

The Role of Benevolent Leadership in Innovative Behavior: The Mediating Role of Job Dedication

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Abstract:

In this research, we sought to determine the role of benevolent leadership in behavioral behavior: the mediating role of job dedication. In order to achieve this, the benevolent dimension (Ethical Sensitivity, Positive Engagement, Spiritual Depth, Community Responsiveness) was adopted, versus the one-dimensional behavior. And the extent of compatibility with these compatibility through job dedication in its dimensions (Conscientiousness, General expectation of task success, Goal Orientation). The artwork was selected by workers in Al-Kafeel Specialist Hospital in the field for research through a questionnaire (128) individuals. A slight difference (person) was used, and the (R) test to identify the correlation between the variables, and the (F) test for the significance of the regression model, and (R²) was used, the ratio of the relative amount that contributes to the independent variable in explaining the variable in relation to a percentage. I reached a result that there is a significant effect of benevolent leadership on my behavior through the mediating role of job dedication in Al-Kafeel Specialist Hospital. The search for a strong testament to good leadership in order to manage the hospital may still be evident, and plays an important role in leading in general to act in particular.

Keywords: Benevolent leadership, job dedication, innovative behavior, Al Kafeel Specialist Hospital.

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INTRODUCTION

Globalization, market openness, and the information revolution have significantly impacted the labor market, leading to rapid changes in economic, social, political, technological, and organizational factors. Organizations endeavor to reestablish equilibrium in their enterprises, economies, and market positions. Here, the role of benevolent leadership emerges as one of the healthy aspects of business organizations, whether industrial or service, which leads to enhancing innovative behavior. The study explores the impact of benevolent leadership on innovative job dedication, utilizing both conceptual and applied frameworks, with Al-Kafeel Specialist Hospital as a pioneering field for research variables and hypotheses.

LITERATURE REVIEW

First: Benevolent leadership

The scientific study of leadership began through the school of leadership traits at the beginning of the twentieth century with the perspective of the great man, who saw that history is shaped by exceptional individuals and that some personal traits and characteristics distinguish leaders from others.

Leadership researchers focused on identifying individual differences (i.e. traits) associated with leadership, such as intelligence and dominance. (Antonakis & Day, 2018) Both (Fener & Cevik, 2015) considered leadership a function like any other function that is responsible for organizing the group, solving problems, directing, and making sound immediate decisions. Therefore, it requires that the person possesses characteristics that enable him to be a leader, such as intelligence, strong personality, and intuition. As for (Nienaber, 2010), he explained that leadership is a separate and distinct function in the organization and that leadership is a sublime concept that is indispensable for the successful performance of the company.

It was defined by (Garretsen et al, 2020) as a formal or informal process with contextual roots that influences the goal, occurring between a leader and a subordinate or groups of followers. GandoIfi&Stone, 2018) stated that it is leadership that is not one-dimensional and requires a deep understanding of the role of people in the ultimate success of the organization's mission and vision. Leadership is that behavior that is not controlled by the individual much, but is driven by multiple forces in his environment. Leaders are defined by shared goals and philosophies, and take into account contextual factors by displaying personal characteristics. It is a process of building more humanity and ethics in the workplace, and it is a cultural characteristic rather than a type of leadership behavior. (Erben&Guneser, 2008). Zhou et al, (2020) stated that it is a process of nurturing open communication between members in the work environment, mutual participation, and active study. (Nabi & Liu, 2021) added that it is a type of leadership that gives priority to followers and their families, maintains status, and avoids frustrating behavior.

Benevolent leadership has great importance, which is evident in the following:

- It has a clear focus on creating positive change, especially in human values, and balances the transformational and social ethical concerns of leaders. (Luu,2019)
- Benevolent leadership behaviors have positive effects that lead to the focus of workers in their jobs, and that this increase in concentration levels comes as a result of the benevolent behaviors that leaders show towards workers, which in turn motivates them to deal in kind and try to return the favor to leaders by increasing their focus at work. (Chan & Mak, 2012)
- It makes subordinates want to work with the organization and increases their loyalty to it even if the wages are low. (Miles & Huseman, 1989)
- Building benefits, procedures and results for the common good through shared benefits or positive results for members of society. (Ghosh, 2015)
- Benevolent leadership practices can promote reciprocity by helping subordinates when they face personal difficulties and emergencies, expressing concern for the well-being of subordinates even outside the workplace, and rewarding individuals who engage in appropriate or desirable behaviors. (Wu et al, 2012)
- It enhances social relations with employees, improves the company atmosphere, and maximizes quality efficiency if used properly. (Nabi&Liu 2021)
- Benevolent leaders show compassion and special care towards people who face difficulties in their work, in addition to providing support and encouragement for them to overcome their shortcomings and discover their potential, enhancing their strengths, and alleviating or coloring their view of themselves and their feeling that they are low performers or failures. (Luu, 2019)
- It has positive effects on the psychological response of individuals, such as identification, compliance and gratitude. (Chan & Mak, 2009)

Karakas & SarigoIU (2012) identified the dimensions of benevolent leadership as four main dimensions:

- A. Ethical Sensitivity:** It is one of the oldest dimensional models that business leaders have focused on through research conducted on the moral values of leaders. The ethics model can be defined as the ethical perspective that focuses on the values and moral principles of leaders. It is clear that the ethics model began to appear visually, through the call for ethics and values in organizations (Kanungo & Mendonca, 1969). Brytting & Trollestad, (2000) stated that the benevolent leader was viewed as the person capable of creating the correct moral values, and making individuals think correctly to draw the correct results.
- B. Positive Engagement:** Absorption was defined as the process of leaders harnessing themselves in performing work roles, as the leader, through this process, harnesses himself and expresses himself on the cognitive, physical and psychological levels, in general while performing the tasks assigned to him. (Kahn, 1990). And Karakas, (2009) stated that this model stems primarily from the leader's ability and potential to increase positive energy among people, give them confidence in their abilities and talents to achieve positive change, and control negative behavior among people. Kahn, (1990) defined absorption as a relatively stable positive psychological state that is affected by the interaction of workers in the work environment, and can be observed through the individual's desire and readiness to harness his personal energies, whether physical or cognitive.
- C. Spiritual Depth:** Spiritual depth is a new perspective in the field of leadership research and practices that focused on understanding and realizing the inner nature and spirituality and studying the meaning (Kruger & Seng, 2005). The basic building block of this model is spirituality at work, spirituality in leadership, and wisdom in organizations. The disciplines that support spiritual depth are religion, philosophy, and psychology (Karakas, 2009). Dehaghi et al. (2012) defined spirituality as a state or experience that can provide individuals with guidance or meaning, and can provide feelings of understanding, support, or inner perfection. Spiritual values are manifested in the workplace as one of the most important factors that build and enhance organizational commitment for employees. Dehaghi et al. (2012) has shown a model of how spiritual values are proposed to influence an organization, and this model is based on the integration of the literature on spirituality in business with two models (values-based management, and strategic human resource management work).
- D. Community Responsiveness:** The essence of this dimension is that leaders have social commitments that precede economic functions, production and distribution of goods, and profit making, and the primary focus is on the interest of society, which includes issues such as quality of life, community service, which must be applied decisively through leadership practices, and emphasizes the social role of the business model, which is an important tool for social progress in society, and emphasizes the impact of exemplary corporate leaders in addressing social problems related to education, employment, environment, medical care, civil rights, arts and culture, and sustainability, and can be considered social responsibilities towards the businessman as a milestone in the early formation of the concept of social responsibility of leaders in organizations (Karakas & SarigoIU, 2012). Frolova & Lapina, (2014) explained that the International Organization for Standardization issued guidelines on social responsibility and defined it as the responsibility of the organization for the effects of its decisions and activities on society and the environment. He added that the construction of corporate social responsibility has two main characteristics (describing the relationship between business and the larger society, referring to the company's voluntary activities in the field of environmental and social issues, and both Sen &

Bhattacharya, (2001) see that the social responsibility of organizations is also referred to as the organizations' positive social endeavors or social performance, and it has been traditionally conceived somewhat broadly as the managerial commitment to take action to protect and improve the welfare of both society and the interests of organizations.

Second: job dedication

Job dedication refers to self-discipline and commitment-driven behaviors such as investing extra time and energy in an employee's work, arriving on time, and taking initiative and persistence in challenging tasks (Grant et al., 2008). Job dedication includes self-discipline and motivating behaviors such as working hard, taking initiative, and following rules to support organizational goals (Jankinthong & Rurkkhum, 2012). It was defined by (Witt et al., 2002) as self-disciplined behaviors such as following rules, working hard, and taking initiative to solve a problem at work. (Jenaro et al., 2011) added that it refers to strong involvement in an employee's work and experiencing a sense of importance, enthusiasm, inspiration, pride, and challenge. (Berg et al., 2013) emphasized that it is the degree to which employees perform their role in a proactive and effective manner, and employees become more satisfied, more resilient, and thrive at work. (Bakker, 2015) has shown that it is a positive, satisfying, work-related mental state characterized by vitality as it is stimulating, active, and something to which they really want to devote time and effort.

Dedication to work is of great importance, which is evident in the following:

- Increasing employee productivity: Job dedication contributes to increasing employee productivity and makes them have positive feelings such as happiness and vital enjoyment, and they are more open to opportunities at work, cooperative with others, and able to manage their personal resources (Langenhoven, 2015).
- Improving employee performance: Focus and energy allow employees to realize their capabilities, perform the supporting role and initiative at work, and adapt dynamically to work life, which has become characterized by its continuous change.
- Reducing turnover: Job dedication contributes to reducing absenteeism and turnover rates, reducing costs, in addition to the organizational benefits achieved through increasing job satisfaction, creativity and innovation, productivity, and quality (Newton, 2015).
- Motivating employees: It encourages employees to act deliberately to promote the interests of the organization. On the other hand, dedicated employees understand and support the company's values better and tend to put in extra effort in protecting the hospital's image (Maisyuri & Ariyanto, 2021).
- Increasing job satisfaction: Dedicated employees take the time to ensure the quality of their work, which may lead to fewer errors and increased customer satisfaction. This can increase profits and enhance business performance. At the same time, job dedication is a crucial element in career success (Malik, 2023).

On the other hand, researchers' viewpoints varied in determining the dimensions of job dedication, but the researcher adopted the model (Van Scotter & Motowidlo, 1996), which included three dimensions represented by the following (**conscientiousness ,General expectation of task success, and Goal Orientation**,). Each of them will be explained briefly as follows:

- A. Conscientiousness:** Conscientiousness is the most consistent and universal predictor of job performance, as conscientious employees tend to hold others to their performance and motivational standards, and because they prefer personal responsibility, they may perform ineffectively when they are also uncooperative and inconsiderate of others (Witt et al., 2002). Conscientiousness is a set of constructs that describe individual differences in the tendency to exercise self-control, take responsibility for others, work

hard, be organized, and adhere to rules. It is also a personality trait that most researchers are familiar with because of its inclusion in the Big Five classification of personality traits: extraversion, agreeableness, conscientiousness, emotional stability, and openness (Roberts et al., 2014). In addition, it is positively related to well-being, as conscientious individuals appear to be oriented toward life situations that are beneficial to well-being and set high goals for themselves. Therefore, conscientious individuals are more likely to achieve high goals and obtain a higher level of well-being (Boyce et al., 2014). An individual with a high level of conscientiousness acts purposefully and shows strong-willed, assertive, and detail-oriented behavior. In contrast, an individual with a low level of conscientiousness shows a tendency to neglect work toward achieving goals and is lazy and tends to be irresponsible and impulsive (Sutherland et al., 2007). In addition, individuals with a high level of conscientiousness show more organizational citizenship behaviors and less deviance against the organization. Through wages, the market rewards human capital capabilities such as conscientiousness. Conscientious individuals are achievement-oriented, intrinsically motivated, and well-organized (Wiersma & Kappe, 2017). Accordingly, it is also referred to as dependability, conformity, or the will to achieve. It entails being careful, thorough, responsible, organized, achievement-oriented, hardworking, self-disciplined, and persistent. Conscientiousness appears to be the strongest and most consistent personality trait in predicting academic achievement (Verbree et al., 2023). Conscientiousness is the most consistent personality indicator for academic achievement. It combines different traits that are critical for successful learning. Narrow traits of conscientiousness can predict academic achievement better than broad traits (Dumfart & Neubauer, 2016).

- B. General expectation of task success : The expectation of success is the belief that the employee is able to achieve the desired goals, solve problems, and commit to long-term career goals. It reflects employees' optimistic expectations about their personal future (Yong, 2010). It is worth noting that expectations are the core of many motivational theories. According to the expectancy-value model of achievement motivation, the expectation of success is an important determinant of an individual's motivation for success, performance, and task selection. The expectation of success generally refers to beliefs about how an individual will perform different tasks or activities (Gorges & Göke, 2015). The expectation of success is defined as beliefs about how individuals will be good in their future positions. It is the belief that employees will succeed in achieving their goals, solve problems, and be loyal to long-term career goals. These expectation beliefs will be expectations of success, not expectations of results (Ercoskun et al., 2019). Expectations of success may be very important for maintaining motivation in situations where goals and performance criteria are clear and include beliefs expected of a person's success in a specific task (assessment of the individual's ability to succeed in the task) (Dietrich, 2019).
- C. Goal Orientation : The goal orientation factor structure emerged and developed in the 1980s and 1990s in multiple research fields including educational psychology, social psychology, and industrial-organizational psychology. Therefore, we recommend using the terms dispositional or individual difference to describe the assessment of the goal orientation profile (Vandewalle et al., 2019). Goal orientation is defined as the preferences for situational goals in achievement situations. Researchers in organizational psychology have suggested that goal orientation plays an important role in a variety of human resource functions such as recruitment, selection, training, and performance appraisal. Goal orientation also appears to play an important role in other work-related topics such as organizational climate, culture, and organizational change (Payne et al., 2007). Goal orientation also suggests that employees have motivational tendencies to achieve different goals based on their core beliefs. Goal orientations in turn influence how they deal with, interpret, and respond to situations and challenges

(Chadwick & Raver 2015). In addition, goal orientation has been developed over the past two decades as one of the basic constructs used in the study of achievement motivations in addition to the employee's orientation towards evaluating his competence in the achievement activity (Pastor et al., 2007). Accordingly, goal orientation is an indicator of processing, persistence, effort and achievement in the test. Therefore, they suggested that goal orientation was an indicator of superficial processing rather than deep processing and test achievement (Mentiş et al., 2018).

Third: Innovative Behavior

The innovation of employees is one of the most important management principles that has attracted the attention of researchers in the field of business administration as the basis for organizational success. The human element is the one who invents, innovates, creates, renews, manages, organizes, and implements, which enables organizations to confront rapid changes, cognitive and technological expansion, and solve problems using new methods, which requires finding creative employees who are able to find new methods and quick administrative solutions. The innovative behavior of employees is a behavior that goes beyond the specific roles of employees and is directed towards presenting, developing, and implementing new ideas to provide useful and new solutions to complex organizational problems. (Moghimi and Subramaniam, 2013). It is described as the ability to generate and encourage innovative implementation in the organization for the purpose of personal and organizational performance and a characteristic that enables employees to use innovative means of thinking quickly and accurately. (Li, X, & Zheng, 2014) It is the ability of employees to bring about multiple changes for the purpose of improving the organization's performance by introducing new ideas and implementing these ideas to reach tangible results. (Pukiene, 2016). The behavior depicted by the human resource in the workplace represents the result of a series of decisions that begin with the perception and analysis of the current situation, then information is collected, alternatives are evaluated, and the appropriate one is chosen in order to adopt or reject a certain behavior or idea. (Shehadeh, 2016). Innovative behavior is defined as a complex behavior of working individuals that generates, presents, and applies innovative ideas. Thus, it provides capabilities to maintain competitive advantage and maintain the sustainability of the organization (AlEssa and Durugbo, 2022).

Studying the innovative behavior of working individuals is one of the important issues in recent years due to the ability of this behavior to achieve organizational success by generating new and useful ideas, which are transformed into more effective goods, services, and processes for the organization (Alnidawi and Omran, 2018). Therefore, innovation is described as a process, product, and personal traits shown by working individuals (Carmeli & Schaubroeck, 2007), as well as the ability of managers to build a strategy capable of adapting to change, and building innovative capacity and flexibility to increase the ability of individuals to generate ideas and innovate in technological and social issues by identifying the factors that affect individual innovative behavior, including: personal factors, cognitive factors, self-motivation, and information (Woodman et al., 1993).

Modern organizations have been interested in providing an atmosphere that encourages creativity, as well as interest in research and development, adopting appropriate wage and reward systems, and appointment and selection procedures that ensure that they obtain intelligent and astute workers (Anyimjoy, 2012) and developing their innovative behavior, which is considered one of the contemporary, vital and necessary topics, as it is the first goal of business organizations, because it plays a great and wonderful role in making them maintain development and deal with changes in the work environment. In addition, it helps organizations obtain opportunities, achieve growth and business continuity (Alnidawi & Omran, 2018). And rejecting monotony in work and not accepting practices or obeying orders that restrict the individual's thinking, and also for innovative behavior the ability to

adapt and contribute to solving problems and bear risks and respond to environmental variables, which makes the organization in a stable position (Shehadeh, 2016), while (Diliello et al, 2006) confirmed that innovative behavior is not achieved in a work environment that does not encourage innovation, and in general, the role of innovative behavior appears in developing the individual's talents and employing them in producing the new and useful, as follows (Hamdan et al, 2020):

- ✓ Enhances awareness to the issues of others and the person's capacity to create new identities.
- ✓ Assists individuals in developing innovative solutions to problems.
- ✓ Encourages the person to enjoy doing things independently, which helps them form optimistic views about finding answers to issues and difficulties they encounter in their daily life.
- ✓ Promotes tolerance for diversity and new duties to control risks and adapt to changes.
- ✓ Motivates the individual to cooperate with others to discover ideas.
- ✓ Aids in the development of patterns to enhance effectiveness and assists individuals in pursuing their interests and enhancing their abilities.

A one-dimensional scale was adopted to measure innovative work behavior, consisting of four items according to Janssen (2000) and Akhavan et al (2015).

METHODOLOGY

First: Research Problem

The research problem is a result of the technical research's lack of diversity and weak perception. Consequently, the research problem can be formed by identifying good leadership from a technical research perspective, and it has been in progress since then. The innovative behaviour of functional dedication determines the degree of selection. And it is directed towards the direction through the following questions:

1. Does Al Kafeel Specialist Hospital adopt benevolent leadership to enhance the desired innovative behavior through participatory leadership? Does benevolent leadership have an impact on innovative behavior through job dedication at Al Kafeel Specialist Hospital?
2. Is there a relationship between benevolent leadership and innovative behavior at Al Kafeel Specialist Hospital?
3. Is there an impact of benevolent leadership on innovative behavior at Al Kafeel Specialist Hospital?

Second: Research Importance

1. The study variables are new, necessitating both theoretical and practical analysis.
2. Selecting three contemporary variables and implementing them in a suitable setting.
3. Al-Kafeel Specialist Hospital's investment in benevolent leadership is necessary due to its involvement with a large number of employees, which necessitates a focus on organisational innovation to achieve excellence and the desired innovative behaviour through job dedication.
4. The association of benevolent leadership with the job dedication of Al-Kafeel Specialist Hospital workers in order to achieve innovative behavior.

Third: Research Objectives

1. Determining the level of benevolent leadership that really exists at Al-Kafeel Specialist Hospital and attempting to quantify it in order to determine how closely it aligns with the findings of the present study.
2. Assessing Al-Kafeel Specialist Hospital's commitment to innovation and its alignment with its strong position.
3. Assessing the influence of benevolent leadership on innovative behaviour in Al-Kafeel Specialist Hospital through job dedication.
4. Identifying the strengths and shortcomings of benevolent leadership and their impact on creative behaviour at Al-Kafeel Specialist Hospital.

Fourth: Research Model

To illustrate the mediating function of work devotion in the link between innovative behavior and benevolent leadership, a hypothetical diagram has been constructed. It has been developed in accordance with the administrative literature that pertains to the research specialisation (human resources management, organisational theory, and organisational behavior). The following is depicted in this diagram:

1. **Independent Variable (X):** It is represented by the dimensions of benevolent leadership ((moral sensitivity, positive absorption, spiritual depth, community response) (Karakas & Sarigollu, 2012)
2. **Mediating Variable (Y):** It is represented by job dedication and its dimensions (conscientiousness, general expectation of mission success, goal orientation) (Van Scotter & Motowidlo, 1996)
3. **Dependent Variable (Z):** It is represented by the dimensions of innovative behavior (unidimensional) (Janssen, 2000) (Akhavan et al, 2015) as shown in the following figure (1):

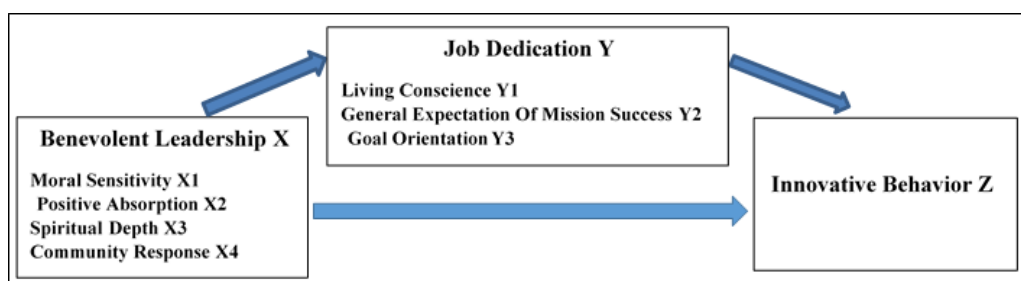


Figure (1) Research Model

Fifth: Research Hypotheses

- H1:** There is a significant effect of benevolent leadership in its dimensions on job dedication.
- H2:** There is a significant effect of benevolent leadership in its dimensions on innovative behavior.
- H3:** There is a significant effect of job dedication on innovative behavior.
- H4:** There is a significant effect of benevolent leadership on innovative behavior through job dedication.

Sixth: Research Limits

1. **Spatial boundaries:** Al-Kafeel Specialist Hospital was selected as the research community due to its proximity and suitability for testing the research hypotheses and achieving its primary objectives. This choice underscores the significance of the research and the potential for generalisation of its findings.

2. **Time boundaries:** This encompasses the duration the researcher allocated to compose the theoretical framework, disseminate the questionnaire, and collect the data, followed by the execution of suitable statistical analyses to derive results, culminating in the formulation of conclusions and pertinent recommendations for the institutions based on the sample responses during the period from August 1, 2024, to November 25, 2024.
3. **Human boundaries:** The employees of Al-Kafeel Specialist Hospital were chosen using the random sample method to avoid bias errors that may affect the statistical results at both the sample and community levels. The sample consisted of twelve individuals.

Seventh: Research Methodology

The theoretical aspect was approached using the descriptive inductive approach, while the practical aspect was approached using the applied analytical approach.

RESULT

1. Descriptive Statistics and Correlation

The findings of correlation analysis and descriptive statistics are shown in Table (1). For Benevolent Leadership, Job Dedication, and Innovation Behaviour, the corresponding mean and standard deviation are $M = 3.52$, $SD = .803$, $M = 3.69$, $SD = .581$, and $M = 3.57$, $SD = .905$. Innovation behaviour and benevolent leadership have a positive and significant link ($r = .819$, $p < 0.1$), according to the Pearson correlation coefficient, and job dedication and benevolent leadership have a positive and significant relationship ($r = .775$, $p < 0.1$). It also suggests a positive correlation between Innovation Behaviour and Job Dedication ($r = .895$, $p < 0.1$). In the study hypotheses, these correlations were anticipated.

Table (1) Mean, standard deviations, and correlations between main variables

Variables	M	SD	1	2	3
Benevolent Leadership	3.52	.803	1	.895**	.819**
Job Dedication	3.69	.581	.895**	1	.775**
Innovation Behavior	3.57	.905	.819**	.775**	1

Note N=128, ** $p < 0.01$

2. Reliability and Validity Measurement

Table (2) shows the findings of the Confirmatory Factor Analysis (CFA). The parameter estimations are possible and acceptable if they surpass 40%. Smaller standard errors improve statistical parameter reliability, while the critical ratio (CR) determines the statistical significance of parameter estimations. If the parameter estimates above the critical ratios (1.96) at the 5 percent significance level and (2.56 at the 1 percent significance level, they are considered significant (Holtzman & Sailesh, 2011). A loading value larger than 0.40 implies statistical acceptance, with the exception of the following components: 1,2,4 from Spiritual Depth, 1,2,3,4 from Conscientiousness, and 1,2,3,4,5,6,13,15 from Goal Orientation. Furthermore, the compliance structural equation modeling's indicators and base quality exceeded the statistically acceptable limits. Cronbach's alpha reliability analysis is also included in this table. The research instrument used in this work has a high level of internal consistency, as shown by the values above 0.7 (Sharma, 2016). Consequently, it might be argued that this study's measuring paradigm satisfies validity and reliability requirements.

Table (2) Confirmatory Factor Analysis and Cronbach's Alpha

Variables (dimensions)	Cronach's Alpha	Loading	Quality Indicators
Benevolent Leadership	0.96		CIMN/DF=1.741 GFI=.908 CFI=.941 IFI=.941 RMSEA=.079
Ethical Sensitivity	0.90	.552	
		.565	
		.735	
		.789	
		.657	
		.580	
		.569	
		.781	
		.795	
		.738	
Positive Engagement	0.89	.675	
		.735	
		.783	
		.827	
		.826	
		.671	
		.616	
		.610	
		.493	
		.527	
Spiritual Depth	0.91	Deleted	
		Deleted	
		.482	
		Deleted	
		.753	
		.753	
		.875	
		.866	
		.834	
		.841	
Community Responsiveness	0.93	.766	
		.786	
		.753	
		.689	
		.745	
		.702	
		.711	
		.759	
		.795	
		.677	
Job Dedication	0.90		CIMN/DF=1.604 GFI=.903 CFI=.938 IFI=.939 RMSEA=.071
Conscientiousness	0.86	Deleted	
		Deleted	
		Deleted	
		Deleted	
		.567	
		.581	
		.761	
		.764	
		.656	
		.567	
		.561	
		.741	

General Expectation of Task Success	0.85	.715	
		.725	
		.675	
		.733	
		.756	
		.810	
		.822	
		.662	
		.608	
		.602	
		.483	
		.517	
Goal Orientation	0.77	Deleted	
		Deleted	
		Deleted	
		Deleted	
		Deleted	
		Deleted	
		.657	
		.792	
		.791	
		.889	
		.815	
		.743	
Innovation Behavior	0.82		CIMN/DF=1.702 GFI=.986 CFI=.991 IFI=.991 RMSEA=.077
		.660	
		.759	
		.744	
		.763	

3. Tests of hypotheses

This study examined the impact of Benevolent Leadership on Innovation Behavior through Participatory Leadership, presenting direct effects, C.R, and P-values in Table (3) and the structural model. The direct effect was demonstrated using the Structural Modelling Equation, as shown in Table (3). The results support H1 by indicating a positive correlation between Job Dedication and Benevolent Leadership ($\beta = 0.89$, $p < .001$). Innovation behaviour and benevolent leadership have a positive correlation ($\beta = 0.63$, $p > .005$), confirming H2. In the same vein, H3 indicates a positive correlation between Innovation Behaviour and Job Dedication ($\beta = 0.21$, $p < .005$). Preacher and Hayes (2018) recommended that bootstrapping analysis be conducted on 5,000 sub-samples to evaluate H4. This analysis was conducted to evaluate the correlation of bootstrapping samples with a 95% confidence interval (CI). The Amos software was employed to validate the mediating effect of Participatory Leadership on the relationship between Benevolent Leadership and Innovation Behaviour. Consequently, H4 is also supported.

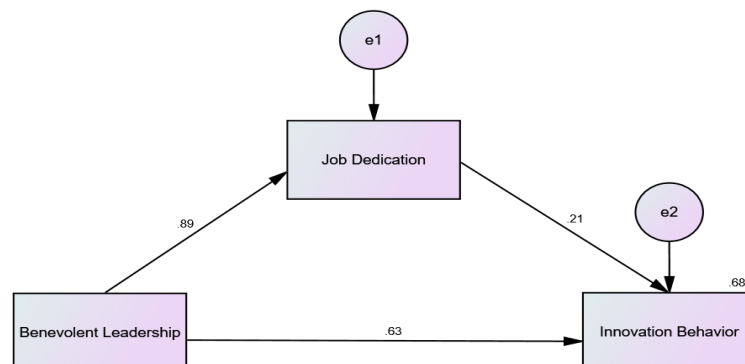


Figure (2). Structural model

Table (3). Path Coefficients, S.E, C.R, and p-values

Effect	Hypotheses	B	S.E	C.R.	P
Direct effect	Benevolent Leadership→ Job Dedication	.895	.030	21.882	***
	Benevolent Leadership→ Innovation Behavior	.629	.131	5.404	***
	Job Dedication→ Innovation Behavior	.212	.181	2.822	.028
Indirect effect	Benevolent Leadership→ Job Dedication→ Innovation Behavior	.190	Upper Bounds	Lower Bounds	.032
			.459	.157	

Conclusions

1. Benevolent leadership is the fundamental foundation for fostering creative employee behaviour in every organisation that seeks to excel in its industry.
2. Job dedication is the main link to enhance the innovative behavior in all fields.
3. Though opinions of the ideas of devoted commitment and good leadership vary, there is a strong agreement on their significance in reaching high degrees of creative activity.
4. The sample affirmed its interest in benevolent leadership, which provides it with an applied dimension that is embodied in the potential for its implementation within the company. This instrument is effective in fostering the innovative behavior of employees by investing in job dedication.
5. The statistical results indicated a correlation between the most valuable innovative behavior of employees and job dedication. The relationship between benevolent leadership and innovative behavior ranked second, then benevolent leadership and job dedication ranked third.
6. The statistical results of the effect indicated that the effect of benevolent leadership on job dedication was of the highest value, followed by the effect of job dedication on the innovative behaviour of employees. Additionally, benevolent leadership had an impact on the innovative behaviour of employees.
7. There is an indirect effect with moral significance for benevolent leadership on the innovative behavior of employees through job dedication.

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