Job Security as a Mediating Variable between Innovative Leadership and Innovative Work Behavior among Employees

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Abstract. This study aims to examine the effect of innovative leadership characteristics on innovative work behavior (IWB) for private university employees in Jordan. Data was collected through an electronic questionnaire sent to all academic and administrative employees working at Jordanian private universities in the capital Amman, which count (9) universities. A total of (280) questionnaires were sent, and only (248) questionnaire valid for analysis were retrieved. Data processing was done using the SPSS package. The study found that the level of all the study variables (innovative leadership, innovative work behavior, job security) was high. The study also found that innovative leadership positively affects innovative work behavior for private university employees and that job security mediates and positively enhances this effect. The implication of this study was if innovative leader characteristics and job security are found, it will be followed by an increase in employee innovative work behavior; if innovative work behavior increases, it will be followed by achieving the university's desired goals and higher levels of innovation, performance, and competitive advantages. However, the role of job security as a moderating variable increases this effect. The scope of this investigation is restricted to the private universities in Amman, Jordan.

Keywords: Leadership; Innovation; Innovative Leadership; Innovative Work Behavior (IWB); Job Security

1. Introduction

Today's organizational leaders work in changing and becoming more complicated environments, such those brought on by globalization. To deal with these situations, it's critical to comprehend adaptive performance, which in the workplace refers to responding to and comprehending change. The demand for innovation in businesses has led to a renewed emphasis on the role of leaders in determining the nature and effectiveness of creative endeavors. Organizational leaders now operate in dynamic, complex situations, which enforced them to deal with these conditions through comprehending adaptive performance, which in the workplace refers to adjusting to and understanding change. Innovation and achieving competitive advantages in businesses is one of leaders' essential roles and responsibilities (Eisele, 2017).

Organizations look for various strategies to achieve a competitive advantage in a volatile and competitive economy. Introducing innovations is one of these strategies. The demand for innovation in businesses is fueled by various variables, including technological advancement, shifting customer behavior, greater competition, scarcity of resources, quick product lifecycles, leadership styles, and changing business models (Kozioł-Nadolna, 2020).

In a turbulent and competitive economy that witnesses high and rapid changes and development such as technological advancement, changing consumer behavior, increased competition, resource scarcity, short product lifecycles, leadership styles, and evolving business models, in which enforced the need for innovation to all kind of businesses, however, organizations started to search for a variety of techniques to achieve the highest level of innovation and performance and gaining a competitive advantage in the market in which they operate (Kozio-Nadolna, 2020). According to Contreras et al. (2022), businesses today must successfully adapt to a very complicated and uncertain environment while maintaining their stability. To do this, they must continuously change. In this setting, innovation is a critical component for a company's survival and success, and people are important to this innovation. In these circumstances, it is crucial to have people who can think outside the box and suggest creative and beneficial changes to their workplace. In fact, they are seen as essential for a company's survival and success today since they enable it to adapt to a changing business environment and aid in creating and maintaining competitive advantage.

Higher education systems, especially universities, also face great internal and external challenges, especially in competition, technological developments, and the knowledge revolution in all fields, which direct their leadership and management to adapt and keep pace with these changes and challenges to achieve the highest level of innovation. Hussain Shah et al. (2022) stated that in order to deal with the complexity and turbulence of the forces and influences in their environment, organizations must be innovative. This holds true for all businesses kinds, including

universities, where innovations are crucial to their survival and expansion. As a result, businesses must use various strategies to encourage innovative work behavior (IWB) among their staff. Leadership styles can assist many firms in achieving this final goal; it can enhance employees' competencies and skills and support their IWB. According to Anand & Saraswati (2014), the act of motivating, influencing, and directing a team toward the desired objectives is referred to as leadership. The Modern Leader is a "democratic and creative organizer" who follows the group rather than going in front of it. Creative thinkers that can produce original ideas that serve as the foundation for innovation are known as innovative leaders. In order to motivate staff to come up with innovative ideas, products, services, and solutions, innovation leadership entails merging many leadership philosophies used in organizations. On the same direction, Kozioł-Nadolna (2019) stressed on the fact that employees are one of an organization's most precious resources since they present and generate innovations. The company's leader is incredibly important in influencing the company's innovative views. Good team leaders encourage initiative and fresh thinking, cultivate a climate of cooperation, and allegiance, and trust employees' capabilities and work, they also have faith in the people who work for them rather than strangling them.

To deal with previous challenges and high uncertainty and rapid changes Al-Ajmi (2019) stated that innovative leadership is considered one of the most important modern administrative trends, which helps higher education institutions to keep up with these rapid changes in their work environments. Innovative leader concept entails the necessity of the participation of faculty members and administrators in working together to develop the institution and achieving its goals, and making the academic leader more cooperative, interactive and influential inside the college, which has a positive impact on its employees, and contributes to raising the level of their innovation and performance levels, and finally reaching the desired goals.

Researchers and writers vary about the concept of innovative leadership and its benefits in enhancing innovation and organizational success for all kind of businesses, ex. (Horth & Buchner, 2014; Lin et al, 2018; Anand & Saraswati, 2014; Pakdeelao, 2011; Al-Ajmi, 2019; Alharbi, 2021; Contreras et al., 2022; Kanter's, 1985; Kesting et al., 2015; Sen et al., 2013; Budiningsih & Soehari, 2013). Innovative leaders can effectively launch, promote, and guide innovation within their firms. Innovative leadership differs from traditional leadership in terms of its actions from one another. However, many definitions for innovative leadership has been produced by many researchers. Al-Ghamdi (2013) defined it as the academic leader's ability to make a change, develop or produce new through people, technological techniques and systems to achieve the organization's goals and its current and future functions. Awadallah & Ali (2018) defined innovative leadership as the ability to bring new ideas together and make them as a starting point for the

innovation in the future, and making development in the work and achievement levels scope, discovering problems, creating an effective climate for solving them, and meeting the needs of subordinates and their desires. Eid (2015) defines innovative leadership as those leaders who adopt a non-traditional approach to managing, changing, and developing their institutions in order to achieve continuous adaptation to changes accompanying the institution's daily business practices at the local and international levels and those who possess skills and distinctive special features that fit with the requirements of modern management. Al-Dmour (2012) defined innovative leadership as the ability to produce and adopt a wide range of current and future development and innovative practices and ideas by the leader to influence people, direct them and guide them toward achieving the institution's desired goals. Al-Faouri (2016) indicated that innovative leadership is imperative for all public and private organizations because of their importance in the continuity and effectiveness of any organization, and the revival of the national economy, so it has become a strategic requirement because it develops personal skills in collective innovative thinking throw-out teamwork in each organization, it leads to better quality of decisions and addressing various problems and situations at the institutional level.

Job security is another critical trend for all kinds of businesses. Almost everyone is employed, and their financial situation depends on it because permanent employment ensures consistent income. A lack of a consistent source of income severely limits one's daily life because a lower salary allows one to purchase fewer items (De Witte, 1999). Job security is the potential that an employee will maintain his or her job. Job security can be described as a threat because a threat is defined as a behavior or action that may have negative, dangerous, or threatening consequences (Bertola, 1990). The performance of the team as a whole and the performance of the company are significantly impacted by job security. Niesen et al (2018) stated that job security and IWB are becoming more prominent in light of organizational change and competition. Employees play a leading role in this regard, as they are the ones who develop innovative ideas, which is considered critical for organizational survival and growth. Simultaneously, the struggle for organizational Job security arises as a result of survival and growth. Few studies have looked into how the perceived threat of job loss affects employees' innovative work behavior (IWB) and job security.

The relationship between innovative leadership, innovative work behaviour and job security has been little explored by previous research and studies in both local and international context. The majority of previous research as we will illustrates later on literature review confirmed the importance of innovative leadership to enhance both individual and organizational performance and innovational levels; In terms of job satisfaction; increase in motivation; cooperation; involvement in work; initiative; and volunteering to serve the institution. Although most of these studies

were conducted in an environment different from the local environment, most of them dealt with variables far from the context of higher and university education. Mohammed (2009) indicated that most of the chairmen of the boards of academic departments in Egyptian universities do not perform their leadership roles and responsibilities as hoped and do not benefit from the abilities of faculty members. Al-Jaber (2015) concluded that some of the organizational justice and job security dimensions are weakly practiced, which in turn effect negatively on innovation and performance levels of employees, and the study of justice behaviors and citizenship behaviors needs to further research in the universities of the Arab world..

However, the relationship between innovative leadership, innovative work behaviour and job security is not fully investigated. There still a research gap between these variables. Thus, the major goal of this research is to establish and offer insights into new characteristics of innovative leadership and its relation with innovative work behaviour at higher education systems. The study will assert on finding out the actual level in which academic leaders practice this direction; and what is the effect of it on the development of innovative work behavior in Jordanian private universities, and finally, identify the effect of job security as a mediating variable on this effect from employees' point of view. The study will benefit on asserting on the importance of innovative leaders and job security for both academic and administrative leadership and policymakers at the universities systems as one of the essential modern trends in the field of leadership and management, which is a basic requirement in light of modern scientific and technological developments in order to reach the university aims to achieve a highly competitive advantage and achieve advancement in all trends. The study will also enrich the literature on this subject and provide researchers with theoretical frameworks about the level of job security and innovative leadership practices at private universities and their relationship with innovative work behavior. The results of this study will also benefit education officials and decision-makers about the importance of this type of leadership and its role in improving the teaching and administrative reality and its concern for employees of faculty and administrators.

2. Literature Review

Innovative leadership, Innovative work behaviour (IWB), and job security as well as the relationships among these variables, served as the foundation for the research's literature review. This study primarily intends to investigate the effects between these variables as well the mediating role of job security between innovative leadership and IWB from both the theoretical and empirical standpoints thorough literature survey.

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2.2. Leadership

Numerous researches have supported the notion that leadership is becoming increasingly important in modern businesses (Avery, 2004; Hames, 2007). Behavioral theories of leadership (Blake & Mouton, 1978; Tannenbaum & Schmidt, 1973), situational leadership theories (Fiedler, 1967), visionary and charismatic theories (Bass & Avolio, 1990), and theories of power, influence, and competence (Dulewicz & Malcolm, 2005; Paliszkiewicz, 2019) are just a few examples. The term "leadership" is broad and can mean many different things. It incorporates a range of strategies, circumstances, abilities, and attributes. Innovation, on the other hand, is the actualization of ideas or theories that support the creation of new products or enhance the delivery of ones that currently exist. It is essential to comprehend the foundations of both leadership and innovation before fully understanding the true meaning of innovative leadership (Contreras et al, 2022). According to Jacobs & Jaques (1990), leadership is the process of giving a collective effort to achieve a purpose (meaningful direction) and inspiring voluntary effort to be exerted in order to attain that purpose. Process leadership describes how leaders carry out this process by applying their leadership knowledge, skills, and competencies. Bass (1990) in the same direction defined leadership as a social influence process in which one person is able to enlist the assistance and support of others in the completion of a common task. It entails influencing people's attitudes and behaviors as well as their interactions both within and across groups with the intention of achieving objectives. Other definition for leadership was presented by House et al. (2004) who defined leadership as the ability of a person to inspire, motivate, or persuade other people to work toward the success and effectiveness of an organization to which they are attached. Nabil et al. (2017) define leadership style as the manner in which a leader interacts with their followers. It encompasses all approaches and methods used by leaders to persuade followers to carry out their orders, including controlling and directing. It is also related to how he or she directs his or her team to complete their tasks, inspires and develops subordinates, and interacts with the rest of the group. While according to Northouse (2017) leadership is defined as the process through which an individual is capable of inspiring others to achieve shared aims and goals.

Many kinds of research have been conducted on leadership and leadership styles. However, Drucker's leadership research (2000) concluded that effective leadership is all about having the power to persuade people to carry out a certain

task. According to Nzinga et al. (2021) research on leadership, it is a process where a person can persuade others to maximize their work efforts in order to achieve the organization's goals. Goetsch et al. (2006) research on leadership stated that leadership is about the ability of an individual to push and inspire those around them to work cooperatively or voluntarily toward the fulfillment of goals, which can be considered the essence of leadership. Sen & Eren (2012) research clarified that leadership could be defined as the process of developing a shared vision, evaluating internal and external circumstances, and developing and implementing leadership techniques for resolving problems and catering to the needs of individuals within a group or organization. This definition describes innovative leadership as the process of bringing about significant changes through one or more novel strategies. A leader who is innovative is one who makes major, drastic changes. According to Naguib & Naem (2018) research, leadership has the ability to affect the organizational vision and direction, as well as how organizational stakeholders clearly express the fundamentals of innovation. This is thought to be a crucial element for a corporation's success and innovation growth. Kesting et al. (2015) stated that leadership phrase refers to "the manner by which leaders display distinct behaviors, however in order to define leadership, four generic dimensions (people, means, effects, and goals) should be taken into account which allow for systematizing the assessment of various leadership philosophies, as the following description:

People - Leadership is a supra-individual notion by definition, necessitating a logical separation between leaders and followers. Leadership is useless in the absence of this differentiation, which can be either explicit or implicit, temporary or permanent.

Means - The fundamental characteristic of a leader is the ability to inspire or direct others by their actions through different techniques such as coaching, empowering, and even servicing. And without these acts, leadership does not exist.

Effects - The goal of leadership is to make the followers to act in a particular way or to make them follow by using many techniques such as enhanced dedication, implicit convictions, the logical optimization of incentives, etc. However, leadership attempts without any effects are ineffective and fruitless.

Goals: Leadership ultimately relates to a set of objectives. These objectives may be broad ideas of desirable future goals or specific targets. Leadership always points in a certain direction. Goals are crucial in the context of leadership since it is always geared towards the objective of innovation, which is the topic of this review.

According to House and Aditya (1997), the contextual dimension, specifically their consequences and the goals they serve, shape the settings for various leadership styles and can thus be added as the fifth dimension. Leadership styles describe how leaders exhibit specific behaviors in a given context. The definitions provided above make it clear that Being a leader has nothing to do with a particular

person, his or her position within an organization, seniority, or any other personal traits; rather, it has to do with one's capacity to motivate others to accomplish the goals that are set.

Innovation:

Since the turn of the 20th century, innovation has come to be seen as a very important and popular topic. It has been studied and examined in many fields such as physics, sociology, engineering, economics, and business. Although this concept has been studied in many different fields, it is still not well understood. Most often, terms like creativity, design, invention, and change are conflated with innovation. In addition, few definitions adequately convey the true meaning of innovation (Alharbi, 2021). Wyrwa (2020) stated that one of the key factors influencing growth and competitiveness in contemporary firms is innovation. It is influenced by a number of variables. However, leadership styles and other internal variables connected to employee activity and participation in the creation, development, and execution of novel ideas, as well as job security, are the most significant. Instead of limiting themselves to passive adaptation, modern businesses should develop into inventive institutions that are capable of coming up with, putting into practice, and propagating ideas (Wyrwa, 2020).

The most recent theories and practices suggest that complex interactions between units, organizations, and the business environment led to innovations. As with other activities in the modern economy, the growth of innovation theories and processes demonstrates the continued development of these phenomena and will lead to the emergence of more intricate and accurate innovation process models (Kozio-Nadolna, 2019). According to Nabil et al. (2017) innovation is a complex and multidimensional concept that involves building up innovation culture, practices, processes and organizational changes by making benefits from new scientific discoveries and technologies and public research. Innovation has many types. However, UNESCO provided four types of innovation, the first one is product innovation, which relates to the introduction of a new good or service by focusing on making significant improvements in technical specifications, components and materials, incorporated software, user friendliness or other functional characteristics. The second one is process innovation, which relate to the improvement of the process used to deliver the product or service by making significant changes in techniques, equipment and/or software. The third one is marketing innovation, which relates the improvement of marketing strategies involving significant changes in product design or packaging, product placement, product promotion or pricing. The last one is organizational innovation, which relates to the implementation of a new organizational method in the firm's business practices, workplace organization or external relations (UNESCO, 2014).

Innovation, according to Drucker (1985), is not only an economic or social term,

it also relates to technological advancement. It is an intentional and structured search for change as well as a systematic appraisal of the prospects related to innovational social or economic trends. Sen & Eren, 2012) defined innovation as the process of bringing anything new, such as an idea, product, service, method, technique, or invention, in order to address existing and projected future problems and meet the demands of the public. While Jong & Deann (2007) stated that innovation also includes improving and developing operational technologies and production processes that are also used in services, applying novel organizational and management techniques, progressing infrastructure development, and most importantly, information accessibility. Meanwhile Bishop's (2016) clarified that innovation is demonstrated as having four essential components; Ideation; value generation; implementation; and cooperation. It describes the procedures that a specific business uses to modify an already-existing service or product by providing something new that gives customers more value. Baregheh et al. (2009) define innovation as "a multi-stage process through which firms transform ideas into enhanced products, services, or processes. According to Amabile et al. (2004), Innovation is the successful implementation of innovative ideas within an organization, therefore, innovation requires creativity, but creativity alone cannot lead to innovation. There are various kinds of innovation, Alharbi (2021) stated that Value-added and exploratory innovation are the two types of innovation. Exploratory innovation consists of fresh ideas, it involves high risk-taking since a brand-new product or idea is being launched to the market whereas value-added innovation involves enhancing and changing current concepts, it involves less risk because the services or goods are already available and are just being improved upon. However, for the ideas to be considered innovative in any situation, they must be valuable.

Innovative behaviour is one important concept related to innovation. Many researchers examined this concept and how to measure it. Scott and R.A. Bruce (1994) for example stated that innovative behavior is a multi-stage process that combines creativity with implementation; it is a group of behaviors that includes idea generation; idea promotion; and idea implementation. According to Janssen (2003), it is the deliberate creation, dissemination, and application of new ideas by employees in the workplace or organization that have a clear benefit for both the employee and the business. Innovative work behaviour had big focus over past years, because of its importance and positive effect on achieving competitive advantage and organizational performance. Initially, this has been confirmed by several other scholars (Grobben, 2022). Many researchers and academics have defined Innovative work behavior (IWB) as a multistage and multidimensional construct incorporating many activities intending to bring about innovations in the organization. The principle of IWB is that the employees have a key role in an organization's innovation of products, services, processes, and procedures because

they provide creative ways to affect organizational effectiveness (Mete et al, 2021). For example, Innovative work behavior (IWB) has been described as a staff initiative that tries to introduce cutting-edge goods, services, markets, or a collection of similar things into the company (Amo & Kolvereid, 2005). It also refers to the employees' deliberate action to introduce and/or adapt fresh ideas, products, procedures, and processes to his or her work function, unit, or organization. Meanwhile Scott and Bruce (1994) stated that there are many processes related to IWB which are idea generating, idea championing, and idea implementation. When employees perceive and comprehend what kind of ideas will be viewed as unique and accepted by their supervisors, those processes are effectively carried out. Coetzer et al. (2020) described IWB as a multistage, multidimensional construct involving several activities intended to enhance organizational innovations and performance. IWB was also defined by Bos-Nehles et al. (2016) as all individual acts oriented toward the production, processing, and application/implementation of new ideas regarding ways of doing things to boost the organizational effectiveness, success and employee's innovation. Anna et al. (2017) define IWB as all individuals' actions to enhance the effectiveness and performance of the organization that involves the creation, processing, and application/implementation of new ideas about how to do things, including new product concepts, technologies, procedures, or work processes

Many researchers and academics have presented IWB dimensions. Scott and Bruce (1994) proposed three dimensions: idea generation, idea promotion, and idea realization, which Janssen (2000) and Veenendaal & Bondarouk (2015). De Jong & Den Hartog(2010) added a new dimension to the mix: idea exploration. Messman and Mulder (2012) expanded the model by including two new dimensions: opportunity exploration and reflection. While Messmann (2012) defined IWB as a multidimensional construct, which incorporates five stages which are opportunity exploration (OE); idea generation (IG); idea promotion (IP); idea realization (IR); and idea reflection (Ref). Lukes (2017) stated that individual creativity is the basis of innovation in organizations, however IWB entails many steps starting from Idea generation; then the idea search; then idea implementation; and after that idea communicating; then involving other people in implementation; then Overcoming obstacles; and finally measuring outputs. Kleysen & Street (2001) stated that IWB dimensions are: opportunity exploration; generativity; formative investigation; championing; & application. Messmann & Mulder (2012) added to the dimension's idea reflection & idea realization. IWB components, according to Leong & Rasli (2014) consist of four interrelated sets of behavioral activities namely: problem recognition; idea generation; idea promotion; and idea realization, which play an important role in enhancing the employees' ability to innovate.

2.3. The Effect of Innovative Leadership on Innovative Work Behaviour

Today's organizations want leaders that will provide direct guidance to subordinates and, more importantly, collaborate with them to achieve shared objectives and cultivate new risk-taking and accountability skills. To establish a trustworthy relationship with the organization's near and remote environments, leaders should be more adaptable and more equipped to act quickly in the face of change. A leader today is a source of innovative ideas that sees potential challenges and possibilities in the future. The management style—"old-fashioned" managers versus "new generation" managers—is another indicator of differences (Thomas, 2007).

Innovative leadership is a new concept that has been developed to encounter the new development in the current age that witness a high competition and uncertainty in business context. According to Mumford et al. (2002), innovative leadership represents the shift from 20th century traditional view of organizational practices which discouraged innovation behavior to the 21st century view of valuing innovative thinking as a potentially powerful influence on organizational performance and innovation. According to Kozioł-Nadolna (2020), the position of a leader now is more expansive than it was in the past. Leaders must be capable of fostering innovation, adopt a fresh perspective on leadership, and do away with outdated notions of what it means to be a manager and a leader. Table (1) illustrates the new roles of innovative leaders in the contemporary day, which can be considered as a characteristic of innovative leaders

Table 1: Comparison between innovative leadership and traditional leadership

#	Innovative Leadership	Traditional Leadership
1	Long-term outlook	Immediately prospective
2	Vision	Budgets and plans
3	Risk-taking	Risk avoidance
4	establishing new lands	Adapting current solutions
5	starting alterations	Stabilization
6	Increased commitment	Control and bureaucracy, rules and regulations, and guidelines
7	support for diversity	supporting consistency
8	rousing passion	Motivating rationality
9	Innovation-oriented	Routine-oriented
10	Employee as a strategic resource	Employee substitutability

Innovative leadership is considered to be one of the most influential variables of innovation in today's business. According to Riza et al. (2020) many studies examined this relationship, and the conclusion was that innovative leadership is critical to successful innovative efforts in organizations. The impact of innovative leadership on innovation also has been emphasized as an individual aspect that has a considerable impact on innovation in businesses, either directly or indirectly

through other intervening variables like climate and culture. Nabil et al. (2017) clarified that innovation needs to develop a culture that accepts change and put innovative leaders that could make employees feel the necessity to innovate and do more initiatives to achieve the organization's goals. To enable people to produce creative ideas, an organization needs a strong leader who can create the ideal environment, motivate them, and inspire them. Organizations also need to have a culture that welcomes change and leaders who can instill in their workforce the need for innovation and increased initiative.

Ariratana et al. (2019) stated that an innovative leader encourages employees to come up with innovative ideas, goods, services, and solutions, it involves developing various leadership philosophies within businesses. At Penn State University, Gliddon (2010) created the competency model for innovative leaders and defined the idea of innovative leadership. Innovative leadership is a strategy for organizational development that can help a group or organization realize its mission or vision. Organizations must think creatively in order to ensure their continuous success and competitiveness in a world that is constantly changing with new technology and procedures. According to Budiningsih et al. (2018), innovative behavior acts as a foundation for an individual to maximize results in organizational work. This is so because innovation greatly improves an organization's ability to compete by pushing the institution to operate in novel ways that go beyond its comfort zone. Having stated that, an innovative individual works within their constraints to maximize new ideas and concepts, producing a better good or service. In order to lead innovation, a leader needs to possess five key characteristics, according to Bill (2012), these characteristics are: passion for innovation; a long-term perspective; the courage to fail and learn from failure; deep engagement with innovators; and willingness to tolerate mavericks and stand up for them against middle management.

Innovative work behavior and leadership styles have been the subject of several studies. Entrepreneurial, strategic, integrative, and innovative leadership are among the leadership philosophies that directly influence organizational innovation, according to a systematic literature analysis by Alblooshi et al. (2020). Authentic, ethical, altruistic, and spiritual leadership are additional leadership philosophies that indirectly influence organizational innovation. Other factors like transactional and transformational leadership have an indirect and direct impact on organizational creativity. According to Contreras et al. (2022), leadership philosophies can either directly or indirectly influence organizational innovation. Leaders have an impact on the culture of the organization, organizational learning, information exchange, and the innovative behavior of the workforce. They also have an impact on organizational procedures that help to create an atmosphere that encourages and fosters creativity. Alblooshi et al. (2020) concluded that innovative leadership is one of the most crucial styles that promote innovative behaviors in employees because it

fosters both formal and informal interpersonal relationships at work and gives workers the confidence and sense of security they need to share their ideas and suggest changes. According to Sen & Eren (2012), innovative leadership is making relevant changes to solve problems and benefit people. This means that innovative leadership supports team collaboration, encourages organizational learning, and makes it possible for employees to participate in decision-making. It also offers support and resources for innovation and fosters an environment where change and risk are accepted. From this vantage point, business executives focus on innovation and turn concepts into real assets.

Innovative leadership is typically connected to performance and effective organizational change, developing innovative culture in their businesses, and providing a strategic direction to do it (Goals, principles, and policies) (Agin & Gibson, 2010). However innovative leaders, according to Alblooshi et al. (2020), understand the past, perceive the present, and foresee the future. They also create a vision for altering existing political, social, economic, and technological conditions to address current issues, foresee potential future issues, and meet the needs of individuals within organizations and across nations. Sultana & Rahman (2012) stated that innovative leaders are strategists who share a vision that motivates others to strive toward goals, promotes group thinking, and prioritizes stakeholders' demands and input. As a result, the leaders recognize when innovation is required. Innovative leaders. According to Mamula et al. (2019) innovative leadership inspire others, has a distinct strategic vision, a keen customer focus, and can foster a culture of trust within their organizations by taking specific steps.

Gliddon (2010) created the competency model for innovative leaders and defined the idea of innovative leadership. Innovation leadership is a strategy for organizational development that can help a group or organization realize its mission or vision. Organizations must think creatively in order to ensure their ongoing success and ability to compete in a world that is constantly undergoing change due to new technology and procedures. According to Prihantoro & Soehari (2020), innovative behavior is frequently focused on finding, producing, introducing, and using new "products," whether they are ideas, solutions, or helpful technology for human activity. This statement is meant to denote the effort to look for opportunities, develop ideas, and search for support to put new ideas into practice. An organization's or business's ability to innovate is influenced by strong leadership. According to (Sen & Eren, 2012), In order to handle current difficulties and satisfy both short-term and long-term social requirements, creative leadership is said to comprise offering something new, such as a concept, strategy, technique, process, product, service, or discovery. Innovative leaders have a variety of characteristics in common, such as leadership expertise, skills, values, and the ability to identify risks in existing problems and predict their negative implications in the future. They are committed to improving people's economic, political, and social well-being as well

as safeguarding the environment and the planet in order to create a just society. They have a clear vision. According to Adjei (2013), innovative leadership is a combination of several leadership philosophies used within a company to inspire employees to come up with original ideas and solutions. One type of leadership that motivates followers to work hard and creatively toward a common goal is innovative management. It demonstrates a key role in achieving the creative edge needed to benefit organizations. Horth & Buchner (2014) stated that innovative leadership is a strategy and philosophy that incorporates different leadership philosophies to persuade and inspire staff members to produce goods, services, and innovative ideas. While Lin et al. (2018) clarified that this concept refers to facilitating, integrating, and directing. Employee creativity is increased by facilitating because leaders are more creative when involved. The contributions of the leader and the employees are combined through integration. Finally, the employee is directed by copying the leader's notion. Innovative leadership plays a significant role in enhancing (IWB) and organizational performance. While Anand & Saraswati (2014) expressed that innovative leaders have a variety of qualities and traits, including leadership abilities, skills, values, and knowledge to recognize any current threats and anticipate any adverse effects in the future. They are also dedicated and visionary to promoting people's social, political, and economic well-being.

Innovative leadership according to Pakdeelao (2011) could be guaranteed and fostered when the leader considers many standards including creative thinking, creating innovative culture and climate, transformational vision, morality and accountability, risk management and team working and participation. While Alharbi (2021) stated that there are various characteristics of innovative leadership, which include: risk tolerance; especially when launching new product or services at market; domain expertise needed for generating creative and innovative ideas; low anxiety especially in making their members feel secure and comfortable; emotional stability which relates to be positive and happy to maintain the same environment in their workplace. Other characteristics include confidence, action-oriented, serious play, collaboration, and attentiveness to details. Contreras et al. (2022) based on a review of the literature, provided a set of characteristics needed for the innovational leadership style, which is viewed as a collection of practices and skills that leaders build to support innovative behaviors in their workforce at both the individual and collective levels, which are: encourage safe environment for Change, promotes learning processes, strategic thinking, trustable and fair, oriented to people, provides support, recognize and reward performance, monitoring and adjustment and stimulate a sense of belonging and gratification. According Deschamps (2008) clarified that innovative leadership is a recent subcategory. Since leadership grows and can be more or less innovative, not every leader has the same impact on an organization's level of innovation. Innovative leader is someone who not only

actively seeks for innovation but also encourages others to do the same. Insatiable curiosity about client needs, a high level of empathy, and the capacity to foresee wants are qualities that define the top leaders in this industry. Five characteristics are needed for any leader to be innovative which are:

- excellent blending of creativity and discipline.
- acceptance of risks, failures, and uncertainties, as well as the capacity to guide teams in drawing conclusions and gaining experience for the future.
- high level of personal dedication to the goal of encouraging innovation and the quest for outside technology and ideas.
- a willingness to try new things, the fortitude to give up on tasks, as well as the ability to know when to start, continue, and finish them.
- the ability to create and lead teams and the capacity to draw in and keep innovators.

Mahafzah & Makahlah (2017) concluded that innovative leadership main characteristics at Jordanian universities are (communication, susceptibility to change, and the ability to solve problems, the spirit of risk-taking and encouraging creativity). Khairalla (2015) stated that innovative leaderships have many common characteristics, such as sensitivity to problems; fluency to produce a large number of ideas; initiative in expressing opinions and suggestions in various circumstances; perseverance and insisting on achievement and taking responsibility; and authenticity by having the ability to break free from the traditional tendency and make innovative ideas. Al-Akkad (2016) on the same side indicated that the most important skills needed for innovative leadership are developing the skill of conscious analysis by identifying the dimensions that help to solve and address various problems; increasing interest in others and meeting their needs and how to deal with everyone in the same way; focusing on strategic planning by paying attention to the main general objectives and work to achieve it; the ability to adapt with various variables and to anticipate sudden change and interest with the surrounding environment; and finally patience and the ability to control himself in the event of instability so that he can focus on work under pressure and distractions.

According to Kanter's (1985) innovative managers should have the many characteristics, such as the capacity to perceive the needs of others, the ability to foresee change, and a positive outlook on it; determination, which includes thoughtful action planning and tenacity; the capacity to balance a global perspective with close attention to every detail; collaborative leadership, persistence paired with persuasion skills and diplomatic behavior. Kesting et al. (2015) found that different innovation stages and types raise different demands on leadership, different leadership styles fit differently well with different innovation types and stages. Both transformational and innovative leadership styles found to have significant effect on innovation. According to Tanya (2010), there are numerous considerations that need

to be made in order to be an innovative leader, including accepting the challenge, fostering change through shared creativity and knowledge, establishing a professional learning system, making decisions and systematizing them, ensuring digital access and infrastructure, and, finally, demanding accountability. Sen et al. (2013) stated that innovative leader must possess both implicit and explicit knowledge in order to be effective. Implicit knowledge includes things like social concepts, beliefs, intuitions, values, and imaginations while the explicit knowledge refers to (technical knowledge). Innovative leader must be aware of and comprehend the issues facing their followers in order to come up with fresh approaches and solutions. For a leader to be able to understand the how, what, and why of solving a particular problem, they must be knowledgeable about the methodologies, rules, processes, concepts, and technology used inside their business. Last but not least, a leader who is innovative must have a variety of values (beliefs and justifications for building an organization's vision, courage, trust, honesty, integrity, equality, morality, and human rights), talents, and abilities. He also needs to possess willpower. For being Innovative leader Alharbi (2021) suggested five steps leaders may take to become more innovative, including abandoning the idea of "best practices," accelerating decision-making, and empowering people to lead initiatives or solve problems. Finally, Budiningsih & Soehari (2013) made it clear that a number of leadership traits, including leadership in the turbulent era, innovative leadership, leadership with high integrity, and leadership with high EQ, are particularly significant in anticipating turbulent environmental changes. The dynamics of the external environment, comprising economic, political, social, cultural, scientific, and technological changes, will have an impact on the business environment, including customers, suppliers, competitors, investors, government/law, and interest groups. Leaders must actively manage change by encouraging fresh concepts and innovations to provide their organizations a major competitive advantage.

The effect of job security on innovative work behaviour:

Security has always been a concern for humans. It refers to a desire to maintain the current situation as well as confidence in the stability of events and future trends of change. It is a global need, but the rate of job security varies by country. Such a distinction is rooted in culture (Alavi et al, 2013). Many nations continue to be deeply concerned about unemployment and job security. The COVID-19 pandemic's state and its effects on businesses and organizations have shown that job insecurity is one element that puts people at risk for engaging in innovative work behavior. Quantitative and qualitative types of job insecurity are distinguishable. Quantitative job insecurity refers to job continuity, whereas qualitative job insecurity refers to insecurity about the job's aspects' sustainability. (Ham & Salendu, 2022). However, Domfeh & Hunsaker (2020) stated that the desire of every employee is to have a stable employment, while the desire of every company

is to keep their current staff or hire new ones. A proportionate increase in job loss occurs if there is a decrease in available positions. Thus, job security can be defined as a worker's expectation of the continuity and stability of their employment. Meanwhile, Fauziannisa (2018) and Du (2022) clarified that employees may perceive job security as a sign that companies care about their well-being, which can lead to positive exchanges and improve employment relationships. The existence of job certainty is widely accepted as a predictor of job satisfaction. Kumar (2019) stated that the probability of an employee keeping his or her job is defined as job security, however employees who sense they are less secure than those who perceive they are more secure are typically less satisfied with their jobs.

Many definitions developed by many researchers for job security. Tahira & Probst (2003) defined job security as the stability and continuation of work. Borg & Elizur (1992) stated that job security is considered to be a worldwide concept, which has been defined as the person's perception of their current employment, which may or may not include long-term career options, employment circumstances, and promotional opportunities. while Mauno & Kinnunen (2002) defined job security as the threat of job loss or job uncertainty and the continuity of certain dimensions of the job, such as opportunities for promotion or fluctuations in daily work hours. According to Gharib et al. (2017) job security can be defined as organizations' assurance that their employees will remain with them for an extended period of time without being wrongfully dismissed. Job security according to Nam (2019) was defined as the assurance of an employee's job continuity as a result of the country's general economic conditions, it also refers to the perception of being threatened by issues relating to job loss and the expectations regarding the continuation of the job, worries about the future of the current position, the continuation of the current jobs, and a sense of helplessness regarding the future of the job. According to Mohd et al. (2015), job security refers to how likely the worker would remain in their position for a considerable amount of time, job security is inversely related to employees' intentions to leave a company.

The notion of job security is affected and related to many circumstances. For instance, Dill & Jirjahn (2016) explain how less qualification, lower employment protection, deregulation, or experience with unemployment may alter how much job instability is perceived to be. Additionally, according to Keim et al. (2014), a recession or overall economic conditions might contribute to employment insecurity. According to Walczuch et al. (2007), technology threatens job security since it strictly forbids downtime. Technology, also according to Hall & Kramarz (1998), leads to long-term job growth and increases opportunities for skilled jobs while putting unskilled ones at risk. In addition to this, the worker should suffer a loss of locus of control and employment reliance as a result of their sense of job insecurity. Job insecurity has been linked to a variety of stress reactions, including anxious feelings, depression, somatization and psychiatric symptoms, work withdrawal

behaviors, decreased IWB, and exit behavior among the best employees (Berntson et al, 2010).

Different theoretical models foresee significant (unfavorable) effects of job insecurity on innovative behavior. For instance, Greenhalgh & Rosenblatt (1984) coined the term "disinvolvement syndrome" to describe how employees in unstable jobs feel less obligated and motivated to find solutions to problems at work that go beyond the purview of their regular job descriptions. Similar to this, the job adaptation theory (Hulin, 1991) contends that individuals with unstable employment would develop coping mechanisms (i.e., job insecurity). This retreat may be related to increased employee turnover plans or lower levels of commitment. Probst et al. (2007) found the job insecurity affects employee creativity, however when job security is considered and felt by employees more innovative behaviours will be shown by him. Spiegelaere el. (2014) stated that Employee level of involvement or disengagement will have an impact on innovative work behavior for two reasons. First off, due to the lengthy and time-consuming nature of innovation processes, people are more likely to choose against engaging in these behaviors while facing job instability. Second, IWB is a style of employee behavior aimed towards altering characteristics of the company or the work. IWB can therefore be linked to deteriorating relationships with coworkers and superiors. Employees who are innovative incur the danger of clashing with coworkers who may be resistant to the change. Senol (2011) claims that job security helps keep the social order and values intact, lowers labor unrest, boosts productivity, and innovative behaviour and decreases employees' intentions to leave the company. This shows that the idea of job stability is essential in the cutthroat corporate world of today. Lambert (1991) stated that Job security is viewed as an extrinsic component of commitment and innovative behaviour. As a result, when their job security is threatened, employees tend to show only a partial commitment to an organization and less innovative behaviour. Most employees consider job security as an essential right and the most powerful motivator. Meanwhile Niesen et al (2018) stated that job security and IWB are becoming more prominent, and positively connected together, the more secured job that the employee has, the more innovative becomes. According to Mwangangi & Nahashon (2018), job security typically results from the provisions of the employment contract, collective bargaining agreement, or labor laws that forbid arbitrary termination, layoffs, and lockouts. The state of the economy in general might also have an impact on job security. However, in order to ensure organizational performance and innovative work behavior, organizations are now focusing on the job security of their employees, especially those who belong to diverse groups. Through organizational commitment, job security has an indirect impact on operational success. Butali & Njoroge (2016) stated that human resource policies indirectly enhance organizational performance and innovative behaviour for employees. job security was the most significant predictor of HR outcomes for

these workers. Ham & Salendu (2022) found positive and strong effect of qualitative job security on innovative work behaviour for employees during COVID-19 phenomenon. Employees' feelings of job insecurity can have an impact on their innovative work behavior because innovation requires long-term incentives, employee motivation and morale which all can be affected by job instability (Fauziawati & Wardoyo, 2021).

The framework and hypotheses:

Figure (1) describes the variables included in this investigation. The factors include the independent variable which is innovative leadership practices and techniques, the dependent variable is employee's innovative work behaviour, while the mediating variable is job security. Innovative leadership was measured by many variables derived from previous literature: (Pakdeelao (2011); Alharbi (2021); Contreras et al. (2022); Deschamps (2008); Alshahwan (2019); Alshoukri et al. (2020); Al- Ajmi, H. (2019)) which are: Originality; Perseverance and Risk Taking; Sensitivity to Problems; Initiative; Altruism; and Flexibility. Innovative work behaviour was also measured by many variables derived from previous literature: ((Scott and Bruce (1994); Janssen (2000); Veenendaal & Bondarouk (2015); De Jong & Den Hartog (2010); Messman and Mulder (2012); Messmann (2012); Lukes (2017); Kleysen & Street (2001); Messmann & Mulder (2012); Leong & Rasli (2014); Yukl, 2002; Rickards & Moger, 2006; Amabile's, 1983) which are: Idea generation; Idea promotion; Idea realization; Overcoming obstacles; and Innovation outputs. the mediating variable job security was measured by 10 questions based on Likert scale derived from previous literature: (Greenhalgh & Rosenblatt (1984); Probst et al. (2007); Spiegelaere et al. (2014); Senol (2011); Lambert (1991); Niesen et al (2018); Mwangangi & Nahashon (2018); Ham & Salendu (2022); Fauziawati & Wardoyo (2021)).
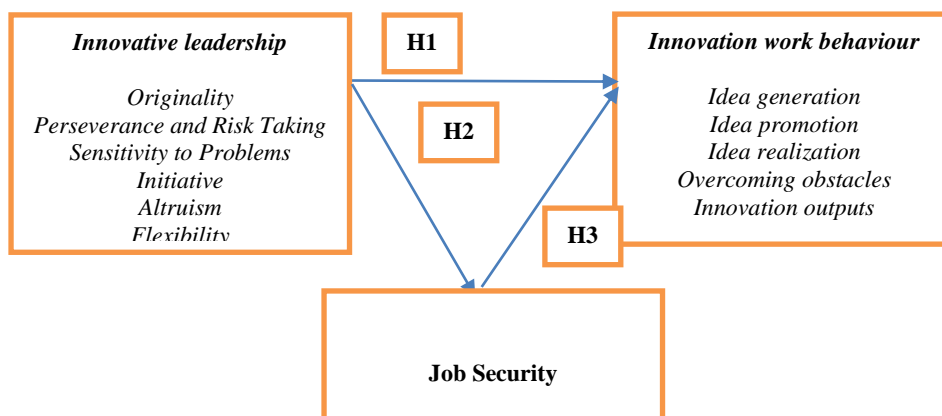

Fig. 1: Research Model

Hypotheses development:

As illustrated in Figure (1), a total of two hypotheses are proposed based on the relationships between three constructs as illustrated in the previous literature, employee's innovative work behaviour is considered to be a result of innovative leadership, and the job security variable is considered as a mediating variable on the relationship between innovative leadership and employees' innovative work behaviour. however, the study hypotheses developed from the study research model are:

H1: innovative leader positively influences employee's innovative work behaviour at private universities in Jordan.

H2: Job security mediates the relationship among innovative leadership and employee's innovative work behavior at private universities in Jordan.

3. Study Methodology

This section includes a description of the methodology and procedures used by the researcher in the study, as well as an introduction to the study community and its sample, a presentation of the functional and demographic characteristics of the study sample, the study tool, building procedures, and validity and reliability, in addition to the description and statistical treatments that were used in analyzing study data, and drawing conclusions. The researcher used the "quantitative descriptive analytical approach" to collect and analyze data in order to answer the study's questions and verify its hypotheses. Where a field survey was conducted in private universities at Jordan, and data was collected from community members and those who occupy both administrative and academic positions, and then the researcher analyzed the data and information collected using appropriate statistical methods, in order to come up with the results and recommendations to show the impact of innovative leadership on innovative work behaviour, and the role of the job security in modifying the relationship between the independent and dependent variables.

To carry out this research, a three-phase plan was implemented: research design, data collection, and lastly data analysis and discussion of findings. Starting with a general understanding of the investigated topic, which is the effect of innovative leadership on innovative work behaviour for private universities staff at Jordan. A questionnaire-based quantitative approach was employed to collect data from study respondents. The questionnaire instrument was divided into four parts: first, demographic information; second, the innovative leadership dimensions; third the dimension of innovative work behaviour; and finally dimensions of job security. All questionnaire questions were developed according to previous literature and the answers were based upon Likert scale in which strong agreement=1 to strong disagreement=5. The literature was used to derive the items for each factor, with a

certain modification to the specific setting and setting of this research. The researchers made sure that the questionnaire was simple for participants to read, comprehend, and complete in the appropriate manner. Data were analyzed using the Statistical Package for Social Sciences (SPSS). In addition to the reliability and validity tests, multiple regression analyses were carried out. The results were based upon accepting or rejecting the hypotheses and to address the issue of research.

Study Sample

Jordan's higher education system contributes significantly to the nation's overall growth on a variety of levels and fronts. higher education in Jordan has advanced significantly over the past ten years (during the reign of His Majesty King Abdullah II) in terms of the variety of study programs, the teaching and learning practices that govern both the quality and quantity, and the growth of higher education institutions. There are now 10 public universities, in addition to 17 private universities, 51 community colleges, which are located in all governorates. The current study was applied only on private universities because it invests more on human resource and advanced technology. From these universities, the researcher chose only the private universities located at Amman governorate which count (9) universities. From these universities the researcher chose both lecturers and administrative staff in all departments (deans, hheads of departments and administrative employees) as a study sample who counted (280) employees as shown in the following table (2). 280 questionnaires were distributed to them, of which 248 were recovered, valid for statistical analysis. With a recovery rate of 88.6%.

Table 2: Study sample

#	University name	Staff number
1	Petra University	39
2	Alzaytouna university	37
3	Al isra university	37
4	International Islamic science university	33
5	Middle east university	27
6	Amman alahliyah university	32
7	Amman Arab university	26
8	Applied science university	33
9	Princess Sumaya University for Technology	16
	Total	280

Validity and Reliability Tests

All extracted components have a value greater than 0.5 which are at an acceptable as per Table (3), showing a high internal consistency and demonstrating the validity of items.

Table 3: validity test results

Factor	Item	Value
Idea generation	Generation 1	0.845
	Generation 2	0.845
	Generation 3	0.867
	Generation 4	0.822
	Generation 5	0.846
Idea promotion	Promotion 1	0.841
	Promotion 2	0.822
	Promotion 3	0.830
	Promotion 4	0.703
	Promotion 5	0.851
Idea realization	Realization 1	0.827
	Realization 2	0.929
	Realization 3	0.902
	Realization 4	0.873
	Realization 5	0.893
Overcoming obstacles	Overcoming 1	0.835
	Overcoming 2	0.889
	Overcoming 3	0.800
	Overcoming 4	0.757
	Overcoming 5	0.872
Innovation outputs	Innovation 1	0.765
	Innovation 2	0.856
	Innovation 3	0.796
	Innovation 4	0.845
	Innovation 5	0.813
Originality	Originality 1	0.875
	Originality 2	0.897
	Originality 3	0.868
	Originality 4	0.857
	Originality 5	0.855

Table 3: Validity testing

Factor	Item	Value
Perseverance and Risk Taking	Perseverance 1	0.825
	Perseverance 2	0.895
	Perseverance 3	0.888
	Perseverance 4	0.851
	Perseverance 5	0.819
Sensitivity to Problems	Sensitivity 1	0.880
	Sensitivity 2	0.890
	Sensitivity 3	0.812
	Sensitivity 4	0.882
	Sensitivity 5	0.814
Initiative	Initiative 1	0.823
	Initiative 2	0.885
	Initiative 3	0.867
	Initiative 4	0.893
	Initiative 5	0.814
Altruism	Altruism	0.885

	Altruism	0.845
	Altruism	0.887
	Altruism	0.891
	Altruism	0.810
	Flexibility	0.887
	Flexibility	0.827
Flexibility	Flexibility	0.829
	Flexibility	0.843
	Flexibility	0.815
	Job security 1	0.789
	Job security 2	0.873
	Job security 3	0.865
	Job security 4	0.816
	Job security 5	0.842
Job security	Job security 6	0.854
	Job security 7	0.844
	Job security 8	0.889
	Job security 9	0.864
	Job security 10	0.825

Table (4) display results of the reliability test Cronbach's Alpha; to indicate the reliability of the data, Cronbach's Alpha must be between 0.7 and 0.99 , which is the case here. It is likely that the exceptionally high Cronbach's alpha for all the structures is due to the objects' extraordinarily high internal consistency, which could explain their extremely high Cronbach's alpha.

Table 4:Reliability testing

Factor	Cronbach's Alpha	Number of Items
Idea generation	0.866	5
Idea promotion	0.811	5
Idea realization	0.903	5
Overcoming obstacles	0.834	5
Innovation outputs	0.829	5
Originality	0.896	5
Perseverance and Risk Taking	0.887	5
Sensitivity to Problems	0.886	5
Initiative	0.872	5
Altruism	0.867	5
Flexibility	0.814	5
Job security	0.889	10
Overall	0.863	65

4. Data analysis and Results

4.1. Demographic Analysis:

The following table (5) present the descriptive statistics and the description of the demographic and functional characteristics of the study population, which are represented by the variable of gender, age, job title, years of experience, and

educational qualification. Therefore, the frequencies and percentages of all variables were extracted as follows:

Table 5: Demographic Analysis

Demographic Object	The valid items	number	Percent %
Gender	male	141	56.9
	female	107	43.1
Age	30-less than 35	32	12.9
	35- less than 40	55	22.2
	40- less than 45	98	39.5
	45 and more	63	25.4
Education level	Less than bachelor	25	10.1
	Bachelor	21	8.5
	Masters	42	16.9
	PhD	160	64.5
Job experience	Less than 5 years	27	10.9
	5- less than 10 years	58	23.4
	10- less than 15 years	98	39.5
	More than 15 years	65	26.2
Job	Academic field (lecturers)	144	58.1
	Administrative field (operations)	104	41.9

The results show that the number of males reached (141) and a percentage of (56.9%) of the study sample, while the number of females was (107) and a percentage of (43.1%) of the study sample. This indicates the existence of a convergence in the ratios between both genders, and the researcher attributes this convergence between both genders to the job equality in holding positions, in addition to the flexibility of official working hours that suit females to reconcile between work requirements and family requirements. The results also indicate that the majority of sample hold age (40 to less than 45 years), whose number was (98) and by (39.5%) of the study sample, followed by the age group (45 years and over) and their number was (36) and by (25.4%) of the study sample. This indicates that this category possesses full understanding and awareness, as well as the longest practical experience, and this category is characterized by the ability to make administrative decisions and sufficient skills that are commensurate with their practical experience based on experience and accumulated learning. Results also indicated that the majority of individuals in the study sample were those who obtained a scientific qualification (PhD), as their number reached (160) and a percentage of (64.5%) of the sample of the study, and then they were followed in the second place by individuals who obtained a scientific qualification (Master) and their number was (42). at a rate of (16.9%) of the sample of the study. These results indicate that the largest proportion of the study sample possesses the qualification and scientific degree appropriate to fill their job positions, which were represented

by the degree (PhD and master), and therefore they possess awareness, awareness and full understanding to occupy their job positions. The results also showed that the largest group of the sample members was the experience members (10 to less than 15 years), where their number reached (98) and a percentage of (39.5%) of the study sample members, followed by the group of experience individuals (15 years and over), where their number reached (65) with a percentage of (26.2%) of the study sample members. This result is linked with the results of the age group and educational qualification, which show that the sample members have sufficient experience to deal with their job and practical tasks, as the largest group of the study sample has practical experience ranging (10-15) years or more. These results also indicate the interest of the Jordanian private universities in attracting those who have sufficient experience and skills to fill these important administrative positions.

4.2. Descriptive Statistics Results for the Study Variables

This part includes a presentation of the results of descriptive statistics analysis, represented by arithmetic means and standard deviations, in order to clarify the level of agreement of the study sample members on the items of each of the independent variable (innovative leadership), the dependent variable (innovative work behaviour) and the mediating variable (job security). The following table (6) illustrates these results.

Table 6: Descriptive statistics results

Demographic Object	The valid items	Athematic averages	Standard deviations
Independent Variable (Innovative leadership variables)	Originality	4.11	0.76
	Perseverance and Risk Taking	4.00	0.75
	Sensitivity to Problems	4.04	0.80
	Initiative	4.14	0.80
	Altruism	4.10	0.73
	Flexibility	4.06	0.79
	Average	4.08	0.77
Dependent Variable (Innovative work behaviour variables)	Idea generation	4.01	0.78
	Idea promotion	3.91	0.83
	Idea realization	3.93	0.88
	Overcoming obstacles	4.03	0.81
	Innovation outputs	4.11	0.89
	Average	4	0.84
Mediating Variable (Job security)	Job security	4.13	0.82

Table (6) shows that the responses of the study sample members to the

dimensions of the independent variable (innovative leadership) as a whole, came with a (high) degree, with an arithmetic mean (4.08) and a standard deviation (0.77). Initiative dimension hold the first place, then originality, altruism, flexibility, ssensitivity to problems, and Perseverance and Risk Taking accordingly. While responses of the study sample members to the dimensions of the dependent variable (innovative work behaviour) as a whole, came with a (high) degree, with an arithmetic mean (4) and a standard deviation (0.84). Innovation outputs dimension hold the first place, then overcoming obstacles, idea generation, idea realization and idea promotion accordingly. While the responses of the study sample members to the dimensions of the mediating variable (job security) as a whole, came also with a (high) degree, with an arithmetic mean (4.13) and a standard deviation (0.82).

4.3. Hypothesis Testing

Linear regression was used to test if our research model hypotheses are accepted or rejected. Linear analysis of regression reveals the relationship between dependent and independent variables. In this research, the researcher applied multiple linear regression to test the effect of independent variables on the dependent variable. Each summary of the regression model extracts the R-square to determine the percentage of the dependent factor difference explained by independent factors. The criteria for acceptance of a hypothesis include the significance less than 0.05. Therefore, the research model is tested by two linear regressions. The hypotheses that have been investigated are the following:

H1: innovative leader positively influences employee's innovative work behaviour at private universities in Jordan.

H2: Job security mediates the relationship among innovative leadership and employee's innovative work behaviour at private universities in Jordan.

To answer the first main hypothesis, the values of the correlation coefficients were calculated for the relationship between innovative leadership with its dimensions (Originality; Perseverance and Risk Taking; Sensitivity to Problems; Initiative; Altruism; and Flexibility) and innovative work behaviour (IWB) with its dimensions (Idea generation; Idea promotion; Idea realization; Overcoming obstacles; and Innovation outputs), as shown in the following table (), which indicates that there is a strong and statistically significant correlation at the level $(0.05 \geq \alpha)$ between innovative leadership with its dimensions and (IWB), as the values of the correlation coefficients ranged between (0.819-0.925). To test the first hypothesis, the multiple regression coefficient was used in the manner of entering predictive variables (Enter) in order to detect the presence of a statistically significant effect of innovative leadership with its dimensions (Originality; Perseverance and Risk Taking; Sensitivity to Problems; Initiative; Altruism; and Flexibility) on (IWB) as a total variable. Accordingly, the values of the multiple linear regression coefficients and their squares and the amount of interpretation of

the change in those coefficients were extracted, in addition to extracting regression analysis of variance (ANOVA) values for the impact of innovative leadership on (IWB), as shown in the following tables (7), (8), which indicates that the value of the correlation coefficient between innovative leadership dimensions and (IWB) as a total variable combined has reached (R = 0.937). This indicates a strong and positive correlation between the variables. It also shows that the value of the coefficient of determination (R2 = 0.878), that is, the innovative leadership dimensions explained a percentage of (87.8%) of the total variance in innovative work behaviour, while the rest is explained by other factors. The value of the (F) test calculated for the model, which amounted to (435.215) and with a level of significance (0.000), which indicates the suitability of the model to the regression test, and that the relationship between the two variables (independent and dependent) follows the linear model, and this value is considered a function at the level of significance (α≤0.05).). The decision rule states that the model is considered appropriate if the value of the significance level of (Sig) is less than (0.05), and based on the results of that, the decision is to reject the null hypothesis and accept the alternative hypothesis, which states that there is an impact of innovative leadership on innovative work behaviour for employees at Amman private universities.

Table 7: Correlation coefficients between the dimensions of the study

Variables	IWB	Originality	Perseverance and Risk Taking	Sensitivity to problems	Initiative	Altruism	Flexibility
IWB	-	**0.834	**0.885	**0.911	**0.910	**0.912	**0.828
Originality		-	**0.885	**0.857	**0.824	**0.887	**0.819
Perseverance and Risk Taking			-	**0.911	**0.871	**0.812	**0.824
Sensitivity to problems				-	**0.906	**0.925	**0.843
Initiative					-	**0.881	**0.890
Altruism						-	**0.925
Flexibility							-

* Statistically significant at the level (0.05≥α).
** Statistically significant at the level (0.01≥α).

Table 8: Summary of the multiple regression model for the impact of dimension of innovative leadership on (IWB)

Model	R	R2	Moderate R2	standard error of estimation
1	.937e	.878	.875	.276

Table 9: ANOVA for the impact of innovative leadership dimensions on (IWB)

	Contrast source	Sum of squares	Freedom degrees	Mean squares	F value	Sig value
1	Regression	132.883	4	33.221	435.215	.000
	Residual	18.549	243	.076		
	Total	151.431	247			

Multiple regression coefficient was also used in the manner of entering predictive variables (Enter) to reveal the existence of a statistically significant effect of innovative leadership dimensions on each dimension of IWB (*Idea generation; Idea promotion; Idea realization; Overcoming obstacles; and Innovation outputs*). Accordingly, the values of the multiple linear regression coefficients and their squares and the amount of interpretation of the change in those coefficients were extracted. The following table illustrates results, which indicates that there is a strong and positive relationship and effect between the dimensions of innovative leaders combined on the sub-dimensions of (IWB) among workers in private universities in Jordan, where the greatest impact was on innovation outputs, then overcoming obstacles, idea generation, idea realization, and idea promotion accordingly. The table also indicates that the (F) test value calculated for all variables confirms the suitability of the model to the regression test, and that the relationship between the two variables (independent and dependent) follows the linear model, and this value is considered a function at the significance level ($\alpha \leq 0.05$), and based on the results in the table confirms that there is positive effect of the dimensions of creative leadership on all of (IWB) dimensions.

Table 10: ANOVA for the impact of innovative leadership dimensions on (IWB) separately

Variable	R	R2	F value	Effect %	Sig value
Idea generation	.914	.836	308.835	83.6	.000
Idea promotion	.868	.753	185.472	75.3	.000
Idea realization	.898	.806	252.027	80.6	.000
Overcoming obstacles	.878	.895	315.032	89.5	000
Innovation outputs	.867	.889	302.145	88.9	000

To answer the second main hypothesis, hierarchical multiple linear regression was used in the manner of introducing predictive variables to the regression equation to reveal the presence of a statistically significant effect at the significance level ($0.05 \geq \alpha$) of the job security in modifying the impact of innovative leadership on (IWB) in its combined dimensions at private universities at Jordan. Accordingly, the hierarchical multiple linear regression coefficients and their squares and the amount of interpretation of the change were extracted by calculating the modified

(R) and (R2) values and the values of the change in those coefficients. The following tables (11, (12)) illustrate these results which indicates that the value of the correlation coefficient between (innovative leadership, job security) and (IWB) together amounted to (R = 0.947), which indicates the existence of a strong and positive correlation and statistical function at the level (0.05≥α) between the variables. While the coefficient of determination of the variables has reached (R2 = 0.897), which means that innovative leadership, job security explained (89.7%) of the total variance in (IWB), while the rest of the variance is attributed to other factors. It also shows that the "innovative leadership" variable alone explained (85.8%) of the total explanatory variance in (IWB), while the "job security" variable added 3.9% of the explained variance in (IWB), and this indicates the existence of a relationship and a statistical function at the significance level (0.05≥α) among the variables. The calculated (F) value of the model was also calculated which reached (1061,208) with a significance level (0.000), which indicates the suitability of the model to the regression test, and that the relationship between the independent, modifier and dependent variables follows the linear model. The decision rule states that the model is considered appropriate if the value of the significance level of (Sig) is less than (0.05), and based on the results, the decision is to reject the null hypothesis and accept the alternative hypothesis, which states that there is a statistically significant effect at the level of significance (α≤0.05) for the job security in modifying the impact of innovative leadership on innovative work behaviour for employees at private universities at Jordan.

Table 11: Summary of the hierarchical multiple regression model for the impact of job security in modifying the impact of innovative leadership on IWB

Model	R	R2	Mode rate R2	Standard error of estimation	Change Statistics				
					Change of R2	Change of F	Numerator freedom degree	Denominator freedom degree	Sig value
	.926b	.858	.857	.295	.858	1487.002	1	246	.000
	.947b	.897	.896	.252	.038	91.055	1	245	.000

Table 12: ANOVA for the impact of innovative leadership dimensions on (IWB)

	Contrast source	Sum of squares	Freedom degrees	Mean squares	F value	Sig value
1	Regression	129.93	1	129.93	1487.002	.000
	Residual	21.496	246	.087		
	Total	151.431	247			
2	Regression	135.760	2	67.880	1061.208	.000
	Residual	15.671	245	.064		
	Total	151.431	247			

5. Discussion

This study was conducted to examine the effect of innovative leadership on innovative work behavior for employees at Jordanian private universities beside the effect of job security as a mediating variable on this effect. It is recommended that leaders at private universities at Jordan make an effort to train their staff to be innovative in how they carry out their duties. These findings can be used to promote innovative work behaviour and invention as a culture among leaders at universities system, as well as to identify creative and innovative employees who are capable of coming up with new innovative ideas and translating them into practical applications.

Two hypotheses were developed and examined to answer the study question, the first hypotheses revealed that innovative leader positively influences employee's innovative work behaviour at private universities in Jordan, this result can be explained by the fact that innovative leaders are strategists who share a vision that motivates others to strive toward goals, promotes group thinking, and puts a priority on the demands of stakeholders and their input. Any innovative leader has many characteristics that enhance this effect which are: (initiative, original, altruism, flexible, ssensitive to problems, and Perseverance and Risk Taker accordingly, creative thinking, creating innovative culture and climate, transformational vision, morality and accountability, risk management and team working and participation. encourage safe environment for Change, promotes learning processes, strategic thinking, trustable and fair, oriented to people, provides support, recognize and reward performance, monitoring and adjustment and stimulate a sense of belonging and gratification). All of these characters enhance the innovative work behaviour for employees because the primary responsibility for any innovative leader is to foster creativity and innovation by strategically advocating, sponsoring, and directing the innovation processes and all of its constituent parts. In conclusion the idea of innovative leadership is typically connected to performance and effective organizational change and developing innovative culture in their businesses and providing a strategic direction to do it.

The findings revealed that the level of innovative leadership for the study sample was high, the majority of leaders or supervisors at Jordanian private universities hold innovative leadership characteristics, they are initiative, original, altruism, flexible, ssensitive to problems, and Perseverance and Risk Taker accordingly. For example, Initiative behaviour was reflected by their abilities to develop and benefit from opportunities and face problems that affect employee's performance and implementing Some tasks that are not official work. They also take the initiative to supply colleagues with the information and knowledge that Improve their performance and innovative behaviour beside using modern technologies at work, especially those related to stimulating teamwork. The originality characteristics was reflected by the ability of leaders to provide

employees with creative solutions for problems they face at work and unconventional ideas to develop their work, and provide them with the necessary environment for work and encourage the spirit of competition between them. They also care about perceiving the relationship between things and interpreting them through the use of diverse creative methods; like a brainstorming and surveys. The Altruism characteristics was reflected by the interest of leaders to strive to serve others colleagues without waiting Opposite as a human responsibility by encouraging them to be leaders because of their strengths and to using creative methods and techniques in accomplishing their tasks especially in the emergency circumstances. Flexibility is another important characteristic which was reflected by accepting differences in point of views related to business performance. They also do not hesitate to change his position when he is convinced that he is incorrect, in contrast they feel free to act and try innovative ideas to solve problems. The sensitivity to problems was illustrated by the focus of leaders to train work team how to solve problems in systematic scientific ways, beside benefiting from subordinates' experiences of in analyzing alternatives to find appropriate solutions. They also care about collaborating with subordinates in anticipating, predicting and planning the problems before they occur. Finally, the perseverance and risk-taking characteristic which was illustrated by the ability to focus despite the many administrative burdens, obstacles and problems and to achieve desired goals accurately, because they consider themselves responsible for the results of the work and reviews the proposed solutions more than once to provide the most appropriate ones.

This result is agreed by Alblooshi et al. (2020) who found that entrepreneurial, strategic, integrative, and innovative leadership are among the leadership philosophies that directly influence organizational innovation. Contreras et al. (2022) also found that innovative leadership philosophies can either directly or indirectly influence organizational innovation. Leaders have an impact on the culture of the organization, organizational learning, information exchange, and the innovative behavior of the workforce. They also have an impact on organizational procedures that help to create an atmosphere that encourages and fosters creativity. Alblooshi et al. (2020) concluded that innovative leadership is one of the most crucial styles that promotes innovative behaviors in employees because it fosters both formal and informal interpersonal relationships at work and gives workers the confidence and sense of security, they need to share their ideas and suggest changes. Sen & Eren (2012) also indicated that innovative leadership supports team collaboration, encourages organizational learning, and makes it possible for employees to participate in decision-making. It also offers support and resources for innovation and fosters an environment where change and risk are accepted. From this vantage point, business executives focus on innovation and turn concepts into real assets.

The study also revealed the level of innovative work behaviour for employees at

these universities was also high, the majority of employees focus and care about innovation outputs, and have the skills and experience needed for overcoming obstacle, beside the ability to generate, realize and promote innovative ideas across all over the university working systems. The employees innovative work behaviour was shown by their ability of accomplishing their tasks and responsibilities regardless of challenges and what other may say, and in complex situation they refer to their supervisor or other professional to deal with failure and complex situation. They also show strong ability to generate original solutions for problems and complex tasks or situations, and new approaches, instruments or techniques for accomplishing their tasks especially in the complicated situations. Finally, they had the ability to persuade key organizational members to embrace new ideas and proposals and get approval for improvements and opinions they suggest.

The second hypotheses revealed that there is a statistically significant effect for job security in modifying the impact of innovative leadership on innovative work behaviour for employees at private universities at Jordan. The level of the intermediating variable (job security) as a whole, came also with a (high) degree, this was illustrated by the sense of security that private university provide their employees. It gives them long term contracts and treat them fairly in relation with salaries and promotion systems, which in turn make employees feel that is their job is secure, and decrease the thought of getting fired or laid off. This concept was guaranteed by the university policy, which is accessible and explained to all employees, and provide them with the ability to develop and advance in their career. Leadership was also part of job security enhancement, which pertain to treats all employees respectively, fairly and friendly without any distinguish, and ensure that workers are given the opportunity to use a variety of skills and needed resources to accomplish their tasks, and also guaranteeing that salaries and promotion systems are fairly distributed among employees.

The result also could be explained by the fact that job security helps keep the social order and values intact, lowers labor unrest, boosts productivity, and innovative behaviour and decreases employees' intentions to leave the company. job insecurity makes the employees feel unstable and less obligated and motivated to find solutions to problems at work that go beyond the purview of their regular job descriptions. However, individuals with unstable employment would develop coping mechanisms (i.e., job insecurity). This retreat may be related to increased employee turnover plans or lower levels of commitment, less employee creativity and innovative behaviour. Berntson et al. (2010) also found that Job insecurity has been linked to a variety of stress reactions, including anxious feelings, depression, somatization and psychiatric symptoms, work withdrawal behaviors, decreased IWB, and exit behavior among the best employees. Spiegelaere et al. (2014) also stated that Employee level of involvement or disengagement will have an impact on innovative work behavior for two reasons. First off, due to the lengthy and time-

consuming nature of innovation processes, people are more likely to choose against engaging in these behaviors while facing job instability. Second, IWB is a style of employee behavior aimed towards altering characteristics of the company or the work. IWB can therefore be linked to deteriorating relationships with coworkers and superiors. Employees who are innovative incur the danger of clashing with coworkers who may be resistant to the change. Lambert (1991) also stated that Job security is viewed as an extrinsic component of commitment and innovative behaviour. As a result, when their job security is threatened, employees tend to show only a partial commitment to an organization and less innovative behaviour. Most employees regard job security as an essential right and the most powerful motivator. Finally, Niesen et al (2018) stated that job security and IWB are becoming more prominent, and positively connected together, the more secured job that the employee has, the more innovative becomes.

6. Conclusion

Based on the study's findings, it can be said that innovative leadership influences innovative work behavior in a positive and significant way. Both directly and indirectly, using increased job security as a mediator. It implies that the improvement of job security for university personnel and the boss' innovative leadership style will have a favorable impact on the university ability to foster innovative work behavior. Therefore, innovative leadership is a crucial determinant in how innovatively individuals behave at work, but this influence is mediated by organizational and personal factors like job security and workplace safety, i.e., inventive leadership is insufficient on its own to enhance innovative behavior. This result is consistent with the findings of several researchers, as noted in the study's literature, who discovered that other factors mediated the association between innovative leadership and inventive work behavior. Our findings suggested that innovative leadership techniques could enhance inventive work behavior through several channels because both approaches are significant and complementing rather than competing. However higher education institutions such as private universities need to improve and enhance the following innovative leadership characteristics (Originality; Perseverance and Risk Taking; Sensitivity to Problems; Initiative; Altruism; and Flexibility) in their leadership staffs by holding trainings or seminars that develop innovative behaviour, and to focus more on their policy related to enhance job security for their members by revising and developing it according to the fast change and unstable market.

This study suggests the importance of conducting other researches based on examining the effect of socio-organizational characteristics that can influence employees' innovative work behavior based on their culture, and type of university (public and private) and other higher education institutions such as colleges which has received little attention especially after Corona disease which affected all

business in all over the world. Regardless of country and business differences, our model is applicable to promoting innovative workplace behavior in the Jordanian context. We recommend that this model be tested in a variety of business types and sizes. Similarly, socio-organizational variables should be examined in the model framework to see how they affect the relationships in the model.

In conclusion innovative leadership has remained established as an essential tool for enhancing the innovative capability of employees working at higher education institutions (Idea generation; Idea promotion; Idea realization; Overcoming obstacles; and Innovation outputs). Specifically, when employees and individuals observed that leaders demonstrated extra awareness as well as happiness to their new ideas, skills, and procedures, they perceived animation take an interest in the organization, as a result, improved their employee IWB. Using organizational support theory, the author established that innovative leadership was positively linked to IWB, and that job security mediated the relationship between leadership and IWB.

Conflicts of Interests

The author has neither relevant financial or non-financial interest to disclose, nor conflicts of interests to declare that are relevant to the content of this article. The author certifies that there is no affiliation with or involvement in any organization or entity with any financial interests or non-financial interests in the subject matter or materials discussed in this manuscript. The author has no financial or property interests in any material discussed in this article

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