

The Impact of Innovative Leadership on Employees Performance (Case Study of Al-Qutaibi Islamic Bank -Aden)

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© 2025 جامعة العلوم والتكنولوجيا، المركز الرئيس عدن، اليمن. يمكن إعادة استخدام المادة المنشورة حسب رخصة مؤسسة المشاع الإبداعي شريطة الاستشهاد بالمؤلف والمجلة.

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Abstract:

This study examines the relationship between innovative leadership and employee performance within a banking institution in Aden, Yemen, which is Al-Qutaibi Islamic Bank, where the problem statement was represented to answer the following question: What is the impact of innovative leadership with its dimensions on employee performance with its dimensions in the banking sector targeting Al-Qutaibi Islamic Bank—Aden? The researchers used the descriptive analytical method and statistical program (SPSS) to determine the sample items; there were 60 questionnaires that were used for the analysis. The sample appropriate for study was 51 questionnaires after excluding the 9 invalid ones. Results showed that employees reported positive perceptions of innovative leadership practices, with high average scores in empowerment, communication, creativity, and collaboration. This study concluded that innovative leadership styles emphasize empowerment, communication, creativity, and collaboration to have a significant positive impact on employee perception and performance in a banking environment. The study recommends developing methods that can be used to measure innovation performance. The study relies on self-reported data and focuses on a single organization. Future studies could explore objective measures of innovation and expand research to other industries.

Keywords: *Innovative Leadership, Employees Performance, Al-Qutaibi Islamic Bank*

تأثير القيادة المبتكرة على أداء الموظفين (دراسة حالة بنك القطيفي الإسلامي-عدن)

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الملخص:

الهدف الرئيسي لهذه الدراسة هو استكشاف العلاقة بين القيادة الابتكارية وأداء الموظفين داخل مؤسسة مصرفية في عدن - اليمن وهي (بنك القطيفي) حيث تم تمثيل بيان المشكلة للإجابة على السؤال التالي : ما أثر القيادة الابتكارية بأبعادها على أداء العاملين بأبعادها في القطاع المصرفي باستهداف (بنك القطيفي - عدن)؟ واستخدم الباحثون المنهج الوصفي التحليلي الاستنباطي والبرنامج الإحصائي (SPSS) لتحديد فقرات العينة، وبلغ عدد الاستبانات التي استخدمت للتحليل 60 استبانة. وبلغت العينة المناسبة للدراسة 51 استبانة بعد استبعاد 9 منها غير صالحة. وأظهرت النتائج أن الموظفين أبلغوا عن تصورات إيجابية لممارسات القيادة المبتكرة، مع متوسط درجات مرتفع في التمكين والتواصل والإبداع والتعاون. وترتبط هذه التصورات الإيجابية بمستويات عالية من الرضا الوظيفي، وخبرة العمل الإيجابية، والأداء الوظيفي القوي ولخصت هذه الدراسة إلى أن أساليب القيادة المبتكرة تؤكد على التمكين والتواصل والإبداع والتعاون ليكون لها تأثير إيجابي كبير على إدراك الموظفين وأدائهم في البيئة المصرفية. وتوصي الدراسة بتطوير الأساليب التي يمكن استخدامها لقياس أداء الابتكار إن وضع قياسات محددة لتقييم مدى تأثير تقنيات القيادة هذه على نتائج الابتكار الفعلية للبنك سيكون مفيداً. تعتمد الدراسة على البيانات المبلغ عنها ذاتياً وتركز على منظمة واحدة. يمكن للدراسات المستقبلية استكشاف التدابير الموضوعية للابتكار وتوسيع نطاق البحث ليشمل الصناعات الأخرى.

الكلمات المفتاحية: القيادة الابداعية، أداء الموظفين، بنك القطيفي الاسلامي

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Introduction

Innovative leadership has been spread around for centuries, but due to the globalization concept, it has become increasingly important in recent years. As the world has become more complex and interconnected, organizations have had to adapt and innovate in order to survive.

Clayton Christensen (1997, 24) defined innovative leadership as the ability to inspire and empower others to create new ideas and solutions to challenges. *(Bill George, 2012)* said it is a style of leadership that is characterized by creativity, risk-taking, and a willingness to challenge the status quo. Innovative leaders are able to see the world in new ways and to identify opportunities for improvement where others might not.

In addition, innovative leadership is not simply about coming up with new ideas. It is also about creating an environment where new ideas can flourish. Because formulating concepts is easier than bringing the concepts into reality. This means creating a culture of creativity and risk-taking, as well as providing the resources and support that employees need to develop and implement their ideas.

(Inc. magazine, 2017) A study by the University of Southern California found that innovative leadership was associated with a 14% increase in employee engagement. Furthermore, more innovative leadership has also focused on the role of technology. Technology can play a key role in facilitating innovation, both by providing new tools and resources for generating and implementing new ideas and by connecting people with different perspectives and expertise. In this regard, it is worth mentioning that Al-Qutaibi Islamic Bank faced several challenges in the internal and external environment towards fostering innovative leadership, such as tackling contemporary management and technology application with consideration of the staff capacity building.

Hypotheses

- H1: There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) that innovative leadership has a positive impact on employee performance.
- H2: There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) that innovative leadership practices, such as encouraging creativity and fostering a culture of innovation, will lead to increased employee engagement and motivation.
- H3: There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) that innovative leadership encourages employees to embrace change and adapt to new challenges, leading to increased organizational agility and resilience in a rapidly changing environment.
- H4: There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) that innovative leadership promotes a culture of psychological safety, where employees

feel comfortable taking risks, sharing ideas, and learning from mistakes, leading to increased creativity and innovation.

Problem Statement

In today's world of fast change, organizations need innovative leadership to survive and grow.

On the other hand, little research has been done on how creative leadership affects worker performance in underdeveloped nations like Yemen. Yemen is a nation with a young and expanding population that offers enormous economic development possibilities. However, the nation also has to deal with many issues like political instability, poverty, and conflict.

Many leaders find it difficult to foster an atmosphere that can support innovation, despite the critical role that innovative leadership plays in improving employee performance. This is attributed to a variety of issues, including a culture of resistance, a lack of resources, and a fear of failure. Because of this, a thorough investigation into how innovative leadership affects workers' performance across a range of factors, including collaboration, empowerment, communication, and creativity, is necessary. Studies of this kind can offer insightful looks into the connection between effective leadership and worker performance, assisting companies in making critical choices and determining the best course of action for raising worker performance.

Therefore, the researchers concluded that the problem on which the study is based is represented by the following question:

- What is the impact of innovative leadership with its dimensions on employee performance with its dimensions in the banking sector targeting Al-Qutaibi Islamic Bank—Aden?

Study Objectives

Innovation leadership is a crucial skill for leaders who want to operate in challenging and unpredictable circumstances. It involves creating an environment for innovation within organizations, which is essential for organizational health and future viability.

- This research aims to identify the impact of innovative leadership on employee performance and to investigate the relationship of innovative leadership affecting employee performance and capacity to perform the work properly.
- To identify the role of authenticity and growth/innovation mindset on an employee's performance.
- To determine the effects of proper leaders in the workplace.
- To identify the motivators to enhance the employee's performance.

- To identify the common challenges faced by leaders in fostering a culture of innovation.

Study Questions

Here are some questions hoping that the study will answer:

- What is the relationship between innovative leadership and employee performance?
- What are the best innovative leadership approaches that can be applied in Al-Qutaibi Bank?
- Does the focus of innovative leadership on performing work alone constitute an obstacle to employee performance?
- What are some innovative strategies for motivating employees in a rapidly changing and competitive business environment?
- What are the potential benefits of having a workforce that is both authentic and growth-oriented?
- How can leaders create a culture of empowerment and trust that encourages employees to take ownership of their work and contribute to innovation?
- How can leaders overcome resistance to change and foster a mindset of continuous improvement within their teams?

Study Significance

Yemen is a nation dealing with several issues, such as a humanitarian crisis, economic instability, and a civil conflict. It is crucial now more than ever for businesses to be creative and come up with fresh ideas for how to run and prosper.

The workforce in Yemen is comparatively educated and youthful. Businesses will benefit greatly from this, but they will also need to be able to draw in and keep top personnel. Creative leaders can assist companies in achieving this by establishing an environment that is stimulating, fulfilling, and conducive to the professional development of staff members.

According to a Yemen Chamber of Commerce and Industry report, companies led by creative individuals had a higher chance of expanding and growing during the civil conflict.

According to a different survey conducted by the Yemeni Ministry of Economy and Trade, companies in Yemen that have creative CEOs have a higher chance of exporting goods and services to foreign markets.

Creative and supportive work environments are fostered by innovative leadership, which greatly improves employee performance. A study by Abdullah et al. (2021) shows a strong relationship between employees' "innovative work behavior" and innovative leadership, which improves both individual and organizational

performance. As a result, creative leaders inspire their staff to question the status quo and think creatively.

Conceptual Framework

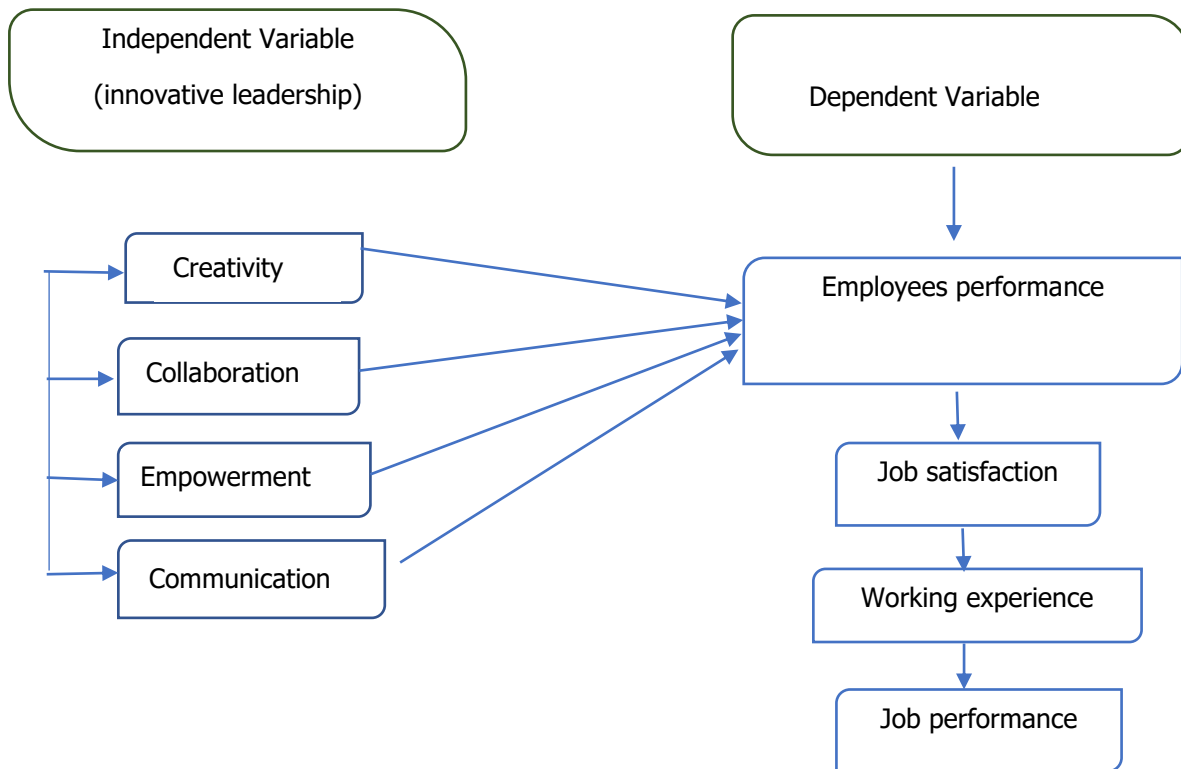


Figure (1): Conceptual Framework of the study
 (Prepared by the researchers based on the previous studies)

Literature Review

- *Bellis Odinga, Kilungu Matata, Damaris Monari, 2023 Titled "Influence of Employee Empowerment on Job Satisfaction of Commercial State Corporations in Kenya"*

The study's general objective was to establish the effects of employee empowerment on job satisfaction of commercial state corporations within Kenya. Specifically, the study sought to assess the influence of job design to establish the influence of transformational leadership and the influence of employee involvement and knowledge-sharing practices. The target population of this study consisted of 55 commercial state corporations within Kenya. The sample size was 48 commercial state corporations using questionnaires. The study thus concluded that employee empowerment had a significant relationship with employee job satisfaction, and job design was the dominant employee empowerment tool. The study recommends that these organizations consider employee empowerment policies that aim to boost knowledge-sharing practices, transformational leadership, and employee involvement.

- *Abun Dami Damianus, Elita Valdez B., Fredolin P Julian, Michael Calipjo G. 2023 Titled The "Effect of Innovative Leadership, Employees' Innovative Knowledge and Skills on the Innovative Work Behavior of Employees"*

The research aimed to investigate how the innovative leadership of administrators, as well as the innovative knowledge and skills of employees, affects their innovative work behavior. The study utilized a descriptive assessment and correlational research design, with data collected from employees at two colleges (DWCL & DWCV) using validated research questionnaires. Results showed that the innovative leadership of administrators, innovative knowledge, innovative skills, and innovative work behavior of employees were assessed as high, and there was a significant correlation between them. These findings contribute to the discourse on innovative work behavior among employees. The study recommends that increasing innovative leadership, knowledge, and skills would lead to an increase in innovative work behavior among employees. However, the study acknowledges its limitations due to its limited population and variables. Further research is needed to include a larger population and more variables to explore innovative dimensions and work behaviors.

- *Efstratios Fonias, Johan Rocklind 2021 Titled The Effect of Leadership on the Innovation and Organizational Performance of Employees"*

The aim of this study was to provide clarity in the impact of leadership styles on the motivation and innovative spirit of the employees. The thesis also aimed to go deeper into further understanding how this could have an effect on organizational performance. Based on these, an online survey was constructed to collect data from technological companies in Belgium and Sweden to gain data in order to understand and measure these factors. Over a period of 3.5 weeks, data from 200 respondents were collected by using the Structural Equation Model. For the collected data, the research showed that while participative leadership does not have a significant impact on the constructed model, transactional leadership has a positive impact on both employee motivation and innovation. Employee motivation and innovation also had a positive impact on organizational performance. This study recommends that rework be founded on applying the present model in different sectors and industries. In addition, different leadership styles examined that are more fitting to the industry under investigation.

- *Dr. Muhammad Hassan Ali Muqibel, 2021, titled "The 'Thee to Which Academic Leaders at Seiyun University Practice Innovative Leadership from Faculty Members Point of View"*

The aim of the research is to identify the degree of innovative leadership practice among academic leaders at Seiyun University from the college teaching staff's point of view. The researcher uses the descriptive survey method represented

in a questionnaire consisting of (42) items distributed to a targeted stratified sample of (47) college teaching staff at Seiyun University. Using the statistical program (SPSS), the results reveal that the degree of innovative leadership practice among academic leaders at Seiyun University from the college teaching staff's point of view obtains an overall arithmetic average (3.01 out of 5) and a practice rating (average). (gender, academic degree, experience, specialization, workplace). Based on the results, the researcher recommends that academic leaders should work on innovation to improve the way of working and carrying out the required tasks.

- *Faisal Jamshed, 2020, titled "Impact of Innovative Leadership on Object Performance with the Mediating Role of Creativity and the Moderating Role of Collaborative Culture"*

The objective of this study is to examine how innovative leadership contributes to performance in project-based organizations. The mediating role of team creativity is examined on innovative leadership, which demonstrates that when the leader is innovative, they promote and motivate the employee's contribution towards the objective. 350 questionnaires were distributed; however, 265 complete responses were received from employees working in different project-based organizations. . This study majorly contributes to the previous literature by identifying the different mediators of team creativity between innovative leadership and project performance. This study recommends that the researchers mine the impact of innovative leadership on the organization through different project-related variables, i.e., organizational ambidexterity; it also studied with other mediating variables.

Similarities and Contrasts with the Previous Studies

- The Theories recommend that organizations consider employee empowerment policies that aim to boost knowledge-sharing practices, transformational leadership, and employee involvement.
- The Theories recommend that increasing innovative leadership, knowledge, and skills would lead to an increase in innovative work behavior among employees.
- The Theories show transactional leadership has a positive impact on both employee motivation and innovation. Employee motivation and innovation also had a positive impact on organizational performance.
- The previous studies recommend that academic leaders should work on innovation to improve the way of working and carrying out the required tasks.
- The Theories studied that the researchers can examine the impact of innovative leadership on the organization through different project-related variables, i.e., organizational ambidexterity; it is also studied with other mediating variables.

- This Thisrs innovation leadership crucial skill for leaders who want to operate in challenging and unpredictable circumstances. It involves creating an environment for innovation within organizations, which is essential for organizational health and future viability.

Study Limitations

- Subjective: subjective limit represented by the independent variable, which is innovative leadership and its dimensions, and by the dependent variable, which is employees' performance and its dimensions.
- Human: The human limitations are limited and represented with the individuals concerned with the study.
- Timeline limitations: 2023 to 2024
- Physical: physical limitations in this study are limited to Al-Qutaibi Islamic Bank - Aden.

Research Design and Methodology

Study Population:

This entire set of components for which we are trying to generalize the findings from the issue that is under study. All staff members of Al-Qutaibi Islamic Bank in Aden were reflected in the study population.

Study Sample:

The sample belongs to the population under investigation. The Richard Geiger equation is used to find the suitable minimum sample size. The statistical program (SPSS) was used to determine the sample items; there were 60 questionnaires that were used for analysis. The sample appropriate for study was 51 questionnaires after excluding the nine invalid ones. The 51 questionnaires were sufficient to cover the target respondents from the various management levels. Simple random sampling was used to select sample members at random from a list of employee names in order to distribute the sample among the study's target sample members.

Data Collection Methods and Sources

Primary Data Collection:

They resorted to collecting primary data to address the analytical aspects of the subject of the study by defining both the study population and sample and relying on the questionnaire as the main tool for collecting primary data. Number of concerned and specialized reviewers examined the questionnaire after its design. The respondents in the data collection were male only because of the unavailability of female staff so far in the bank.

Secondary Data Collection:

In the theoretical framework, researchers tended to search for many sources of secondary data, including academic journals, books, literature reviews, statistical databases, websites, reports, and articles. A comprehensive search strategy will be used to identify relevant secondary data. Search engines, academic databases, search tools, and expert consultations were utilized to find the data relevant to the research questions.

Study Methodology

The researchers used the descriptive analytical-deductive method. "It requires knowledge of the participants in the study, the phenomena that we study, and the times that we use to collect data," as it includes organized scientific interpretation to describe a specific phenomenon or problem and depict it quantitatively by collecting data and codified information about the phenomenon or problem, classifying it, analyzing it, and subjecting it to careful research and investigation. During the description and interpretation of "The Impact of Innovative Leadership on Employee Performance (A Case Study of Al-Qutaibi Islamic Bank-den)," in the hope of arriving at meaningful results that increase the stock of knowledge about the subject of the study.

Study Tool

The data was collected using one of the primary data collection methods. The questionnaire was designed and developed specifically for the purpose of the study and distributed to employees of the bank under study, where it was transcribed and analyzed using the Statistical Package for the Social Sciences (SPSS 25). It was distributed to the sample members in order to suit this type of case study and obtain data

Study Instrument Scale

The researchers used a five-point Likert scale to determine the level of responses of the study sample.

Table (1) Likert scale

Response	Strongly agree	Agree	Neutral	Don't agree	Strongly Not agree
Class	5	4	3	2	1

Table (2) Relative importance

Sequence	Trend	Relative importance	Percentage
1	Strongly agree	4.20 -5.00	100%
2	Agree	3.40 -4.19	85.1 %
3	Neutral	2.60 -3.39	68.5 %

4	Not Agree	1.80 –2.59	49.8 %
5	Strongly not Agree	Less than 1.80	Less than 30

Honesty and Persistence

To ensure that the scale used in this study actually measures what should be measured, the questionnaire was designed in its initial form and presented to the supervisor to make his comments and make the necessary modifications to ensure the clarity of the phrases linguistically and technically and to identify the extent of understanding of the phrases and words used and their degree of clarity. The questionnaire was presented to The arbitrators are faculty members at universities. They express their observations about the belonging of each item to the field that it measures and the good wording and clarity of the items. The judges expressed their observations and suggestions about the questionnaire items and their fields, the extent to which the items belong to the field, and the appropriateness of the items as well, which led to amending some phrases and rephrasing others and producing the questionnaire.

Measuring the Reliability of the Tool

The stability of the questionnaire means that it gives the same result if it is redistributed more than once under the same circumstances and conditions, or, in other words, the stability of the questionnaire means stability in the results of the questionnaire and not changing them significantly if it is redistributed to the sample members several times during certain time periods (Abu Libdeh: 1982: 261). The researcher verified the stability of the study questionnaire through Cronbach’s alpha coefficient method, and the results were as shown below.

Study Instrument Scale:

Table (3) Cronbach’s Alpha Coefficient for measuring stability

No.	The axis	items	Cronbach's Alpha	Indication
1	Empowerment	11	.869	0.000
2	Communication	5	.893	0.000
3	Creativity	6	.788	0.000
4	Collaboration	3	.915	0.000
Total innovative leadership		25	0.851	0.000
1	Job satisfaction	5	0.741	0.000
2	Working experience	4	0.724	0.000
3	Job performance	5	0.820	0.000
Total employees’ performance		14	0.901	0.000
The questionnaire in general		39	0.876	0.000

The results in Table (3–3) using Cronbach's alpha showed that all axes of the study are characterized by reliability, as the internal consistency of all axes reached

0.876, which is an acceptable value for the stability of internal consistency and also acceptable for the purposes of study and analysis, and whenever the value of Cronbach's alpha approached the correct one, the stability of the internal consistency increased (Sekaran, 2023, 37).

Statistical Methods Used

The researchers transcribed and analyzed the questionnaire through the statistical analysis program Statistical Package for the Social Sciences (SPSS), while statistical tests were used according to the normal distribution of the data. The statistical tests used were the arithmetic mean, relative mean, and standard deviation.

Data Analysis and Results

To scientifically analyze the study data, interpret its results, and benefit from them in achieving the objectives upon which it was built, which address "The impact of innovative leadership on employee performance (case study-Qutaibi Islamic Bank, Aden)", the descriptive statistical method will be used (percentages, arithmetic means, and deviation standard) to interpret the statistical indicators of the opinions of the study sample, using descriptive analysis of the variables and then extracting its results. This chapter also includes a presentation of the results of the study by discussing the study's questions and reviewing its most prominent results, which were reached through analyzing its items. The researchers transcribed and analyzed the questionnaire using the Statistical Package for the Social Sciences (SPSS) program.

Presentation and Analysis of Demographic Data for the Study Sample **Demographic data analysis**

This section deals with the presentation and analysis of demographic data for the study sample.

- **Gender:** The majority of the sample members among the employees of Al-Qutaybi - Aden were male, with (51) employees, representing 100% of the total sample members. According to the bank philosophy, female employees participating in the bank business is limited presently and may be increased when the bank will be approaching female customers in the future. This is the reason why questionnaires were distributed to the male employees.
- **Age:** In terms of age, it shows that the majority of the sample members are bank employees in the age group (<30), where their number reached 32, representing 61% of the total study sample members, followed by those in the age group (30-40), their number was 16 at a rate of 31%. In third place were those in the age group (40-50), their number was 3, at a rate of 6%. In last place were those in the age group (50>), as their number did not exceed 1 and as a percentage (2%) of the total sample members. The researcher attributes the percentage of the

middle age group in the sample to their large number in most of the jobs in the lower and middle management in the bank, and the following figure shows:

- **Academic Qualification:** The academic qualification shows that the majority of the sample members of the bank’s employees hold a bachelor’s university qualification, as their number reached 39, representing 78% of the total study sample members, followed by those with high school diplomas, whose number reached 9, representing 18% in last place are those who hold a master’s degree, as their number does not exceed 2nd a percentage of 4% out of the total sample members. The researcher attributes the percentage of the middle-aged group in the sample [k1] to [k1] to a large number in most jobs in administration. The lowest and middle are in the bank, and the following figure shows:
- **Job Type:** In this regard, it was found that the majority of the sample members of the bank’s employees were from the category (employee), as their number reached (40), representing (78%) of the total study sample, while the number of administrative employees reached (11), administrative, and a percentage it reached (22%), and the researcher attributes this to the fact that the bank is in great need of specialists more than it needs general managers, department directors, and department heads, and their stability, and the following figure shows this.
- **Job Title:** It shows that the majority of the sample of Al-Qutaibi Islamic Bank employees whose job title is “specialized employees” reached (36), representing (70%), out of the total sample members, while finally the job title (general manager) came in, whose number ranged from their number was (2), and their percentage did not exceed (4%). The researcher attributes these percentages to the average service of the employees in the bank and to the average age of the bank.

Descriptive Analysis of the Study Variables

The Independent Variable: Innovative Leadership

The First Dimension: Empowerment

The results of the statistical analysis of the items of the first dimension of the first axis (empowerment) showed the following:

Table (4): The Arithmetic mean, standard deviation, and Relative importance of the empowerment items

M	Items	Ranking	Mean	standard deviation	Relative importance	Trend
1.	Leadership style encourages employees to experiment and take risks with new and innovative ideas?	1	4.64	0.59	93%	Strongly Agree

2.	Does the bank follow certain strategies to increase the effectiveness of its employees?	11	4.28	0.84	86%	Strongly Agree
3.	Does the bank provide employees with opportunities to learn new skills?	10	4.37	0.80	87%	Strongly Agree
4.	Does the bank provide employees with the necessary resources to support their work?	6	4.45	0.82	89%	Strongly Agree
5.	Leaders encourage their employees to think creatively?	7	4.45	0.76	89%	Strongly Agree
6.	Is the bank's leadership keen to promote a culture of continuous improvement?	8	4.44	0.76	89%	Strongly Agree
7.	Leadership provides the necessary training for its employees?	9	4.37	0.72	87%	Strongly Agree
8.	Bank leaders encourage employees to take charge of their work?	2	4.55	0.66	91%	Strongly Agree
9.	The bank's leadership encourages its employees to seek and accept challenges?	3	4.55	0.63	91%	Strongly Agree
10	Leader uses motivation to increase employee effectiveness?	4	4.53	0.63	91	Strongly Agree
11	Is the bank's leadership keen to involve employees in setting goals and making decisions related to the institution?	5	4.51	0.65	90%	Strongly Agree
The mean for all items of the first dimension: empowerment			4.47	0.71	89%	Strongly Agree

It is clear from the previous table No. (4–1) regarding the first dimension of the first axis (empowerment) that the arithmetic mean for all items of the axis reached (4.47), that is, to a greater degree than the theoretical average of (3), with a standard deviation of (0.71), and a Relative importance of (89%) and a verbal rating of “strongly agree.” The researcher attributes this high result to the importance of empowerment as an important dimension of innovative leadership and its role in developing the performance of employees in the bank under study, because the leadership style encourages employees to experiment and take risks with new and innovative ideas. As for the remaining items of the dimension, the results of the statistical analysis showed that items No. (1), which states, “Does leadership style encourage employees to experiment and take risks with new and innovative ideas?” came in first place, as the arithmetic mean for these items was (4.64), i.e. to a degree greater than The theoretical average was (3), with a standard deviation of (0.59), and a verbal rating of “strongly agree.” Items No. (2), which states, “The bank follows certain strategies to increase the effectiveness of its employees?” ranked eleventh and last. The arithmetic mean for this item was (4.28) that is, to a greater degree than the theoretical mean of (3), with a standard deviation of (0.84), and a verbal rating of “strongly agree,” which is a high degree. This result confirms the importance of empowerment as an important and pivotal dimension. One of the dimensions of innovative leadership and its role in achieving the bank’s employee performance, because the bank’s leadership is keen on employee participation in setting goals and making decisions related to the institution.

The Second Dimension: Communication:

The results of the statistical analysis of the items of the second dimension of the first axis (communication) showed the following:

Table (5) Arithmetic mean, standard deviation, and Relative importance of communication items

M	Items	Ranking	Arithmetic Mean	standard deviation	Relative importance	Trend
1	Does the bank have communication channels between the team to facilitate the exchange of innovative ideas and comments?	5	4.40	0.80	88%	Strongly Agree
2	The leader's style enhances the feeling of psychological safety within the team, and the expression of their ideas without fear of the	3	4.50	0.84	90%	Strongly Agree

leader						
3	The leader adopts an innovative leadership style in dealing with the team	4	4.50	0.76	90%	Strongly Agree
4	The leader treats all team members equally	2	4.63	0.60	93%	Strongly Agree
5	The leader presents his ideas to the team for discussion	1	4.64	0.59	93%	Strongly Agree
The mean for all items of the second dimension: communication			4.53	0.72	91%	Strongly Agree

It is clear from the previous table No. (4-2) regarding the second dimension of the first axis (communication), that the arithmetic means for all items of the axis reached (4.53), that is, to a greater extent than the theoretical average of (3), with a standard deviation of (0.72), and a Relative importance of (0.72). (91%) and a verbal rating of "strongly agree." The researcher attributes this high result to the importance of communication as an important dimension of innovative leadership and its role in developing the performance of employees in the bank under study. This is because the bank has communication channels between the team to facilitate the exchange of innovative ideas and comments.

As for the rest of the dimension items, the results of the statistical analysis showed that items No. (5), which states that the leader presents his ideas to the team for discussion, came in first place, as the arithmetic mean for this items reached (4.64), that is, to a degree greater than the theoretical mean of (3), and with a deviation A standard rating of (0.59), a Relative importance of (93%), and a verbal rating of "strongly agree," while Items No. (1) states: "Does the bank have communication channels between the team to facilitate the exchange of innovative ideas and comments?" Ranked

The fifth and final one, where the arithmetic mean for this items reached (4.40), that is, to a degree greater than the theoretical mean of (3), with a standard deviation of (0.80), a Relative importance of (88%), and a verbal rating of "strongly agree," which is a high degree.

The Third Dimension: Creativity:

The results of the statistical analysis of the items of the third dimension of the first axis (creativity) showed the following:

Table (6): The arithmetic mean, standard deviation, and Relative importance of the creativity items

M	Items	Ranking	Arithmetic mean	standard deviation	Relative importance	Trend
1	Does the leader encourage	6	4.45	0.84	89%	Strongly Agree

	brainstorming and generating new ideas within the team?					
2	The leader encourages the team to share information from external sources, even if it challenges current assumptions?	2	4.55	0.68	91%	Strongly Agree
3	Does the leader attend conferences, workshops, or other events that focus on innovating new ideas?	1	4.57	0.71	91%	Strongly Agree
4	Does the bank have the resources (time, budget, and training) for team members to develop their creative skills?	3	4.53	0.66	91%	Strongly Agree
5	Is the leader responsible for mistakes made during the creative process?	5	4.50	0.70	90%	Strongly Agree
6	Does the leader set specific goals to increase innovation within your team or organization?	4	4.52	0.72	90%	Strongly Agree
The mean for all items of the third dimension: creativity			4.52	0.72	90%	Strongly Agree

It is clear from the previous table No. (4-3) regarding the third dimension of the first axis (creativity), that the arithmetic mean for all items of the axis reached (4.52), that is, to a greater degree than the theoretical average of (3), with a standard deviation of (0.72), and a Relative importance of (0.72). (90%) and a verbal rating of "strongly agree." The researcher attributes this high result to the importance of the role of creativity as an important dimension of innovative leadership in developing the performance of employees in the bank under study,

because the bank has the resources (time, budget, and training) for team members to develop their skills. Creativity.

As for the rest of the dimension items, the results of the statistical analysis showed that items No. (3), which states: "Does the leader attend conferences, workshops, or other events that focus on creating new ideas?" It came in first place, as the arithmetic mean for this item reached (4.57), i.e. a degree greater than the theoretical mean of (3), with a standard deviation of (0.71), a Relative importance of (91%), and a verbal rating of "strongly agree." While items No. (1) came, which it states that the leader encourages brainstorming and generating new ideas within the team? In the sixth and last place, the arithmetic mean for this item reached (4.45), i.e. a degree greater than the theoretical mean of (3), with a standard deviation of (0.84), a Relative importance of (89%), and a verbal rating of "strongly agree," which is a high degree. This result confirms the importance of Creativity as an important and pivotal dimension of innovative leadership in developing the bank's employee performance. This encourages the team leader to exchange information from external sources, even if it challenges current assumptions.

Fourth Dimension: Collaboration

The results of the statistical analysis of the items of the fourth dimension of the first axis collaboration showed the following:

Table (7) Arithmetic mean, standard deviation, and Relative importance for the collaboration items

M	Items	Ranking	Arithmetic mean	standard deviation	Relative importance	Trend
1	Is there time allocated for group collaboration during projects?	3	4.34	0.61	87%	Strongly Agree
2	Team members actively listen to and support each other's ideas?	1	4.50	0.72	90%	Strongly Agree
3	Does the Bank have a system in place to recognize and reward individual and team contributions to innovation?	2	4.49	0.79	90%	Strongly Agree
The mean for all items of the fourth dimension: collaboration			4.44	0.74	89%	Strongly Agree

It is clear from the previous table No. (4-4) regarding the fourth dimension of the first axis (collaboration) that the arithmetic mean for all items of the axis reached (4.44), that is, to a greater degree than the theoretical average of (3) and with a

standard deviation of (0.72).) and a Relative importance of (89%) and a verbal rating of "strongly agree." The researcher attributes this high result to the importance of the role of cooperation (team building) as an important dimension of innovative leadership in developing the performance of employees in the bank under study, and that the bank has an existing system for recognition. Individual and collective contributions to innovation are rewarded. As for the rest of the dimension items, the results of the statistical analysis showed that items No. (2), which states: "Team members actively listen to each other's ideas and support them?" It came in first place, as the arithmetic mean for this item was (4.50), i.e. a degree greater than the theoretical mean of (3), with a standard deviation of (0.72), a Relative importance of (90%), and a verbal rating of "strongly agree.". Items No. (1) states: "Is there time allocated for group cooperation during projects?" In the third and last place, the arithmetic mean for this items reached (4.34), i.e. a degree greater than the theoretical mean of (3), with a standard deviation of (0.61), a Relative importance of (87%), and a verbal rating of "strongly agree," which is a high degree.

Dimensional Analysis of The Independent Variable (Innovative Leadership)

Table (8) The arithmetic mean, standard deviation, and Relative importance of the dimensions of the independent variable

M	Items	Ranking	Arithmetic mean	standard deviation	Relative importance	Trend
1.	Empowerment	3	4.44	0.76	89%	Strongly Agree
2.	Communication	1	4.53	0.72	91%	Strongly Agree
3.	Creativity	2	4.52	0.72	90%	Strongly Agree
4.	Collaboration	4	4.44	0.74	89%	Strongly Agree
The mean for all dimensions of innovative leadership			4.49	0.72	90%	Strongly Agree

It is clear from the previous table (4-5) that innovative leadership in all its dimensions obtained a very high approval rate, as the arithmetic mean reached (4.49), i.e. a degree greater than the theoretical average of (3), with a standard deviation of (0.72) and a Relative importance of (90%). A verbal rating of "strongly agree." This result confirms the Bank's leadership's interest in supporting, encouraging and developing employee performance through the application of innovative leadership in all its dimensions.

It is also clear from the previous table that the "communication" dimension received the highest percentage and came in first place, as the arithmetic mean reached (4.53), i.e. a degree greater than the theoretical average of (3), with a

standard deviation of (0.72), and a Relative importance of (91%), and an estimate of Verbal: "Strongly agree." This result confirms the importance of calculated risks as an important and pivotal dimension in achieving employee performance in the bank under study.

Dependent Variable: Employee Performance

The First Dimension: Job Satisfaction

The results of the statistical analysis of the items of the first dimension of the second axis (job satisfaction) showed the following:

Table (9): The arithmetic mean, standard deviation, and Relative importance of the job satisfaction items

M	Items	Ranking	Arithmetic mean	standard deviation	Relative importance	Trend
1	I have the necessary tools and materials I need to do my job.	4	4.41	0.93	88%	Strongly Agree
2	My supervisor actively listens to my problems and suggestions	1	4.58	0.74	92%	Strongly Agree
3	I have suitable working hours, which in turn allows me to spend enough time with my family and pursue my other interests	5	4.41	0.87	88%	Strongly Agree
4	I am satisfied with the number of times I participate in solving problems	2	4.53	0.79	91%	Strongly Agree
5	I am passionate about doing my job	3	4.49	0.79	90%	Strongly Agree
The mean for all items of the third dimension: job performance			4.48	0.83	90%	Strongly Agree

It is clear from the previous table No. (4-6) regarding the first dimension of the second axis (job satisfaction), that the arithmetic means for all items of the axis reached (4.39), that is, to a greater extent than the theoretical average of (3), with a standard deviation of (0.81) and a Relative importance It reached (88%) and a verbal rating of "strongly agree." The researcher attributes this high result to the importance of (job satisfaction) as an important dimension of employee performance due to the importance of job satisfaction in achieving the bank's objectives.

As for the rest of the dimension items, the results of the statistical analysis showed that items no. (4), which states, "I feel comfortable providing comments to

my manager,” came in first place, with the arithmetic mean for all of the axis items reaching (4.48), that is, to a degree greater than the theoretical average of (4.48). 3) With a standard deviation of (0.75) and a Relative importance of (90%), with a verbal rating of strongly agree. While Items No. (3), which states, “My work makes best use of my abilities,” came in fifth and last place, with the arithmetic mean for this items reaching (4.33), i.e. a degree greater than the theoretical average of (3), with a standard deviation of (0.96) and a Relative importance. It reached (87%) and a verbal rating of “strongly agree,” which is a high degree.

The Second Dimension: Working Experience

The results of the statistical analysis of the items of the second dimension of the second axis (working experience) showed the following:

Table (10): The arithmetic mean, standard deviation, and Relative importance of the work experience items

M	Items	Ranking	Arithmetic mean	standard deviation	Relative importance	Trend
1	I feel that workplace training opportunities have encouraged me to do better	4	4.45	0.66	89%	Strongly Agree
2	I am valued as a hardworking individual within the organization	1	4.65	0.61	93%	Strongly Agree
3	I need help doing my tasks	2	4.57	0.64	91%	Strongly Agree
4	I am happy with the bank's employee promotion standards	3	4.50	0.81	90%	Strongly Agree
The mean for all items of the second dimension: working experience			4.52	0.71	90%	Strongly Agree

It is clear from the previous table No. (4-7) regarding the second dimension of the second axis (working experience), that the arithmetic means for all items of the axis reached (4.52), that is, to a greater degree than the theoretical average of (3), with a standard deviation of (0.71) and a Relative importance It reached (90%) and a verbal rating of “strongly agree.” The researcher attributes this high result to the importance of (working I experience) as an important dimension of employee performance, and its role in achieving the objectives of the bank under study.

As for the rest of the dimension items, the results of the statistical analysis showed that items No. (2), which states, “I am valued as a diligent individual within the organization,” came in first place, with the arithmetic mean for the entire axis items reaching (4.65), that is, to a degree greater than the theoretical average of

(3.)) with a standard deviation of (0.61) and a Relative importance of (93%), with a verbal rating of strongly agree. While Items No. (4), which states, "I feel that training opportunities in the workplace have encouraged me to work better," came in fourth and last place, as the arithmetic mean for this items was (4.45), that is, to a greater degree than the theoretical average of (3) and with a standard deviation. It reached (0.66) and a Relative importance of (89%) and a verbal rating of "strongly agree", which is a high degree. The researcher attributes this high result to the importance of (working experience) as an important dimension of employee performance, and its role in achieving the objectives of the bank under study.

Dimensional Analysis of the Dependent Variable: Employee Performance

Table (11) Arithmetic mean, standard deviation, and Relative importance of the dimensions of the dependent variable

M	The dimensions	Ranking	Arithmetic mean	standard deviation	Relative importance	Trend
1.	Job Satisfaction	3	4.39	0.81	88%	Strongly Agree
2.	Working experience	1	4.52	0.71	90%	Strongly Agree
3.	Job performance	2	4.48	0.83	90%	Strongly Agree
The mean of all dimensions of employee performance			4.46	0.77	89%	Strongly Agree

It is clear from the table (4-8) that the employees' performance in all its dimensions obtained a very high approval rate, as the arithmetic mean reached (4.46), i.e. a degree greater than the theoretical average of (3), with a standard deviation of (0.77) and a Relative importance of (89%). A verbal rating of "strongly agree." This result confirms the interest of the bank's leadership in developing employee performance through the application of innovative leadership in all its dimensions. It is also clear from the previous table No. (4-18) that the "working experience" dimension received the highest percentage and came in first place, as the arithmetic mean reached (4.52), i.e. a degree greater than the theoretical mean of (3), with a standard deviation of (0.71), and weight A relative rating of (90%) and a verbal rating of "strongly agree." This result confirms the interest of the bank's leadership in developing employee performance through the application of innovative leadership in all its dimensions.

Testing the validity of hypotheses

Testing the validity of the first hypothesis:

Which states: "There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) that innovative leadership has a positive impact on employee performance." To verify the validity of the hypothesis, the researcher used a simple linear regression coefficient to calculate the correlation between the independent variable (innovative

leadership) and the dependent variable (employee performance). The results were as shown in the following table:

Table (12) shows the simple linear regression coefficient

Dependent variable: employee performance							
Independent variable: Innovative leadership	Model summary		Contrast test results (ANOVA)		Regression coefficient and test results (T)		
	R	Adj.R2	Value (F)	Significance level Sig.	Degree of influence Beta	Ratio (T)	Significance level Sig
	.760	.577	92.767	.000	.760	9.632	.000

Through the previous table (4-9), the results of the analysis of the relationship between the independent variable (innovative leadership) and the dependent variable (employee performance) showed the existence of a statistically significant relationship between the two variables, as the correlation coefficient reached (R=.760), which is a positive correlation coefficient. It has a direct, moderate, statistically significant relationship, where the level of significance was (0.000), and the coefficient of determination (ADJ.R2 = .577), meaning that (9.9%) of the variance in the changes dependent on (employee performance) is mainly due to the independent variable (innovative leadership), and that (92.7%) of the remaining variance in the changes that occur in financial performance are due to other variables, and the degree of influence or tendency reached (B = .571). This means that improving the process of applying (innovative leadership) by one degree results in an improvement in employee performance (31.4%). The significance of this effect is also confirmed by the calculated (F) value, which reached (92.767), as well as the calculated (T) value, which amounted to (9.632), with a significance level of (0.000), which is less than the moral significance level (0.05). From the above, and through the correlation coefficient between the two variables (R), the coefficient of determination (R2), the regression coefficient (B), the value of (F), the value of (T), and the level of statistical significance, it became clear from the above that the first main hypothesis.

Testing the validity of the second hypothesis:

There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) that innovative leadership practices, such as encouraging creativity and fostering a culture of innovation, will lead to increased employee engagement and motivation. To confirm the validity of the hypothesis, the researcher used a simple linear regression coefficient to calculate the correlation between the independent variable represented by the dimension (practicing innovative leadership) and the dependent

variable (increasing employee participation and motivation).. The results were as shown in the following table:

Table (13) shows the simple linear regression coefficient

Dependent variable: Increasing employee engagement and motivation							
Independent variable: Practicing innovative leadership	Model summary		Contrast test results (ANOVA)		Regression coefficient and test results (T)		
	R	Adj.R2	Value (F)	Significance level Sig.	Degree of influence Beta	Ratio (T)	Significance level Sig.
	.872	.760	215.28	.000	.872	14.672	.000

Through the previous table (4-10), the results of the analysis of the relationship between the independent variable (practicing innovative leadership) and the dependent variable (increasing employee participation and motivation) showed the existence of a statistically significant relationship between the two variables, as the correlation coefficient reached (R=.872), which is A positive correlation coefficient with a direct, moderate, statistically significant relationship, where the level of significance was (0.000), while the coefficient of determination (ADJ.R2=.760) means that (87%) of the variance in the changes dependent on (increasing employee participation and motivation) is mainly due to the independent variable (Practicing innovative leadership), and that (12.8%) of the remainder of the variance in the changes that occur in financial performance is due to other variables, and the degree of influence or tendency reached (B=.872), and this means that the improvement in the process of applying (practicing innovative leadership) By one degree, it results in an improvement in (increasing employee engagement and motivation) by (31%). The significance of this effect is also confirmed by the calculated (F) value, which reached (215.28), as well as the calculated (T) value, which amounted to (14.672), with a significance level of (0.000), which is less than the level of moral significance (0.05), from the above and through the correlation coefficient between the two variables (R), the coefficient of determination (R2), the regression coefficient (B), the value of (F), the value of (T), and the level of statistical significance.

Testing the validity of the third hypothesis:

There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) that innovative leadership encourages employees to embrace change and adapt to new challenges, leading to increased organizational agility and resilience in a rapidly changing environment. To confirm the validity of the hypothesis, the researcher used a simple linear regression coefficient to calculate the correlation between the independent variable represented by the dimension (encouraging employees'

innovative leadership) and the dependent variable (increasing organizational flexibility and flexibility in a rapidly changing environment). The results were as shown in the following table.

Table (14) shows the simple linear regression coefficient between the independent variable **(Encouraging innovative leadership of employees) and the dependent variable (increasing organizational agility and flexibility in a rapidly changing environment)**

Dependent variable: Increasing organizational flexibility and flexibility in a rapidly changing environment							
Independent variable: Encouraging innovative leadership of employees	Model summary		Contrast test results (ANOVA)		Regression coefficient and test results (T)		
	R	Adj.R2	Value (F)	Significance level Sig.	Degree of influence Beta	(T) Ratio	Significance level Sig.
	.785	.616	108.88	.000	.785	10.44	.000

Through the previous table (4-11), the results of the analysis of the relationship between the independent variable (encouraging employees' innovative leadership) and the dependent variable (increasing organizational flexibility and flexibility in a rapidly changing environment) showed the existence of a statistically significant relationship between the two variables, as the correlation coefficient reached R=. 785), which is a positive correlation coefficient with a direct, moderate, statistically significant relationship, where the level of significance was (0.000), and the coefficient of determination (ADJ.R2= .616), meaning (24.5%) of the variance in the changes dependent on (increasing organizational flexibility and flexibility in the environment Rapid change is mainly due to the independent variable (encouraging innovative leadership of employees), and (78.5%) of the remainder of the variance in the changes that occur in financial performance is due to other variables, and the degree of influence or tendency reached (B = .785), which means improving the process of applying (encouraging innovative leadership for employees) by one degree results in an improvement in (increasing organizational flexibility and flexibility in a rapidly changing environment) by (24.5%). The significance of this effect is also confirmed by the calculated (F) value, which reached (108.88). As well as the calculated (T) value of (10.44), with a significance level (0.000), which is less than the moral significance level (0.05), from the above and through the correlation coefficient between the two variables (R), the coefficient of determination (R2), and the regression coefficient (B).

Testing the validity of the fourth hypothesis:

There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) that innovative leadership promotes a culture of psychological safety, where employees feel comfortable taking risks, sharing ideas, and learning from mistakes, leading to increased creativity and innovation. To confirm the validity of the hypothesis, the

researcher used a simple linear regression coefficient to calculate the correlation between the independent variable represented by the dimension (innovative leadership will enhance the culture of psychological safety) and the dependent variable (increased creativity and innovation). The results were as shown in the following table.

Table (15) shows the simple linear regression coefficient between the independent variable **(Innovative leadership will enhance the culture of psychological safety)** and the dependent variable **(increase creativity and innovation)**

Independent variable: Innovative leadership will promote a culture of psychological safety	Dependent variable: increased creativity and innovation						
	Model summary		Contrast test results (ANOVA)		Regression coefficient and test results (T)		
	R	Adj.R2	Value (F)	Significance level Sig.	Degree of influence Beta	(T) Ratio	Significance level Sig..
	.850	.723	177.77	.000	.850	13.33	.000

Through the previous table (4-12), the results of the analysis of the relationship between the independent variable (innovative leadership will enhance the culture of psychological safety) and the dependent variable (increasing creativity and innovation) showed the existence of a statistically significant relationship between the two variables, as the correlation coefficient reached $R = .850$, which is a positive correlation coefficient with a direct, moderate, statistically significant relationship, where the level of significance was (0.000), and the coefficient of determination $ADJ.R2 = .723$, meaning that (15%) of the variance in the changes dependent on (increasing creativity and innovation) is mainly due to the independent variable (innovative leadership will enhance the culture of psychological safety), and that (85%) of the remaining variance in the changes that occur in financial performance are due to other variables, the degree of influence or tendency reached ($B = .850$), and this means that Improving the process of implementing (innovative leadership will enhance the culture of psychological safety) by one degree results in an improvement in (increasing creativity and innovation) by (44%). The significance of this effect is also confirmed by the calculated (F) value. It reached (177.77), as well as the calculated (T) value of (13.33), with a significance level (.000), which is less than the moral significance level (0.05), from the above and through the correlation coefficient between the two variables (R) and the coefficient of determination (R2), the regression coefficient (B), the value (F), the value (T), and the level of statistical significance.

Results and recommendations

Results and Findings

The study reached specific results and findings, as stated below:

This study examines how staff members view an innovative leader's impact on encouraging creativity inside the bank. The results show a significant positive perception (mean score > 4) across all variables measured, based on a survey with a hypothetical mean score of 3 (neutral). The findings demonstrate the necessity of such concepts at broader scope, which will assist in the maturity of the application. This will certainly drive towards the revitalization of the innovative leadership in all sense.

- **Independent variable (innovative leadership)**

- Empowerment (4.47 on the Mean)*

- The greatest dimension seems to be empowerment, indicating that workers are greatly inspired to innovate. Strong agreement is shown by the highest-rated statement (item 1), which says that the leadership style encourages taking chances and trying out novel concepts. Employees are encouraged to step outside of their comfort zones in a creative workplace as a result.

- Communication (the mean score: 4.53)*

- A further significant aspect that has a high average score is communication. Workers especially appreciate leadership that offers concepts for open debate (item 5). The exchange of ideas made possible by two-way communication that promotes a collaborative atmosphere that is conducive to invention. The leadership allows participation of workers at the various levels of management in decision-making. The workers are allowed to introduce ideas in the planning and also in the evaluation and assessment of the implementation process.

- Creativity (the mean score: 4.52)*

- Creativity receives high marks, indicating how much value is placed on developing unique abilities. The remark that has received the most approvals (item 3) highlights the leader's dedication to attending seminars and conferences aimed at coming up with fresh concepts. This indicates a proactive attitude to keeping mindful of current developments and encouraging a culture of lifelong learning among team members.

- Collaboration (the mean score: 4.44)*

- Collaboration, another essential component of effective innovation, yields fruitful outcomes. The item with the highest rating, item 2, makes a convincing case for the importance of team support and active listening. In addition to fostering a collaborative atmosphere where team members build on each other's abilities, this

establishes a secure space for idea exchange. In this dimension, however, setting aside time for brainstorming or collaborative projects received the lowest score (item 1). To further improve creative production, this might be addressed by setting up frequent interaction sessions.

- **Dependent variable (employees' performance)**

The views of employees regarding their overall performance, practical experience, and job satisfaction are examined in the second item. Employee satisfaction was generally high (mean score > 4 for all dimensions) in these regions.

Job Satisfaction (Mean Score: 4.39)

Most workers say they are happy with their jobs and feel at ease giving their bosses criticism (item 4). Nonetheless, there is room for growth in terms of guaranteeing that staff members believe their tasks properly utilize their abilities (item 3).

Working Experience (Mean Score: 4.52)

Workers feel appreciated for their commitment and hard work (item 2). Although the perception of training opportunities is favorable, there is a need to improve their influence on worker performance (item 4).

Job Performance (Mean Score: 4.48)

Workers believe their managers regularly consider their ideas and opposition (item 2). Although the work-life balance appears to be adequate, a few small changes could help it even more (item 3).

Overall Performance (Mean Score: 4.46)

Employees strongly agree that the bank prioritizes developing their performance through innovative leadership practices.

Hypothesis

- **H1** "There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) that innovative leadership has a positive impact on employee performance.". The Evidence for Support is:
 - A statistically significant positive correlation coefficient ($R = 0.760$) exists between innovative leadership and employee performance.
 - The coefficient of determination (Adj. R^2) is 0.577, indicating that 57.7% of the variance in employee performance can be explained by innovative leadership.
 - Supported: The research shows a clear connection between innovative leadership and improved employee performance. In simpler terms, when leaders encourage creativity and innovative thinking, employees tend to perform better in their roles.

- **H2**"There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) that innovative leadership practices, such as encouraging creativity and fostering a culture of innovation, will lead to increased employee engagement and motivation.". The Evidence for Support is:
 - A statistically significant positive correlation coefficient ($R = 0.872$) exists between innovative leadership practices and increased employee participation and motivation.
 - The coefficient of determination (Adj. R^2) is 0.760, indicating that 76% of the variance in employee participation and motivation can be explained by innovative leadership practices.
 - Supported: The findings suggest that innovative leadership practices lead to employees feeling more involved and motivated. This could be due to factors like leaders encouraging participation in new ideas or fostering a sense of purpose through innovation.
- **H3**"There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) that innovative leadership encourages employees to embrace change and adapt to new challenges, leading to increased organizational agility and resilience in a rapidly changing environment." The Evidence for Support is:
 - A statistically significant positive correlation coefficient ($R = 0.785$) exists between encouraging employee innovative leadership and increased organizational flexibility.
 - The coefficient of determination (Adj. R^2) is 0.616, indicating that 61.6% of the variance in organizational flexibility can be explained by encouraging employee innovative leadership.
 - Supported: The research indicates that innovative leadership helps organizations become more adaptable to change. When leaders promote innovative thinking, employees are more likely to embrace new challenges and adjust to shifting circumstances.
- **H4**"There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) that innovative leadership promotes a culture of psychological safety, where employees feel comfortable taking risks, sharing ideas, and learning from mistakes, leading to increased creativity and innovation.". The Evidence for Support is:
 - A statistically significant positive correlation coefficient ($R = 0.850$) exists between innovative leadership enhancing psychological safety and increased creativity and innovation.
 - The coefficient of determination (Adj. R^2) is 0.723, indicating that 72.3% of the variance in creativity and innovation can be explained by innovative leadership enhancing psychological safety.

- Supported: The research suggests that innovative leadership creates a safe environment for employees to take risks and share ideas. This feeling of psychological safety can lead to a more creative and innovative workforce.

Recommendations:

Based on the above results, the study came out with several recommendations, the most important of which are:

- The way the leadership is now supporting a culture of innovation and high employee performance appears to be working well. Maintaining attention to these procedures is probably advantageous.
- Al-Qutaibi Islamic Bank may focus on the application of the results in the head office and associated branches so far. The application may be further expanded, as a long-term strategy, to cover future prospected expansions.
- The positive outputs from this study may be broadened to apply to other similar applications in other banks or industries in similar contexts, in the area with homogeneous characteristics.
- Consider allocating more time for brainstorming sessions or team projects in order to foster even more creativity and teamwork.
- Investigate methods to guarantee that workers feel their abilities are used in their positions in order to increase job happiness.
- Look for methods to improve the content or delivery of training opportunities to get the most out of their impact on employee performance.
- Even when work-life balance appears to be adequate, small changes could be helpful to enhance employee well-being even more.
- The study suggests looking into the methods used to measure innovation performance. Setting up specific measurements to evaluate how these leadership techniques affect the bank's actual innovation outcomes would be beneficial.
- The study recommends conducting more studies and research in this field in the future.
- The study proposes to implement the results and recommendations contained in this research, apply them on the ground, and submit them to the relevant authorities to benefit from them.

Future researchers may explore innovative leadership in other sectors or comparative studies across different organizations or different regions in the territory.

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