises nine enterprises across various industrial sectors in the Middle Euphrates area of Iraq. They were under investigation and numbered 320. Using Cochran's formula, the sample size consisted of 195 persons; simple random sampling was employed to select the sample members. The findings revealed that proactive marketing behaviour is influenced by supportive leadership. Innovative marketing performance is influenced by supportive leadership. Innovative Marketing Performance is significantly impacted by proactive marketing behaviour, which mediates the link between supportive leadership and this performance.

KEYWORDS: Marketing Proactive Behaviour, Supportive Leadership, Innovative Marketing Performance, Al Kafeel Group.

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Introduction

As organisations compete in unpredictable times, research and practitioners emphasise employee behaviours like predicting the future and proactively resolving issues (Campbell, 2000). This collection of behaviours is termed Proactive behaviour in the literature (Bindel and Packer, 2010). Proactive behaviour refers to employees' self-initiated actions to enhance the work environment, their role within the organisation, and their skills (Bindel and Parker, 2010). Proactive behaviour, also known as proactive performance, refers to a set of behaviours that an employee should be aware of when evaluating their own performance (Boudrias, 2021). Since proactive conduct excludes a range of behaviours, it is distinct from innovation (Deperz, 2017).

Furthermore, the outcomes of Proactive behaviour do not need to deviate objectively from organisational actions (Potoknik and Anderson, 2016). However, since they both need a comparable process to arise and be accomplished in an organisational setting, proactive and inventive behaviour is similar. Thus, proactive conduct involves visualising improvement, consciously proposing improvement ideas to others, and actively applying them in the workplace (Bindel et al., 2012).

Literature Review

The literature review determined that proactive behaviour can be influenced by various variables, such as welfare (Fay and Hotges, 2017) and supportive leadership, and it can also affect variables like employee turnover (Rajabi Pourmibdi et al., 2018). One of the leadership philosophies known as "supportive leadership" is predicated on the manager and staff having a coaching relationship, which will last until the staff members are capable of handling their responsibilities independently (Cunningham et al., 2012).

This relationship aligns with Drucker's definition of knowledge workers. Moreover, this group of employees expects to create added value for the organisation by processing existing information, creating new information, defining and solving problems with its help, and using their experience and skills (Drucker, 2018). In a supportive leadership style, leaders care about their subordinates and followers, providing training and development opportunities to help them advance in their careers. Leaders with this approach strive to meet their subordinates' demands and preferences (Banai and Reserrel, 2001) while also appreciating their efforts (Meierhans et al., 2001). This leadership style involves effective communication to convey organisational messages, create a supportive environment, increase efficiency and productivity, consider personal budget, and project completion (Johnson et al., 2012).

The Innovative Marketing Performance and creativity of employees is often called the creation of novel and beneficial products and services as well as innovative ideas and methods (Paliva et al., 2022), which have been necessary to solve problems and meet the basic needs of the organization (Chen, 2020) and forces organizations to use the innovative abilities of employees themselves (Shango et al., 2019).

Organisations whose employees do not engage in such behaviours face a greater risk of failure (Aldham and Cummings, 1996). Today, a creative workforce is needed in the service sector.

Researchers in this field have conducted research in Asian and American countries. The results indicate that individual creativity depends on several organisational factors, such as leadership behaviour and behavioural factors (Shelley et al., 2004). The need for innovative marketing performance in organisations is evident due to their unstable conditions (Tseng and Tseng, 2019).

Education and schools, as the cornerstone of overall development, play an unparalleled role in enhancing countries' scientific, cultural, economic, and social status. The capital and the main element of education and schools are teachers and managers, whose familiarity with Innovative Marketing Performance and forward-looking behaviour significantly affects how they deal with and adapt to the bottlenecks and hardships of their jobs. Sometimes, it is an opportunity to turn these challenges into opportunities. Unfortunately, most thinking taught and predicted in educational organisations is analytical. However, in the real world, innovative marketing performance and forward-looking behaviours and factors affecting it need more attention. Consequently, it is crucial to consider the factors that influence Innovative Marketing Performance in education and institutions. This study's primary objective is to investigate how proactive conduct mediates the relationship between innovative and supportive leadership.

Study Hypotheses and Study Model

H¹: Supportive leadership has a considerable impact on Marketing's proactive behaviour.

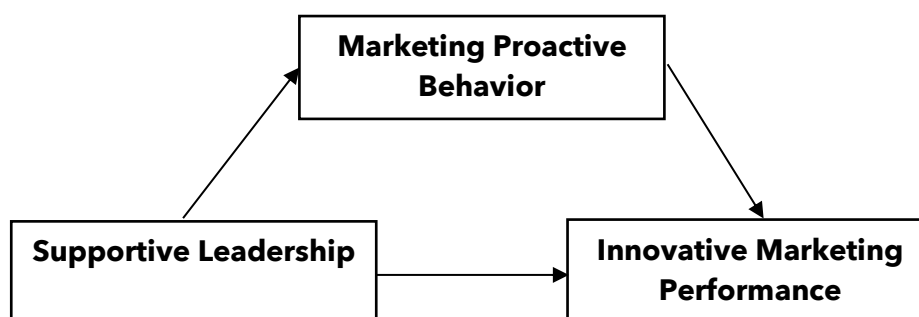
H²: Supportive leadership has a significant impact on Innovative Marketing Performance.

H³: Marketing Proactive behaviour has a significant effect on Innovative Marketing Performance.

H⁴: Marketing Proactive behaviour mediates the relationship between supportive leadership and Innovative Marketing Performance

Figure 1

Study Model



Study Method

The purpose of the study is to examine how proactive marketing practices mediate the relationship between successful creative marketing and encouraging leadership. Moreover, the study is categorised as applied research because its findings are relevant to multiple service sectors. The field approach (questionnaire) is used in this structural equation-based descriptive

survey to describe a circumstance or series of occurrences. The Al Kafeel Group for Public Investments, comprising nine businesses operating in various manufacturing industries within Iraq's Middle Euphrates region, serves as the statistical community for this study.

The sample of 195 individuals was selected using the simple random sampling procedure, as determined by Cochran's formula. This research collected data for hypothesis testing using the field technique and the library method to construct theoretical underpinnings and literature. The library approach included books, periodicals, journals, and master's and doctoral theses. A questionnaire was used, which consisted of two demographic sections and significant questions. Gender and history are among the demographic or general inquiries. The findings revealed that 27% of the sample consisted of males and 73% females. Only 25% of the participants had more than 10 years of work experience, while 65% had 11–15 years of experience. Ten per cent have been in their current positions for more than fifteen years. Respondents are requested to provide their ideas in a Likert-style answer letter ranging from very little to very large in the critical questions section.

The validity of the questionnaire was implicitly validated in this study due to its standardisation. We used the average variance extracted (AVE) to assess the study's convergent validity. The reliability of the questionnaire was assessed using Cronbach's alpha and CR composite reliability. The Cronbach's alpha level is kept above 0.7. Frenell and Locker (1981) recommend a high level of 0.5 and 0.7 for AVE and CR, respectively. PLS software and structural equation methods are examples of data analysis technologies. The PLS technique uses two steps to analyse and understand structural equation modelling: the measurement model test and the structural model test. Below is a description of each stage.

Types Of Mediation Effect

Baron and Kenny (1986) developed the mediation analysis approach thirty years ago, and many academics continue to use it today. According to a recent study by Zhao et al. (2010), which summarised earlier mediation analysis research and provided possibilities for the future, researchers have identified conceptual and methodological issues with the approach proposed by Baron and Kenny (1986). Disintermediation is divided into two primary categories by the authors:

- There is no mediation; the direct influence is considerable, whereas the indirect influence is not.
- There is no mediation without an effect; both direct and indirect influences are insignificant.

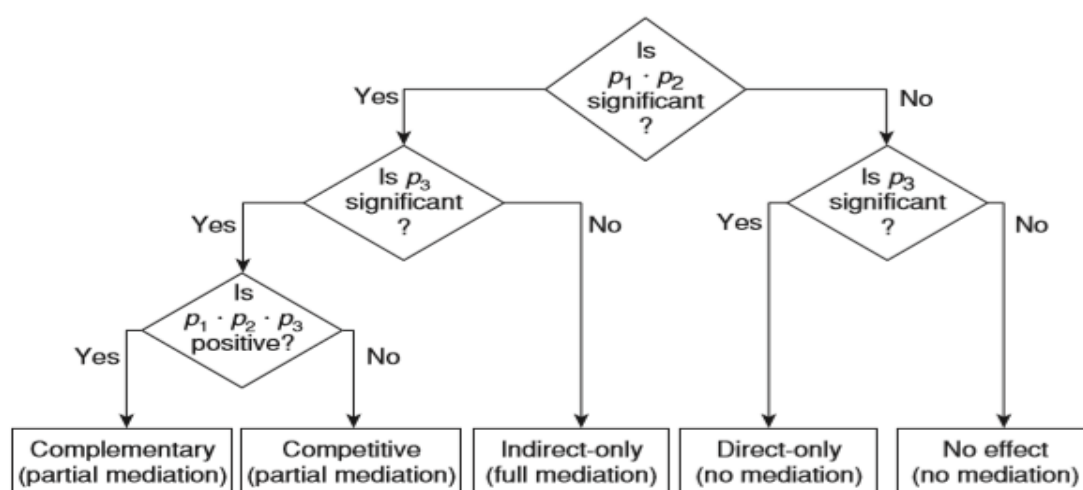
The study identifies three types of mediation: complementary, competitive, and indirect. Complementary mediation involves similar and significant direct and indirect impacts, while competitive mediation involves considerable and opposing direct and indirect impacts, and only indirect mediation focuses on indirect impacts.

Zhao et al. (2010)'s approaches align with the concepts of partial and complete mediation outlined by Baron and Kenny (1986). When the direct effect is minimal, indirect mediation is the only viable option. However, when both the direct and indirect effects are significant, it is possible to discriminate between complementary and competing mediation.

In contrast to competitive mediation, which has a negative direct effect and an indirect effect product, complementary mediation directs both direct and indirect effects in the same direction. The existence of a second mediator, whose indirect influence has the same sign as the direct effect, is implied by competing mediation, even though it supports the suggested mediating effect. The mediating construct functions as a suppressor variable, reducing the overall effect of the first variable on the third. The analytical procedure is as follows:

Figure 2

The process of mediation analysis



Source: Hayer et al., 2021

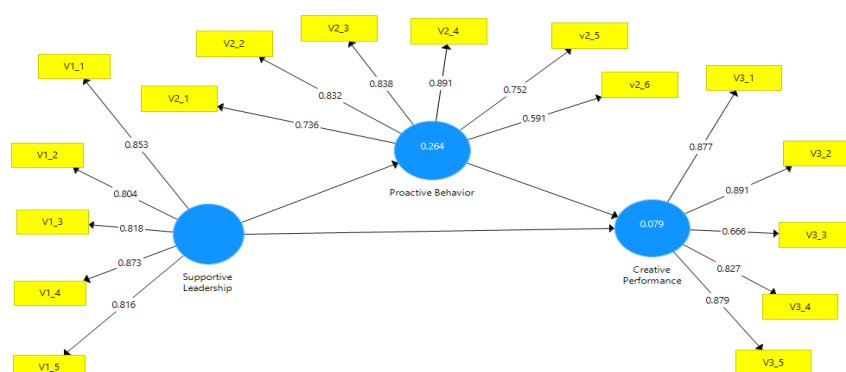
Data Analysis

1- The Measurement Model Testing

1-1- At the indicator level, convergent validity is the state in which all observed variables' factor loads are greater than 0.4, indicating the validity of all items and variables.

Figure 3

Convergent Validity at The Level Of Factors: Factor Loadings



In this phase, questions with a factor loading of less than 0.4 were extracted from both the elimination and final models. In this model, all questions have a factor loading over 0.4, indicating

that the items effectively measure the data.

1-2- Using the mean of the recovered variance at the level of latent variables or components, convergent validity AVE: AVE values of 0.5 or higher, as defined by Frenell and Locker (1981), show that the construct Opinion accounts for at least 50% of the variation of its component elements. The standard variance for each structure is shown in Table 2.

Table 2

Employing the extracted average variance

For examining the convergent validity at the component level

	(AVE)
Innovative Marketing Performance	0.693
Marketing Proactive Behavior	0.607
Supportive Leadership	0.694

The measurement tool's appropriate validity is demonstrated by the fact that the convergent validity of all variables exceeds 0.5 at the factor level. Using composite reliability criteria and Cronbach's alpha, the measurement models are evaluated, as shown in the results table that follows:

Table 3

Composite Reliability and Cronbach's Alpha Results

	Cronbach's Alpha	Composite Reliability
Innovative Marketing Performance	0.893	0.918
Marketing Proactive Behavior	0.87	0.901
Supportive Leadership	0.89	0.919

The composite reliability and Cronbach's alpha findings are verifiable and exceed 0.7.

2- According to Chin (1998), there should be two criteria used to evaluate the auditor's validity or diagnostic validity:

2-1- The components or indicators of a structure should endure the highest factor load such that other structures suffer the least amount of sectional stress. This is known as item-level assessor or diagnostic validity. Giffen and Ashtrab (2005) state that the factor load on the construct that corresponds to each item should be at least 0.1 more than the factor load on all other constructs.

Table 4

Auditor validity or diagnostic validity at the item level

	Innovative Marketing Performance	Marketing Proactive Behavior	Supportive Leadership
V1_1	0.373	0.414	0.853
V1_2	0.113	0.456	0.804
V1_3	0.188	0.38	0.818
V1_4	0.316	0.451	0.873
V1_5	0.08	0.439	0.816
V2_1	0.042	0.736	0.353
V2_2	0.127	0.832	0.562
V2_3	-0.019	0.838	0.364
V2_4	0.069	0.891	0.462
V3_1	0.877	0.036	0.274
V3_2	0.891	0.037	0.236
V3_3	0.666	0.107	0.08
V3_4	0.827	0.159	0.256
V3_5	0.879	0.01	0.174
v2_5	-0.144	0.752	0.289
v2_6	0.235	0.591	0.216

The validity of the diagnostic tool is supported by the fact that each construct has the lowest cross-sectional load (at most 0.4) and the most significant factor load (at least 0.4) on other constructs, demonstrating that the diagnosis is made at the item level.

2-2- A construct must have a square root of AVE that is larger than its correlation with other constructs for it to be valid or diagnostically valid at the factor or concept divergence level. This implies that compared to other structures, the structure has a greater correlation with its indicators. By examining the components or structural divergence displayed below, one can assess the validity of the assessment or diagnosis.

Table 5

Diagnostic Validity at The Constructs Divergence Level

	1	2	3
Innovative Marketing Performance	0.832		
Marketing Proactive Behavior	0.074	0.779	
Supportive Leadership	0.27	0.514	0.833

According to Fornell and Larcker's method, the second occurrence of divergence (at the structural level) can be regarded as valid if the elements on the diameter of the matrix are greater than the values in the cells beneath them. The accompanying table clearly shows that the diagonal components are always larger than the values below them, establishing the validity of the criteria at the factor level.

4-5- Test of Hypotheses

Both structural models' orientations were assessed, and the theories were looked into. The number of arrows on each route represents its coefficient, which is based on one of the model's

assumptions. The path coefficient (beta) between each variable and the dependent variable is evaluated for magnitude, sign, and statistical significance for each hypothesis. The route coefficient illustrates how one structure directly affects another. A larger route coefficient indicates a higher predictive influence of the hidden variable. The relevant coefficient is suitable for assessing the results of the connections between independent and dependent variables in the current study, as well as for illustrating the importance of the interactions between these variables. Each path coefficient t-value should be analysed to ascertain the path coefficient or beta's magnitude and relevance.

Figure 4

The investigated research model's hypotheses (regression coefficient and R^2)

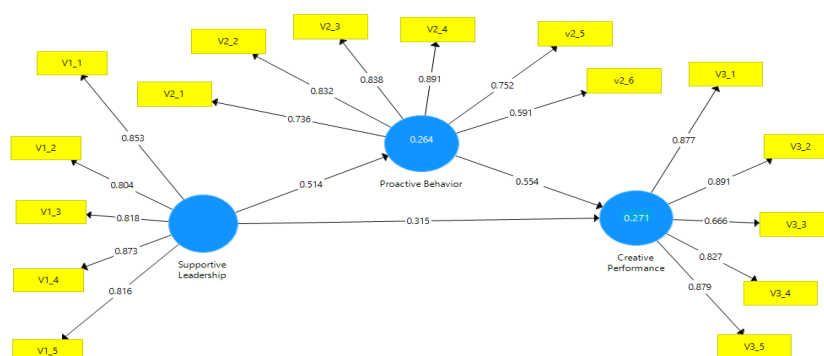


Figure 5

The hypotheses' investigated research model (P values)

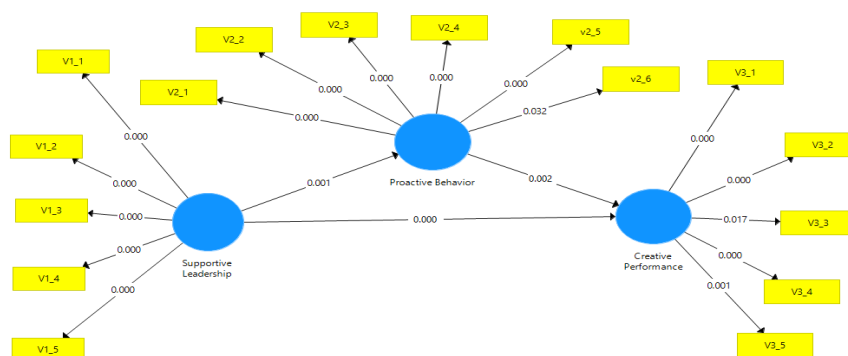
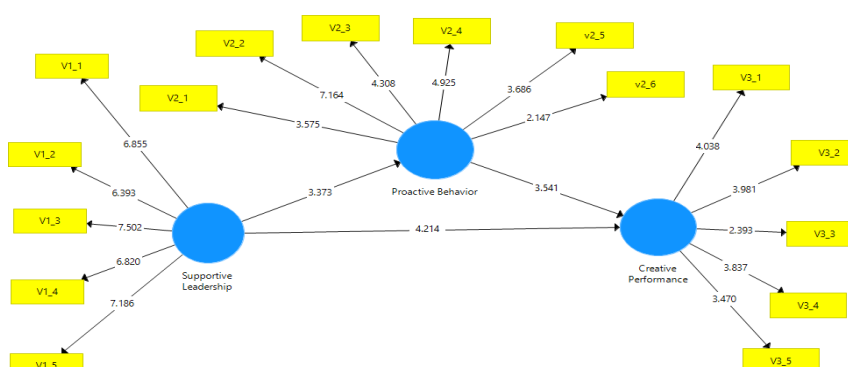


Figure 6

The hypotheses' investigated research model (T values)



The results of the program show that all hypotheses have a significance level below 0.05, indicating that the chosen sample or population does not have a beta value of zero. The beta value of 0.514 was obtained in the first hypothesis, indicating that supportive leadership has a 51% impact on Marketing proactive behaviour. This implies that 51% of the shifts in proactive behaviour in marketing can be attributed to supportive leadership. The t-statistic must be greater than 1.96 to validate the hypothesis. This figure corresponds to 3.37 in the software's output. Consequently, this idea is confirmed.

The H2, with a beta value of 0.315, suggests that supportive leadership has a significant influence on Innovative Marketing Performance, indicating that 31% of pioneers' behaviour changes are linked to supportive leadership. To verify the hypothesis, the t-statistic must be greater than 1.96. This value corresponds to 4.21 in the software's output. Therefore, this idea is accurate.

According to the H3's beta value of 0.554, innovative marketing performance is influenced by progressive behaviour to a degree of 55%. This suggests that 55% of the improvements in Innovative Marketing Performance are due to progressive behaviour. To validate the hypothesis, the t-statistic should be larger than 1.96. This number corresponds to 4.21 in the program output. As a result, we may infer that this hypothesis has been validated.

The H4 focuses on the role of proactive marketing behaviour as a mediator in the relationship between innovative marketing performance and supportive leadership. To investigate this subject, it is necessary to consider the indirect influence of supportive leadership on the performance of innovative marketing. This impact was 0.133, which was statistically significant at the 95% confidence level. Consequently, the initial condition was verified. The second step should analyse the output, which is significant and equivalent to 0.315, to determine the direct relationship between creative marketing performance and supportive leadership.

Furthermore, this results in an overall effect of 0.648, which is statistically significant. Therefore, it is verified that the mediating influence of proactive marketing behaviour indirectly impacts the relationship between supportive leadership and innovative marketing performance. Furthermore, the observation of a significant direct effect implies that this effect is partial.

Conclusion

The results revealed that proactive marketing behaviour is influenced by supportive leadership. These findings align well with research (Boudrias et al., 2021; Amanah et al., 2022). The performance of innovative marketing depends on supportive leadership. These findings align well with the research of Bannay et al. (2020). Innovative marketing performance is influenced by proactive marketing behaviour. The current work's findings agree with those of Fadhil (2024).

Marketing proactive behaviour occurs between supportive leadership and Innovative Marketing Performance relationships. Today, the key to the success of educational institutions is providing creative services tailored to different needs. The capital and central element of education and schools are teachers and managers, whose familiarity with Innovative Marketing Performance plays a crucial role in addressing and adapting to the challenges and difficulties of their jobs. These findings align well with the research of Hussain et al. (2024), emphasising the importance of

strategic innovation capabilities in enhancing the strategic niche of organisations.

Sometimes, it is an opportunity to turn these challenges into opportunities, so looking at their influencing factors and variables is necessary. Note. Considering the effectiveness of supportive leadership on Innovative Marketing Performance and proactive marketing behaviour, it is necessary to give great importance to respect, trust, and fellowship among members and avoid using directive styles.

Leaders should be available and aware of their subordinates' problems, and the group's interests should take precedence over all else. Additionally, the leader must maintain a friendly relationship with their employees to meet their needs and avoid high-order styles. If tasks are assigned in a supportive manner, leadership will improve employee performance. The current work's findings agree with those of (Shaheed et al., 2023)

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