

Impact of the employee engagement on the continuous improvement through the innovative behavior in the public sector in the Hashemite Kingdom of Jordan

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Abstract

The study aimed to figure out the impact of the employee engagement on the continuous improvement through the innovative behavior as a mediating variable in the public sector in the Hashemite Kingdom of Jordan. The study adopted the descriptive, analytical approach. To achieve the objectives of the study, the researchers distributed a questionnaire to (411) members of the study population. After analyzing the data using the (AMOS), the study concluded a statistically significant impact at sig. ($\alpha \leq 0.05$) for the employee engagement on the continuous improvement of the employees in light of the innovative behavior as a mediating variable.

Keywords: employee engagement, continuous improvement, innovative behavior, the public sector in the Hashemite Kingdom of Jordan.

INTRODUCTION

Today, the business organizations of different types face great challenges and difficulties within an environment that is characterized by volatility, rapid change, uncertainty, ambiguity and difficulty in achieving the competitive advantage. This severe competition led organizations to target the continuous improvement, making it the main source of excellence and the achievement of the goal of survival.

Thus, the continuous improvement has become the main objective for the survival and growth of modern organizations. They would have the ability to compete more in light of a changing economic system. The investment in the human resources has become the main entrance for the organization to increase its ability to compete with other organizations. In addition, the

concept of investing and operating the human resources in the organization developed in terms of the procedures that it became close to interaction, creating and developing competencies to keep pace with the rapid developments in the field of business and human resource management that are indispensable to the organization; thus, the employers began planning for the employee engagement. Accordingly, the issue of the employee engagement has become one of the most important issues because of its clear impact on the continuous improvement and consequently the development of the organization at the local or international level (Radwan, 2013); (Khatatba, 2016).

The engagement of the employees in the organization enables it to achieve its objectives since it is the path towards the continuous

improvement, which enables the organizations to deal with the unknown future in a proactive not a reactive manner. This helps the organization to achieve a distinguished performance and status enabling it to respond to the crises and challenges imposed by the work environment hence the continuous improvement.

In the organizational environments, especially in the Arab organizations, many obstacles are set before launching the innovative energies of their employees; however, our Arab organizations still lack a real understanding of this problem to promote the innovative behavior (Maqri and Hayawi, 2014).

Such innovative behaviors make the subordinate feel that he is trusted and respected by his boss and they increase his motivation towards research, renewal and presenting innovative ideas on an ongoing basis. Organizations must also pay more attention to the aspects related to the human resources, most important of which is the attention to the innovative behavior of employees. The innovations that come from the human resources are one of the most important means that helps organizations deal with the environmental variables and adapt them to their advantage. These innovations enable creating a qualitative leap at the level of the organizations with regard to its new and developed products and services leading to the achievement of a sustainable competitive advantage and maximized profitability. (Tbeishat, 2020).

One of the most important factors that enhance innovation within organizations and encourage individuals to practice the innovative behavior is looking at change and continuous improvement as necessary. This is considered a vital part of the organization's culture and this affirms that there are no limits to development and improvement. (Al-Khatatneh, 2019)

It can be said that the availability of the employee engagement cannot achieve the desired effect in achieving the continuous improvement without the presence of the innovative behavior of employees that is necessary to maintain the strength of the engagement in the organization.

Some researchers pointed to the relationship between the business strategies and the continuous improvement. (Al-Samadi and Al-Hayali, 2021) concluded a positive impact for

the dimensions of the business strategies on the continuous improvement in Al-Hikma Pharmaceutical Company. The study recommends that the company should invest its resources by reviewing its strategies used in the cost and working on the continuous improvement from inside. (Boudh, 2020) also concluded a statistically significant impact for the strategic change in its dimensions (technological change, human resource change, and organizational change) on the innovative behavior with its dimensions (sensitivity to problems, flexibility, and risk) in the Housing Bank for Trade and Finance.

(Omar, 2019) also indicated that using the method of the continuous improvement of operations led to increased productivity and profitability in the industrial facilities. The study recommends the need that the industrial facilities adopt modern methods to increase productivity and profitability, especially the method of continuous improvement, given the many advantages it achieves for these facilities. The success and benefit of this method depends on the contribution and participation of all employees.

In addition, some studies also indicated a relationship between the organizational trust and the employee engagement, where (Al-Nashli, 2020) showed that the dimensions of the organizational trust (trust in senior management and trust in co-employees) had a statistically significant impact on the feeling of the employee engagement in the companies under study. The study found no statistically significant impact relation between the dimension of "trust in the direct supervisor" and the employee engagement. The dimensions of the organizational trust (trust in senior management and trust in the direct supervisor) also had a statistically significant impact on the feeling of the employee's organizational engagement in the companies under study." However, there was no statistically significant impact relationship between the dimension of "trust in co-employees" and the employee's organizational engagement.

Furthermore, (Al-Jaf and Faiq, 2019) indicated that there was a correlation between the job engagement and the job performance, and that there was an impact for the job engagement on enhancing the job performance. Accordingly, the research presented a set of recommendations

and suggestions, most important of which is the need to increase attention to the concept of the job engagement as it represents the positive emotional and psychological convictions and responses within the job environment. Liu et al. (2021) also showed that more organizational justice was associated with higher physician engagement and lower conflicts between work and home. The fair tasks made physicians feel more pride, more enjoyment at work, less guilt about their families, and fewer complaints from family members. Also, physicians who reported higher levels of leaders' concern for their opinions also reported that they enjoyed their work more, and that they had fewer effects on their family care. The results suggested that organizations' behavior could be an important intervention to improve the well-being of physicians.

(Tubaishat, 2020) also indicated that there was an impact for the talent management on the innovative behavior of employees in the private universities in the northern region, and that there was an impact for the ethical leadership on the relationship between the talent management and the innovative behavior of employees in the private universities in the northern region. (Widodo & Mawarto, 2020) showed that the transformational leadership and the innovative behavior had a significant and direct impact on performance, and that the transformational leadership and the talent management also had a direct impact on the innovative behavior of employees.

Given the fact that the continuous improvement has become a modern and urgent requirement in order to raise the level of the quality of services provided in many government institutions in the public sector, which includes all the urgent and important aspects of the quality of life of citizens, and given the major role played by the human resources in the continuous improvement, this study came under the title: "the impact of the employee engagement on the continuous improvement through the innovative behavior in the public sector in the Hashemite Kingdom of Jordan."

Problem and Questions

The main problem of the study is the continuous improvement and the statement of the indirect impact of the innovative behavior on the

continuous improvement by answering the following questions:

1. What is the level of the employee engagement in the public sector in the Hashemite Kingdom of Jordan?
2. What is the level of the continuous improvement in the public sector in the Hashemite Kingdom of Jordan?
3. What is the level of the innovative behavior in the public sector in the Hashemite Kingdom of Jordan?
4. What is the nature of the relationship between the employee engagement and the continuous improvement in the public sector in the Hashemite Kingdom of Jordan?
5. Is there an impact for the innovative behavior on the relationship between the employee engagement and the continuous improvement in the public sector in the Hashemite Kingdom of Jordan?

Significance

The significance of the study lies in the importance of the researched sector (the Jordanian public sector) and its impact on the lives of the citizens in providing the basic services they need such as health, education and other basic government services for the lives of citizens. Also, the significance comes from the importance of the continuous improvement for the public sector, as any improvement in the operations of the public sector is directly reflected in improving the standard of life for all the citizens in the Hashemite Kingdom of Jordan.

In addition, the significance is represented in the results and recommendations provided. This study, to the best knowledge of the researchers, is one of the first studies on the impact of the employee engagement on the continuous improvement through the innovative behavior as a mediating variable in the public sector in the Hashemite Kingdom of Jordan, and the role of the innovative behavior in the relationship between the employee engagement and the continuous improvement. This would help those in charge of managing this sector to benefit from its results and know what is applied and what needs to be applied to develop the level of the continuous improvement and apply the

innovative behavior and the employee engagement in a correct manner.

Objectives

The current study seeks to achieve some objectives that are represented in:

1. Determining the level of the employee engagement in the public sector in the Hashemite Kingdom of Jordan.
2. Identifying the level of the continuous improvement in the public sector in the Hashemite Kingdom of Jordan.
3. Determining the level of the innovative behavior in the public sector in the Hashemite Kingdom of Jordan.
4. Identifying the nature of the relationship between the employee engagement and the continuous improvement in the public sector in the Hashemite Kingdom of Jordan.
5. Figuring out the impact of the innovative behavior on the relationship between the employee engagement and the continuous improvement in the public sector in the Hashemite Kingdom of Jordan.
6. Providing recommendations to those in charge of managing the public sector in the Hashemite Kingdom of Jordan. This might contribute to raising the level of the employee engagement and the innovative behavior, which leads to a continuous improvement in the public sector.

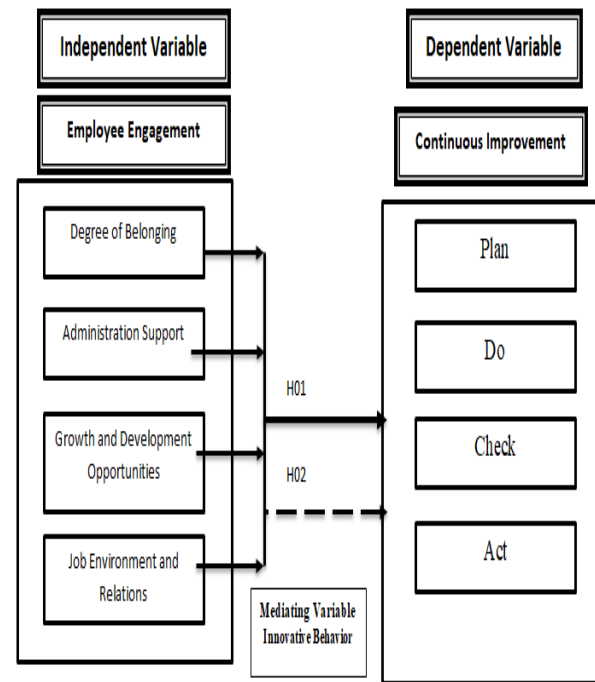


Figure No. (1) *Study Model*

Hypotheses

The current study seeks to test the validity of some hypotheses, which were as follows:

H01: The First Main Hypothesis: There is no statistically significant impact at sig. ($\alpha \leq 0.05$) for the employee engagement with its dimensions on the continuous improvement with its combined dimensions in the public sector in the Hashemite Kingdom of Jordan. This hypothesis has the following sub-hypotheses:

- 1) H01-1: There is no statistically significant impact at sig. ($\alpha \leq 0.05$) for the degree of belonging on the continuous improvement in the public sector in the Hashemite Kingdom of Jordan.
- 2) H01-2: There is no statistically significant impact at sig. ($\alpha \leq 0.05$) for the administration support on the continuous improvement in the public sector in the Hashemite Kingdom of Jordan.
- 3) H01-3: There is no statistically significant impact at sig. ($\alpha \leq 0.05$) for the growth and development opportunities on the continuous improvement in the public sector in the Hashemite Kingdom of Jordan.

4) H01-4: There is no statistically significant impact at sig. ($\alpha \leq 0.05$) for the Job environment and relations on the continuous improvement in the public sector in the Hashemite Kingdom of Jordan.

H02: The Second Main Hypothesis: There is no statistically significant impact at sig. ($\alpha \leq 0.05$) for the employee engagement with its combined dimensions on the continuous improvement with its combined dimensions through the innovative behavior in the public sector in the Hashemite Kingdom of Jordan.

Theoretical Framework

Employee Engagement

The employee engagement expresses a positive attitude that the individuals carry towards their jobs, organizations and values, and their awareness of the importance of the organizational environment and the extent of their loyalty to their work in the organizations. Thus, these employees would say positive things about their organizations, and they have the desire to stay with their organizations, and this leads to serving their organizations, providing benefits, and making efforts in favor of serving them. (Marzouk and Bou'sha, 2017).

Dimensions of Employee Engagement:

These are considered among the necessary dimensions and they help raise the level of the employee engagement into his organization.

- Achieving the social equality: this is done through the employee's participation in the decision-making and encouraging them to participate in the work teams and improving communications. This reduces the differences and ensures a fair wage system and thus enhances the social equality and gives an indication of the strength of the internal relationship of the organization leading to supporting the employee's engagement more within his job and his organization.

- Spreading the spirit of citizenship: the process of pushing the desire within the employee to help colleagues and participate for improving the workflow supports the cooperative activities, spreads the team spirit, and encourages the initiative and thus allows the

employee to dissolve and become absorbed within the work requirements and goals.

- A sense of belonging: this means the employee's belonging to his job and work team, in order to adapt to the variables of the job. This results in an improvement in the production levels and a reduction in the absenteeism and work turnover, and this indicates the level of the employee engagement in his job.

- Active participation: this is done through opening the way for the employee to contribute to making decisions related to his job and encouraging him for presenting new ideas, solving problems and offering opinions helping in developing his organization.

- Developing performance so that it gives an opportunity to improve their skills and gain knowledge to prepare for higher responsibilities by holding courses, seminars and workshops.

- Feeling the importance of the job: this is achieved by giving them greater powers and responsibilities and thus providing them with the knowledge to perform their jobs, and educating the employee of the importance of his job, its location and its connection to the organizational structure, and thus its role in achieving the organization's basic goal, and this helps in the self-realization and the better performance.

- Achieving job satisfaction: the process of granting independence, various tasks and feedback leads to achieving satisfaction for the employee, and helps give individuals the ability to control the course of the job, reduce pressures and increase their general sense of satisfaction. (Marzouk and Bouasha, 2017)

Continuous Improvement

The continuous improvement is a culture that proponents consider important to apply the culture and the principles of continuous improvement. It means striving to improve quality, increase productivity, and reduce the waste in production and marketing. This is followed by providing products (goods or services) that meet or exceed expectations. It also entails an accurate check of the performance and an achievement of the quality in determining the needs of the client and the principles of quality in all the aspects of the job. (Al-Smadi and Al-Hayali, 2021)

It indicates a process of coordinated research that deals with the best ways to accomplish things. The continuous improvement process aims to outperform the current standards of the industry and to identify and solve problems with skill in order to create a new competitive attribute. (Al-Akili, 2010).

Importance of Continuous Improvement

The continuous improvement is the backbone of the total quality management since it works on ensuring the survival of organizations. The process of the continuous improvement is not random but it has several requirements and principles. It does not mean fixing a defect; rather it means eliminating the defect and prohibiting its repetition. If something goes wrong, we do not only fix it, but replace it with a new and developed one. All this does not happen without organizing and arranging time, exploitation of employees' capabilities and talents and their participation in the development process.

(Al-Smadi and Al-Hayali, 2021) outlined the importance of the continuous improvement in the organization's ability to communicate with the needs and desires of the beneficiaries, and the serious hardship towards anticipating it through continuous improvements to its outputs for achieving excellence over its competitors.

Continuous Improvement Steps

Plan: By defining the work and the customers, identifying the proposed needs and requirements, starting to develop characteristics, removing the outputs that meet the customers' needs in order to achieve the competitive advantage, and then providing the necessary outputs for the necessary challenges.

Do: After checking the plan and determining the exact results, the work team must document the data and information about these results. If the results need correction and the steps need editing, this will be for better achievement.

Check: by comparing the results with the basic requirements of the customers, identifying the deviations, if any, and correcting them and preventing their recurrence in the future through an integrated system of feedback (Drury, 2008).

Act: This is done in order to reach the highest levels of performance and the best treatments, including the formation of collective work teams

and providing them with the actual needs to perform their tasks and implement their innovative ideas. As for the procedures of continuous improvement, it includes all fields at all times.

The continuous improvement includes both human and physical resources and the job procedures through the participation of all the employees, the provision of thoughts and current and new suggestions that motivate a better presentation gradually and continuously. This is also done through the application of the continuous improvement steps according to their priority and gradually. Such steps confirm the pre-planning and implementation of the plans set by the senior management, continuous check and gradual improvement. (Al-Smadi and Al-Hayali, 2021)

Innovative Behavior

Concept of Innovative Behavior

Innovation is providing something new as a product or service, while the innovative behavior is a distinct behavior or a behavior practiced by individuals in a certain location. It precedes innovation in its final form as a product or service, and it may also be an innovation in itself when this behavior is practiced for the first time in the organization (Shehadeh, 2016).

The innovative behavior can also be defined as the prevailing and desirable trend in an organization that seeks excellence. It starts from the moment the individual realizes the situation and then pays attention to it and evaluates the available solutions and alternatives to choose the appropriate alternative among them and put it into actual implementation. (Obaida, 2016).

As for (Farah, 2021), the innovative behavior is defined as the behavior that distinguishes its owner in the workplace by having the dimensions of the innovative behavior (originality, fluency, sensitivity to problems, acceptance of risk, and flexibility).

The importance of the innovative behavior for organizations is represented in (Hamd, 2016):

1. Improving the organization's services for the benefit of the organization and the individual.
2. Access to ideas and suggestions that help in developing new and innovative systems, procedures and work methods.

3. Enhancing communication within the organization and finding solutions to all the problems it may face.

4. Increasing the organization's ability to adapt to the surrounding environmental changes, and improving its productivity, performance level and the performance of its employees.

5. Contributing to the development of the intellectual and mental capabilities of individuals working in the organization by testing those abilities.

6. Optimizing the use of human resources and benefiting from their capabilities by giving them the opportunity to search for all that is new in the job field.

7. Setting a balance between the various development programs and the material and human capabilities of the organization.

8. Optimum utilization of the financial resources through using modern technology.

Dimensions of Innovative Behavior:

The dimensions of the innovative behavior refer to a set of actual preparations that an individual must have in order to be able to be innovative. These preparations are represented, as shown in Figure (7-2), by (Al Jumaili, 2018); (Ahmed et al., 2019):

a. **Authenticity:** It refers to the individual's ability to produce new and unfamiliar ideas that are not related to ideas that were previously proposed within the group or the job to which the individual belongs.

B. **Fluency:** It is said to be the bank of the innovative ability and it refers to the individual's ability to produce a large number of ideas that usually exceed the general average and within a relatively short period of time.

c. **Flexibility:** the ability of the individual to look at situations and problems from different angles, and not to be intolerant of certain ideas. It refers to the ease of the individual's change of his position and point of view and thus his thought in different ways and with a different classification than the normal classification.

D. **Sensitivity to Problems:** It refers to the individual's ability to discover problems or weaknesses in the environment around him.

E. **Acceptance of Risk:** the individual's ability to enter into the unknown by relying on independence in thinking in the sense of provoking an idea in order to delve into difficult and ambiguous issues with the aim of discovering and analyzing them.

Obstacles to Innovative Behavior

There are many obstacles that may limit the practice of the innovative behavior in organizations, the most important of which are (Al-Khawaldeh, 2019):

- Loss of trust between the superior and the subordinate.
- Fear of making mistakes, lack of initiative and overthinking.
- The inability of employees to understand the aspects of the problem correctly.
- Routine work and the prevailing values in the organization and adherence to what is familiar.
- Lack of encouragement from management and lack of material and moral support.
- fear of failure.
- Failure to provide an environment that encourages innovation.

Elements of Innovative Behavior

There must be a set of elements ingredients that contribute greatly to the motivation of employees to practice this type of behavior. These elements are represented in: availability of loyalty and belonging to the job, degree of independence of the individual, nature of work, following the scientific method, believing in the opinion and the other opinion, belief in the importance of development and change, attention to development and training, and provision of an appropriate system for motivation. (Tbeishat, 2020)

Method and Procedure

Style

The descriptive, analytical approach was used and it attempts to describe and evaluate the impact of the engagement of the employees on the continuous improvement with the medium variable of the innovative behavior. The

descriptive, analytical approach attempts to discover and evaluate the results of the study for reaching to meaningful results and increasing the knowledge on the nature of the relations among the study variables. The optimal case of the approach was adopted for this study since it describes the variables quantitatively and qualitatively, and then draws and evaluates the conclusions, and finally tests the hypotheses in order to reach to appropriate recommendations.

Methods of Statistical Processing of Data

The researchers in the study analyzed the questionnaire through the SPSS which contains the AMOS program to test the models. The most important statistical methods used include:

1. Descriptive statistical scales: frequencies, percentages, means, and standard deviations to describe the characteristics of the study sample.

2. Cronbach's alpha coefficient to measure the reliability of the study tool.

3. Simple regression analysis. The researchers relied on the Structural Equation Model, including the Confirmative Factor Analysis (CFA) in the statistical analysis of the data through the (AMOS.v.21).

Study Sample

The researchers distributed (411) questionnaires electronically, due to the conditions of social distancing imposed in light of the Corona pandemic. The researchers sent the questionnaires through WhatsApp and Facebook applications for the employees in the public sector in the Hashemite Kingdom of Jordan Thus, the study sample consisted of (411) male and female employees. Table No. (1) shows the distribution of the members of the study sample according to personal and occupational variables.

Table (1): *Distribution of the Study Sample Members according to Personal and Occupational Variables*

Variable	Level	Frequency	Percentage
Social kind	Male	212	51.6
	Female	199	48.4
	Total	411	100.0
Social status	Single	51	12.4
	Married	348	84.7
	Other	12	2.9
	Total	411	100.0
Age category	Less than 30 Years	32	7.8
	30-Less than 45	240	58.4
	45 – Less than 50	87	21.2
	50 Years and Above	52	12.7
	Total	411	100.0
qualification	Diploma and Less	56	13.6
	Ba	255	62.0
	Graduate Studies	100	24.3
	Total	411	100.0
Job title	Employee	216	52.6

Variable	Level	Frequency	Percentage
	Head of Section	115	28.0
	Director of Department	68	16.5
	Head of Branch	12	2.9
	Total	411	100.0
Number of years of experience	Less than 5 years	36	8.8
	5-Less than 10 years	68	16.5
	10- Less than 15 years	96	23.4
	15 Years and above	211	51.3
	Total	411	100.0

Tool Scale

To analyze the data related to the variables and test the hypotheses of the study, the Likert quinquennial scale was used to answer the questions according to the following degree: (1) for (to a very small degree), (2) for (to a small degree), (3) for (to a moderate degree), (4) for (to a large degree), and (5) for (to a very large degree). In order to explain the means of the estimates of the study sample members on each item of the study tool, the following equation was used:

Length of period = (maximum alternative - minimum alternative) / number of levels

$(5-1)/3 = 4/3 = 1.33$, so the levels are as follows:

Low approval score from 1- less than 2.33.

medium approval score of 2.33-less than 3.66.

A high approval score of 3.66-5.00.

Normal Distribution Test

In order to ensure that the data are subject to the normal distribution, the researchers used the AMOS v.21 statistical program to measure both the Kurtosis and skewness coefficients for the study variables. This is conducted to ensure the suitability and validity of the data collected for conducting the Confirmatory Factor Analysis (CFA). Table No. (2) shows the skewness and Kurtosis values for each item of the questionnaire:

Table (2) *Kurtosis and Torsion Values for the Main Study Variables*

Field	Skewness Coefficient	Kurtosis Coefficient
employee engagement	-0.046	-0.779
Continuous improvement	0.099	-0.437
Innovative behavior	-0.625	0.297

Table No. (2) shows that the Kurtosis and skewness coefficients range within the acceptable minimum and maximum limits of the normal distribution. The skewness values ranged between (-2, 2), and the Kurtosis values ranged between (-7, 7), which indicates that the study data follow a normal distribution; therefore the study data are suitable for conducting subsequent statistical analyzes.

Exploratory Factor Analysis

1- The Independent Variable (Employee Engagement).

The Exploratory factor analysis was used to confirm the psychometric properties of the questionnaire. Table (3) shows the rotation matrix for the items of the first field, which is the engagement of employees, and it was measured using (23) items distributed over four sub-dimensions.

Table (3) *The Orthogonal Rotation Matrix for the Items of the Field of the Employee Engagement*

Item	Loadings Degree			
	1	2	3	4
1	0.630			
2	0.611			
3	0.849			
4	0.827			
5	0.793			
6	0.662			
7	0.673			
8		0.826		
9		0.796		
10		0.701		
11		0.794		
12		0.709		
13		0.728		
14		0.828		
15			0.761	
16			0.719	
17			0.609	
18			0.725	
19				0.810
20				0.751
21				0.740
22				0.806
23				0.713
Determinant = 0.0008, KMO= 0.918, Bartlett's Test= 8971.785 , Sig. = 0.000				

Table (3) shows that the loadings of all the items ranged between (0.609-0.849), all of which exceed (0.4), as the orthogonal rotation led to classifying the questionnaire items to one factor.

Table (3) also shows that the value of the matrix determinant equals (0.0008) and exceeds zero. As for the value of the (KMO) test, it is equal to (0.918) exceeding (0.50), and this value is acceptable if it ranges between (0.8-0.9). As for the value of the Bartlett's Test, it reached (8971.785) with a level of significance (0.000) which is less than (0.05).

2- The Dependent Variable (Continuous Improvement).

The Exploratory factor analysis was used to verify the psychometric properties of the questionnaire. Table (4) shows the rotation matrix for the items of the second field, which is the continuous improvement, and it was measured using (20) items.

Table (4) *Orthogonal Rotation Matrix for the Items of the Continuous Improvement Field*

Item	Loadings Degree			
	1	2	3	4
1	0.763			
2	0.803			
3	0.821			
4	0.753			
5	0.781			
6		0.794		
7		0.787		
8		0.769		
9		0.781		
10		0.801		
11			0.867	
12			0.787	
13			0.810	
14			0.822	
15			0.727	
16				0.807
17				0.830
18				0.822
19				0.793
20				0.836
Determinant = 0.0006, KMO= 0.951, Bartlett's Test= 11370.939 , Sig. = 0.000				

Table (4) shows that the loadings of all the items ranged between (0.727-0.867), which are all greater than the value (0.4), as the orthogonal rotation led to the classification of the questionnaire items into four factors: (plan, do, check, and act).

Furthermore, Table (4) indicates that the matrix determinant equals (0.0006) and exceeds zero. However, as for the value of the (KMO) test, it is (0.951) exceeding (0.50) and this value is acceptable if it ranges between (0.8-0.9). Regarding the Bartlett's Test, it is (11370.939) with a sig. of (0.000) that is less than (0.05).

3- The Medium Variable (Innovative Behavior).

The Exploratory factor analysis was adopted in order to confirm the psychometric characteristics of the questionnaire. Table (5) shows the rotation matrix for the third field items, which is the innovative behavior that was measured by using (13) items.

Table (5) *The Orthogonal Rotation Matrix for the Items of the Innovative Behavior Field*

Item	Loadings Degree
1	0.900
2	0.589
3	0.689

4	0.728
5	0.753
6	0.749
7	0.733
8	0.690
9	0.613
10	0.750
11	0.846
12	0.770
Determinant = 0.0009, KMO= 0.919	
Bartlett's Test= 4486.614 , Sig. = 0.000	

It is clear from Table (5) that the loadings of all the items ranged between (0.589-0.900), all of which exceeded the value (0.4), as the orthogonal rotation led to the classification of the questionnaire items to one factor.

Table (5) also shows that the value of the matrix determinant was equal to (0.0009) and it exceeded the value of zero. As for the value of the (KMO) test, it equaled (0.919) exceeding (0.50). This value was considered acceptable if it ranged between (0.8-0.9). However, as for the value of the Bartlett's Test, it reached (1079.039) with a sig. level of (0.000) that is less than (0.05).

Confirmatory Factor Analysis (CFA)

The Confirmatory Factor Analysis (CFA) was used through the results of the exploratory factor analysis. The objective of using the CFA is to verify the validity of the proposed study model that contains the latent variable and the indicators used to measure it or the items used in the study tool to measure this variable. Assuming the validity of the construct is achieved in case the standard regression weights are greater than (0.04). The results showed that the latent root that is represented by the employee engagement variable is linked with items (1) to (23) within one field. The value of the Goodness of Fit Index (GFI) was (0.911) and the Comparative Fit Index (CFI) was (0.921), which is higher than the minimum acceptable value for these indicators, (0.90). Such indicators describe the quality of the data Conformity and the validity of the concept.

On the other hand, the results of the CFA for the items of the continuous improvement variable showed that all the standard regression weights exceeded the value (0.4), where the latent root (continuous improvement) was associated with items (24) to (43) within the following four sub-dimensions: (plan, do, check and act). However, regarding the indicators of the quality of data

conformity, the value of the conformity quality index was (0.904), and the value of the CFI was (0.936), which is higher than the acceptable minimum value for these indicators, which is (0.90).

In addition, the results of the CFA for the items of the innovative behavior variable also showed that all the standard regression weights exceeded the value (0.4), where the latent root (innovative behavior) was associated with items (44) to (55) within one field. As for the indicators of the quality of the data conformity, the conformity quality index was (0.914), and the value of the CFI was (0.924), which is higher than the acceptable minimum value for these indicators, which is (0.90).

Reliability of the Study Tool

The Cronbach's Alpha was used in order to check the internal consistency of the questionnaire items as a whole as the most common scale used by researchers to achieve this purpose. The results of Table (6), which shows that the Cronbach's alpha coefficient for the field of the employee engagement as a whole was (0.963), and the value of the Cronbach's alpha coefficient for the field of the continuous improvement was (0.981), and for the field of the innovative behavior (0.938), which is a good percentage since it is greater than (0.70).

Table (6) *Cronbach's Alpha Coefficients for the Items of the Questionnaire*

Field	Dimension	Alpha Coefficient
Employee Engagement	Degree of Belonging	0.897
	Administration Support	0.913
	Growth and Development Opportunities	0.789
	Job Environment and Relations	0.886
	Employee Engagement	0.963
Continuous Improvement	Plan	0.941
	Do	0.954
	Check	0.951
	Act	0.960
	Continuous Improvement	0.981
Innovative Behavior		0.938

Results of the Statistical Analysis

This section includes a presentation of the results of the statistical analysis related to studying the impact of the employee engagement on the continuous improvement through the innovative behavior as a mediating variable. This is evident as follows:

- Results related to the level of the employee engagement in the examined ministry.

To identify the level of the employee engagement, the researchers extracted the means and standard deviations of the estimates of the study sample regarding the dimensions of the employee engagement and the field of the employee engagement as a whole. Table No. (7) illustrates this.

Table No. (7) Means and Standard Deviations of the Estimates of the Study Sample Members on the Dimensions of the Field of the Employee Engagement and the Field as a Whole, Arranged in a Descending Order according to the Mean

Rank	No.	Dimension	Mean	Standard Deviation	Evaluation Degree
1	1	Degree of Belonging	3.46	0.87	Medium
2	3	Growth and Development Opportunities	3.38	0.86	Medium
3	4	Job Environment and Relations	3.18	0.92	Medium
4	2	Administration Support	2.96	0.90	Medium
Employee Engagement			3.23	0.82	Medium

It appears from Table No. (7) that the level of the employee engagement in the investigated ministry was moderate; The mean of the estimates of the study sample members regarding the field of the employee engagement as a whole was (3.23) with a medium evaluation degree. Table No. (7) also showed that the means for the sub-dimensions ranged (2.96-3.46) with a medium evaluation degree for all the dimensions. The dimension of the "degree of belonging" was ranked first with a mean of (3.46), the "growth and development opportunities" was ranked second with a mean of 3.38, the dimension of the "Job environment and relations" was ranked third with a mean of

3.18, and the dimension of the "administration support" was ranked last with a mean of (2.96).

- Results Related to the Level of the Continuous Improvement in the Examined Ministry

To figure out the level of the continuous improvement, the researchers extracted the means and standard deviations of the estimates of the study sample members on the dimensions of the continuous improvement and the field of the continuous improvement as a whole. This is evident in Table (8).

Table (8) Means and Standard Deviations of the Estimates of the Members of the Study Sample on the Dimensions of the Field of Continuous Improvement and the Field as a Whole Arranged in a Descending Order according to the Mean

Rank	No.	Dimension	Mean	Standard Deviation	Evaluation Degree
1	1	Plan	3.26	0.94	Medium
2	2	Do	3.23	0.87	Medium
3	3	Check	3.19	0.91	Medium
4	4	Act	3.12	0.91	Medium
Continuous Improvement			3.20	0.85	Medium

Table (8) shows that the level of the continuous improvement in the examined ministry was medium that the mean of the estimates of the study sample on the field of the continuous improvement as a whole was (3.20) with a medium evaluation degree. The table also indicates that the means of the sub-dimensions ranged between (3.12-3.26) with a medium evaluation degree for all the dimensions. The dimension "plan" was ranked first with a mean of (3.226) followed by the dimension of "do" with a mean of (3.23) in the second rank, the dimension of "check" with the mean (3.19) in

Table (9) *Means and Standard Deviations of the Estimates of the Study Sample Members for the Items of the Field of "Practicing the Innovative Behavior" according to the Mean*

Rank	No.	Dimension	Mean	Standard Deviation	Evaluation Degree
1	1	I try to apply new methods when facing any complicated situation during conducting my tasks.	4.09	0.78	high
2	8	I accept the constructive criticism from others and stay away from fanaticism to my ideas in case they are proven inaccurate.	4.08	0.89	high
2	12	I have the ability to quickly notice any problem or weaknesses in the job.	4.08	0.80	high
4	5	I have the ability to present various ideas when trying to solve any problem that I may face at work.	4.03	0.86	high
5	11	I am keen to be prepared to face any new situations that might occur in the job environment.	4.00	0.83	high
6	4	I have the ability to present any ideas easily.	3.98	0.93	high
7	10	I am keen to predict and be prepared to the problems before they occur.	3.96	0.82	high
8	2	I strive to offer unique alternatives that enable me to make correct decisions.	3.94	0.78	high
9	6	I have the ability to present a large number of new ideas within a short period of time.	3.92	0.89	high
10	7	I have the ability to produce unexpected solutions to any problem that I may encounter while doing my job.	3.88	0.97	high
11	8	I do not rely on a specific mental pattern when looking for alternatives for making any decision related to my job.	3.80	0.83	high
12	12	I do not use any ideas previously presented by my colleagues when solving any new problem I encounter during performing my job.	3.12	1.10	Medium
"Practicing the Innovative Behavior "			3.91	0.68	high

the third rank and finally the dimension of " act " in the fourth rank with a mean of (3.12).

- Results Related to the Level of Practicing the Innovative Behavior in the Examined Ministry

To identify the level of the employee engagement, the means and standard deviations of the estimates of the study sample members were extracted for the estimates of the members of the study for the items of the field of practicing the innovative behavior and the field as a whole. Table (9) explains that.

“Practicing the Innovative Behavior ” 3.91
0.68 high

As indicated in Table (9), the means for the estimates of the members of the study sample for the items in the field of "Practicing the innovative behavior" ranged (3.12-4.09). It showed that item No. (1) was ranked first and it stated that: “I try to apply new methods when facing any complicated situation during conducting my tasks” was ranked first with a mean of (4.09) by a high evaluation degree. Item No. (12) stating that: “I do not use any ideas previously presented by my colleagues when solving any new problem I encounter during performing my job” was ranked last with a mean of (3.12) by a medium evaluation degree. Regarding the mean of “practicing the innovative behavior” as a whole, it amounted to (3.91) with a high evaluation degree. This indicates that the level of practicing the innovative behavior in the researched ministry was high.

Results Related to Testing Hypotheses:

Results Related to the First Main Hypothesis: There is no statistically significant impact at sig. ($\alpha \leq 0.05$) for the employee engagement with its combined dimensions on the continuous improvement with its combined dimensions in the public sector in the Hashemite Kingdom of Jordan. The following sub-hypotheses are emerged from this hypothesis:

H01-1: There is no statistically significant impact at sig. ($\alpha \leq 0.05$) for the degree of belonging on the continuous improvement with its combined dimensions in the public sector in the Hashemite Kingdom of Jordan.

H01-2: There is no statistically significant impact at sig. ($\alpha \leq 0.05$) for the administration support on the continuous improvement with its combined dimensions in the public sector in the Hashemite Kingdom of Jordan.

H01-3: There is no statistically significant impact at sig. ($\alpha \leq 0.05$) for the growth and development opportunities on the continuous improvement with its combined dimensions in the public sector in the Hashemite Kingdom of Jordan.

H01-4: There is no statistically significant impact at sig. ($\alpha \leq 0.05$) for the job environment and relations on the continuous improvement with its combined dimensions in the public sector in the Hashemite Kingdom of Jordan.

To confirm the validity of this hypothesis, the multiple regression equation was applied in order to examine the impact of the employee engagement with its dimensions on the continuous improvement with its combined dimensions in the public sector in the Hashemite Kingdom of Jordan. This is explained by Table No. (10).

Table (10) *Applying the Multiple Regression Equation to Study the Impact of the Employee Engagement with its Dimensions on the Continuous Improvement with its Combined Dimensions in the Public Sector in the Hashemite Kingdom of Jordan*

variable	Unstandardized Coefficients		Standardized Coefficients			R	R ²	Adjusted Square	R	F	Statistical Significance
	B	Std. Error	β	T	Statistical Analysis						
Constant	0.872	0.238		3.667	0.000	0.765	0.585	0.568	34.488	0.000	
Degree of belonging	0.210	0.117	0.217	1.798	0.075						
Administration support	0.100	0.138	0.107	0.726	0.469						
Growth and development opportunities	0.143	0.123	0.145	1.155	0.251						
Job environment and relations	0.561	0.127	0.609	4.415	0.000						

Table (10) shows that there is a statistically significant impact at sig. ($\alpha \leq 0.05$) for the employee engagement on the continuous improvement as a whole. (R) was amounted to (0.765) which is statistically significant. It indicates a statistically significant correlation between the employee engagement and the continuous improvement as a whole. (R-square) was (0.585), which is a statistically significant value explaining the ability of the employees' engagement regarding the continuous improvement as a whole. This means that the employee engagement explains (58.5%) of the change in the continuous improvement. As for the value of the (F) Test, it amounted to (34.488) with a statistical significance (0.00), which is a statistically significant value. Therefore, the first major hypothesis is accepted by the alternative formula.

With regard to the results of the sub-hypotheses, the results showed the following:

1. There is no statistically significant impact at sig. ($\alpha \leq 0.05$) for the degree of belonging on the continuous improvement in its combined dimensions in the public sector in the Hashemite Kingdom of Jordan, where the values of (β , T) reached (0.217, 1.798), respectively, which are statistically insignificant values; therefore, the first sub-hypothesis is accepted as null.

2. There is no statistically significant impact at sig. ($\alpha \leq 0.05$) for the Administration support on the continuous improvement in its combined dimensions in the public sector in the Hashemite Kingdom of Jordan, where the values of (β , T) reached (0.107, 0.726), respectively, which are statistically insignificant values; therefore, the second sub-hypothesis is accepted as null.

3. There is no statistically significant impact at sig. ($\alpha \leq 0.05$) for the Growth and development opportunities on the continuous improvement in its combined dimensions in the public sector in the Hashemite Kingdom of Jordan, where the values of (β , T) reached (0.145, 1.155), respectively, which are statistically insignificant values; therefore, the third sub-hypothesis is accepted as null.

4. There is statistically significant impact at sig. ($\alpha \leq 0.05$) for the Job environment and

relations on the continuous improvement in its combined dimensions in the public sector in the Hashemite Kingdom of Jordan, where the values of (β , T) reached (0.609, 4.415), respectively, which are statistically significant values; therefore, accept the alternative fourth sub-hypothesis.

Results related to the second main hypothesis: There is a statistically significant impact at sig. ($\alpha \leq 0.05$) for the employee engagement on the continuous improvement of the employees in the presence of the innovative behavior as an intermediate variable.

To test this hypothesis, the Structural Equation Modeling (SEM) analysis was used through the Amos V23 program supported by the (SPSS) to verify the direct and indirect impact of the employee engagement on the continuous improvement of the employees with the presence of the innovative behavior as an intermediate variable. The researchers adopted the five indicators to verify the quality of matching the study model, which are generally accepted and indicated indicators (Hair Jr. et al., 2018). The values of these indicators in Table (19) indicated that there is a good match for the study model and data, which indicates the validity of the model and the possibility of using it to test the hypotheses. This means that using the independent variables in the study mode was for predicting the dependent variable with the presence of the intermediate variable.

Table (11) *Results of the Second Main Hypothesis Test*

Chi ²	Degree of Freedom	GFI	CFI	Significance Level
27.105	8	0.948	0.979	0.00

Table No. (11) showed that the value of (Chi2) (27.105 = Chi2) is statistically significant at sig. (0.05), and the Goodness of Fit Index (GFI) reached (0.948), which is somewhat closer to (1.00), which indicates a goodness fit. The Comparative Fit Index is (CFI = 0.979), which is also somewhat close to (1.00), which supports the goodness fit of the model.

Table (12) *Direct and Indirect Effect Coefficients for the Second Main Hypothesis*

Coefficients					
Value of Direct Impact Coefficient	C.R	Standard, Direct Impact	Significance Level	Value of Indirect Impact Coefficient	Standard, Total, and Direct Impact
Employee Engagement → Innovative Behavior	15.819	0.97	***		0.634
Innovative Behavior → Employee Engagement	5.783	0.60	***		
Employee Engagement → Continuous Improvement	7.719	0.90	***	0.635	

Table (12) shows that the value of the standard direct effect of the Employee Engagement on the Continuous Improvement amounted to (0.97), and that the standard direct effect of the independent variable (Employee Engagement) on the median variable (Innovative Behavior) amounted to (0.60), and the standard direct effect reached for the median variable (Innovative Behavior) on the function (Continuous Improvement) (0.90).

Table (12) shows that the standard indirect effect reached (0.635), and the total effect of the independent (Employee Engagement) on the dependent (Continuous Improvement) with the presence of the median variable (Innovative Behavior) amounted to (0.634), the second main hypothesis is accepted.

Results and Recommendations

Based on the field study that was conducted on the impact of the employee engagement on the continuous improvement through the innovative behavior as a mediating variable in the public sector in the Hashemite Kingdom of Jordan, and after analyzing its data, answering its questions, and testing the hypotheses, this study concluded some results and recommended some points as below:

Results

- The level of the employee engagement in the public sector was moderate.

- The level of the continuous improvement in general in the public sector was moderate.

- The level of practicing the innovative behavior in the public sector was high.

- There is a statistically significant impact at sig. (α (0.05 \geq for the employee engagement on the continuous improvement of the employees in the public sector in the Hashemite Kingdom of Jordan.

- There is a statistically significant impact at sig. (α (0.05 \geq for the employee engagement on the innovative behavior of the employees in the public sector in the Hashemite Kingdom of Jordan.

- There is a statistically significant impact at sig. (α (0.05 \geq for the innovative behavior on the continuous improvement of the employees in the public sector in the Hashemite Kingdom of Jordan.

- There is a statistically impact at sig. (α (0.05 \geq for the employee engagement on the continuous improvement of the employees in the presence of the innovative behavior as a mediating variable.

Recommendations:

Based on the results of the current study, the study recommends studying the engagement of employees in the public sector and the best means to increase the engagement of employees because of its role in developing the work procedures in the public sector.

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