



# **The Role of Transformational Leadership in Fostering Innovative Work Behavior: The Mediating Role of Organizational Resilience**

*By*

**Dr. Hossam Ahmed Hanafy Mahmoud**

Lecturer, Business Administration Department

Faculty of Commerce, Cairo University

[Hussam\\_ahmed@foc.cu.edu.eg](mailto:Hussam_ahmed@foc.cu.edu.eg)

**Dr. Ahmed Sayed Rashed**

Lecturer, Finance Department

Faculty of Commerce, Cairo University

[Ahmed\\_rashed@foc.cu.edu.eg](mailto:Ahmed_rashed@foc.cu.edu.eg)

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## **The Role of Transformational Leadership in Fostering Innovative Work Behavior: The Mediating Role of Organizational Resilience**

*Dr. Hossam Ahmed Hanafy Mahmoud and Dr. Ahmed Sayed Rashed*  
**Abstract**

This research investigates the impact of transformational leadership (TL) on innovative work behavior (IWB) through the mediating role of organizational resilience (OR) within the Egyptian banking sector. A survey approach was adopted by distributing a standardized instrument to 318 employees in public and private banking branches across Greater Cairo, Egypt, with the data analyzed using structural equation modeling (SEM). The findings suggest that the TL approach adopted by managers significantly promotes employees' IWB. Organizational resilience was identified as a partial mediator in the relationship between TL and employees' IWB. Furthermore, our analysis indicated a positive correlation between the TL approach and OR, which positively contributes to employees' IWB. This study is the first to explore OR as a mediator relating TL to IWB within the Egyptian banking sector. The practical implications of this study indicate the capacity possessed by transformational leaders to improve their employees' innovative behaviors by bolstering OR among them.

**Keywords:** Transformational leadership, Innovative work behavior, Organizational resilience, Egyptian banking sector, Structural equation modeling

### **1. Introduction**

Innovative work behavior fulfills a critical role in the banking sector through promoting creativity, advancing service innovation, and contributing to competitive advantage. In Egypt, organizations in general and banks in particular operate in a highly turbulent and competitive environment. Therefore, it has become necessary for managers to master strategic thinking, which is crucial for implementing an effective strategy (Tvedt et al., 2023). Currently, banks in Egypt encounter several economic disturbances, including those resulting from the Arab Spring in 2011, domestic political instability, and the consequences of the COVID-19 pandemic (Hilal & Tantawy, 2022). These events are among the external threats that have affected the Egyptian work environment. They have prompted banks to increase their ability to adapt to change, confront disruptions and unexpected events, and benefit from challenges and mistakes to navigate the future better.

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Within the framework of Vietnamese banking, the processes of knowledge acquisition and dissemination are crucial in facilitating individual creativity and service innovation, with creativity performing as a mediating variable in this dynamic (Nguyen & Nguyen, 2024). In the context of the Jordanian Islamic banks, the provision of training exerts a significant influence on IWB, which positively impacts competitive advantage subsequently; however, the association of direct compensation with IWB appears to be insignificant (Qawasmeh & Wahab, 2022).

Intrapreneurial behaviors represent a specific manifestation of IWB, which markedly enhances the innovative performance of Jordanian commercial banks, indicating that banks exhibiting heightened entrepreneurial performance attain superior productivity and sustainability (ALmasri & Ahmad, 2020). Moreover, IWB is associated with innovations in business models, with organizational support as a moderating factor; however, its influence is contingent upon the degree of IWB exhibited (Hock-Doepgen et al., 2024).

TL assumes an essential function within the banking industry by promoting innovation, improving employee productivity, and enabling organizational transformation. This leadership approach is distinguished by its capacity to motivate and intellectually engage employees, which is vital for propelling digital transformation and innovation within financial institutions. Transformational leaders in the banking domain are essential in cultivating a culture that encourages knowledge exchange and employee empowerment, which are imperative for adjusting to rapid shifts.

An influential role in advancing digital transformation within the banking industry is fulfilled by TL through promoting both incremental and radical business model innovations. Leaders who embrace this leadership style possess the capacity to utilize data-driven insights to optimize the efficiency of digital transformation initiatives (Lyu, 2024). In the Lebanese banking industry, the role of TL is essential for promoting innovation, primarily through stimulating intellectual engagement and providing inspirational motivation. Nevertheless, idealized influence and individualized consideration exhibit little impact in this setting (Yoon, 2023).

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Amid the COVID-19 pandemic, TL confirmed its imperative role in facilitating knowledge sharing and enhancing innovation within banking services, particularly on digital and online platforms (Easa & Chaar, 2022). TL is positively correlated with employee performance within the banking industry. It fosters a robust organizational culture and commitment, which is crucial for maintaining elevated performance standards (Budiman, 2022).

In the context of the Indian banking industry, TL cultivates IWB through the mechanism of psychological empowerment, thus underscoring the significance of empowering personnel in advancing innovation (Garg et al., 2022).

TL exerts a pivotal influence on directing organizational change by inspiring employees and mitigating breaches of psychological contracts, which may consequently result in increased intentions for employee turnover (Khalid & Saeed, 2022). Additionally, it facilitates the sustainability of organizations by endorsing adaptability and flexibility, which are paramount for financial institutions to flourish in ever-evolving environments (Tambari, 2022).

Although TL is notably efficacious in advancing innovation and performance within the banking sector, it is crucial to acknowledge that its effects may differ depending on cultural and organizational contexts. For example, the influence of various aspects of TL, such as individualized consideration and idealized influence, may vary across different regions and institutions. Thus, banking executives ought to customize their leadership strategies to correspond with the distinct needs and challenges confronted by their organizations to optimize the advantages of TL.

The current research concentrates on verifying the influence of TL in promoting IWB, based on the study by Groseljet et al. (2021). Although researchers have exerted significant efforts to identify the association of TL with innovation, its impact remains inadequately explored (Lin, 2023). To the best of the researcher's knowledge, there has been limited focus on the impact of OR in mediating the connection of TL with IWB. Therefore, this study addresses this gap by comprehensively investigating the interaction between TL and OR and their influence on IWB within the Egyptian banking sector through the following research questions:

**RQ1:** Is TL associated with IWB within the Egyptian banking sector?

**RQ2:** Does organizational resilience mediate TL's relationship with IWB within the Egyptian banking sector, and to what extent?

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## **2. Literature Review**

### ***2.1. Transformational Leadership and Innovative Work Behavior***

TL significantly influences IWB by cultivating a climate that promotes creativity and empowerment. Transformational leaders can be determined by their capacity to inspire and engage employees, augmenting their innovative capabilities. Moreover, they are instrumental in advancing innovative work behavior by establishing a nurturing environment that encourages employees to disseminate knowledge and express novel concepts.

Thaila & Harsanti (2023) found that TL positively influences IWB. This leadership approach fosters psychological empowerment, which completely mediates the association between TL and IWB, indicating that workers who experience empowerment are predisposed to participate in innovative activities (Aristana et al., 2024). TL indirectly impacts IWB through psychological empowerment, knowledge sharing, and work passion, which serve as pivotal mediators within this dynamic (Udin & Dananjoyo, 2024).

The concept of digital literacy significantly strengthens the association of TL with IWB, indicating that within digitally proficient contexts, its effect on innovation is considerably magnified (Effiyaldi et al., 2024). While TL is a significant factor for IWB, its efficacy can be impacted by additional elements, including digital literacy, organizational resilience, and psychological empowerment. These components possess the capability to improve the influence of TL, highlighting the necessity of a comprehensive approach to fully actualize the potential for IWB within organizations. Furthermore, the lack of TL may result in a decline in IWB, consequently underscoring the importance of leadership style in promoting innovation (Akhmala et al., 2024; Udin & Dananjoyo, 2024).

Several studies indicate that TL directly and positively affects IWB (Aristana et al., 2024; Effiyaldi et al., 2024; Sakti et al., 2023; Thalia & Harsanti, 2023), while other research indicates indirect effects (Rahman et al., 2023; Udin & Dananjoyo, 2024).

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According to Akhmala et al. (2024), TL positively impacts employee performance, signifying that transformational leaders can inspire employees to promote their performance levels within the organizational context. Furthermore, IWB indicates a considerable positive influence on employee performance, implying that employees who actively participate in innovative practices facilitate improved performance outcomes. In contrast, compensation was determined to have no notable effect.

Aristana et al. (2024) found that psychological empowerment and its respective dimensions positively impacted IWB; in contrast, transformational leadership completely regulated the relationship between psychological empowerment and IWB among employees engaged in export SMEs in Bali. Furthermore, TL is crucial for boosting the effects of psychological empowerment on innovation.

In the digital era, Thalia & Harsanti (2023) indicated that TL directly affects IWB within a cohort of 142 millennial employees, emphasizing the essential role of leadership support in cultivating innovation. Their results indicated an association between elevated levels of TL and augmented IWB among millennial employees, whereas lower levels are correlated with reduced IWB.

Sakti et al. (2023) aimed to investigate the mediating role of IWB on the relationship between transformational and transactional leadership styles and employee performance in a poultry processing facility. A sample of 120 employees was selected as respondents. The study results show that TL does not directly affect employee performance, while transactional leadership positively and directly affects employee performance. In addition, the study's results also indicate that transformational and transactional leadership positively affect IWB and that IWB positively impacts employee performance. Interestingly, IWB mediates the relationship between transformational and transactional leadership on employee performance.

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The results of the study by Angraini & Rashmawati (2023) conducted on some government companies indicated that TL and psychological capital positively affect employees' IWB. This result indicates that effective leadership and an intense psychological are prerequisites for promoting and supporting employee innovation.

In the hospitality industry, Barakat et al. (2024) indicated that TL positively impacts the work engagement of frontline managers, indicating that efficient leadership can boost employee participation and commitment to their responsibilities. Furthermore, the study indicated that work engagement substantially mediates the association of TL with the three pivotal behaviors: IWB, sustainable employability, and organizational citizenship behavior, highlighting that engaged employees are more inclined to indicate these advantageous behaviors.

Udin & Dananjoyo (2024) investigate the impact of TL on psychological empowerment (PE), work passion, knowledge sharing, as well as IWB within a stone milling enterprise in Indonesia, employing quantitative data obtained from 193 participants via online questionnaires and subsequently analyzed through structural equation modeling. Specifically, the results indicate that although TL does not exert a direct significant influence on IWB, it positively affects PE, KS, and WP, which in turn substantially affect IWB, suggesting that TL cultivates an environment that enhances employees' competence, autonomy, and enthusiasm, ultimately supporting IWB.

Rahman et al. (2023) determined that despite TL's lack of a direct significant influence on IWB, it positively impacts work motivation, which subsequently promotes innovative work behavior. However, the organizational climate is demonstrated to significantly influence work motivation and IWB, thereby highlighting the significance of a favorable organizational environment in cultivating employee motivation and creativity.

Futri et al. (2023) confirmed TL's positive and substantial influence on employee performance. Moreover, IWB mediates the association of TL with employee performance, demonstrating a considerable positive impact on employee performance, consequently accentuating the vital role of effective leadership as well as innovative practices in the advancement of employee performance within the agricultural sector.

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Lin (2023) identified the positive influence exerted on IWB by TL, cultivating a robust sense of identification among employees and motivating them to participate in creative and innovative activities within their professional roles. Furthermore, the study underscores the significance of an innovative climate, positing that when employees recognize a nurturing environment for innovation, they are more likely to express their ideas and contribute to innovative outcomes, amplifying the effect of TL on promoting IWB. Consequently, considering these conclusions, the following is hypothesized:

***H<sub>1</sub>. Transformational leadership is positively associated with innovative work behavior.***

## ***2.2. Transformational Leadership and Organizational Resilience***

TL positively affects organizational resilience, based on numerous empirical investigations conducted in diverse contexts. This leadership paradigm reinforces resilience through the promotion of collective efficacy, ambidextrous capabilities, and individual employee resilience, which are essential for organizations to navigate crises adeptly.

The positive effect of TL extends to improving the collective efficacy of educators, which subsequently facilitates organizational resilience. This association was recognized within educational environments, in which the transformational leadership exhibited by middle leaders was determined to completely mediate the impact on organizational resilience through collective teacher efficacy (Zadok et al., 2024).

Moreover, TL is pivotal in moderating the nexus linking organizational ambidexterity and resilience. This leadership paradigm directly impacts resilience by sustaining ambidextrous competencies, which are crucial for sustained survival and success in volatile environments (Zhaxylyk, 2023).

TL significantly enhances employee resilience amid crises, such as the COVID-19 pandemic. Waidyaratne (2022) found that TL significantly positively influenced employee resilience in a resort in Sri Lanka, thus facilitating organizational recovery during crises.



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In healthcare, TL contributed positively to promoting OR throughout the COVID-19 pandemic at a medical facility in Indonesia, underscoring the critical role of leadership competence in promoting resilience during times of crisis (Yulianti et al., 2022).

Zhaxylyk (2023) investigated the relevance of organizational ambidexterity and resilience in confronting crises such as the Global Financial Crisis and the COVID-19 pandemic. It quantitatively evaluates the moderating impact of TL on the relationship between organizational ambidexterity and resilience, using data sourced from firms in Kazakhstan to confirm the substantial impact of TL in fostering resilience. The results demonstrated a statistically significant positive relationship between organizational ambidexterity and resilience. The investigation revealed that TL functions moderate the relationship between those two factors, with a notable and unanticipated observation that TL directly and considerably influences resilience.

Waidyaratne (2022) assessed the role of TL in influencing employee resilience amidst crisis scenarios, specifically within the framework of the COVID-19 pandemic, highlighting the contribution of effective leadership in assisting organizations in managing adversity and recognizing innovative prospects for recovery based on research conducted at Earl's Regency Resort in Sri Lanka via 63 valid responses. The findings revealed TL's statistically significant and positive impact on enhancing employee resilience during crises.

Abdul Salam et al. (2023) explored the determinants of resilience among registered healthcare professionals, specifically nurses in South Lebanon, emphasizing the correlation between perceived TL and their professional status. The study, based on a cross-sectional survey conducted with 240 nurses, indicated that resilience metrics were significantly elevated among nurse managers and those possessing more excellent professional experience, demonstrating a moderate association between resilience levels and perceptions of transformational leadership. Their results suggest that 30% of the variability in resilience metrics can be attributed to nurse positions and their perceptions regarding transformational leadership, indicating that the enhancement of transformational leadership practices among nurse administrators may foster improved resilience and retention rates of bedside nurses in underserved regions. It is recommended that a national survey be undertaken to investigate the predictors of resilience within the Lebanese nursing workforce further.

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In local governance networks, Sienkiewicz-Małyjurek (2022) found that transformational leadership indirectly affects resilience. In contrast, social capital exerts a direct and significant influence on the resilience of local governance networks, utilizing empirical data collected through a questionnaire administered to 199 local governments in Poland and analyzed through structural equation modeling. The study results contribute to the nascent theoretical framework of resilience in public governance, emphasizing that resilience entails the capability to recover from adversities and adapt to changes. The research demonstrates the vital role of social capital and leadership in supporting the effectiveness of domestic governance networks, suggesting that these components are critical for public professionals navigating and responding to emerging challenges.

Sahid et al. (2023) argued that TL is vital in fostering organizational change. It underscores its capacity to acquire a compelling vision, invigorate team members, and promote innovation to attain elevated organizational aspirations. Their results demonstrate the role of transformational leaders in setting supporting environments conducive to change and adeptly navigating resistance through collaborative efforts. Moreover, the study thoroughly explores the processes employed by transformational leaders to boost team performance and promote active engagement, eventually illustrating the beneficial outcomes of TL regarding organizational culture and innovation as the successful realization of the organization's objectives.

In times of crisis, proficient leadership assumes a vital role in practicing social impact over individuals (Teo et al., 2017). This allows leaders to navigate challenging conditions while guiding the organization toward enhanced outcomes through effective change management (Suryaningtyas et al., 2019).

At the organizational level, resilient leadership is essential for improving organizational resilience (Zehir & Narcikara, 2016). Southwick et al. (2017) noted that robust leadership, which enables cohesive and interdependent teams, constitutes a critical part of OR. Boin et al. (2013) emphasized that during crises, it is fundamental for leaders to promptly identify the prevailing situation, formulate a strategic vision of the necessary actions, undertake critical decision-making, facilitate coordination both vertically and horizontally, provide purpose for their followers, effectively convey their messages, define roles and responsibilities, and most crucially, engage in learning throughout the process to bolster resilience.

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Sommer et al. (2016) presented empirical findings indicating that TL has a significant impact on teams' and individuals' ability to activate positive emotional states, which are essential for reinforcing OR.

Southwick et al. (2017) confirmed that regarding resilient firms, leaders consistently advocate for the organization's objectives; they envision them within a positive framework, communicate them effectively with a well-defined strategy, and motivate their engaged followers to commit to the proposed actions. This approach enhances commitment, consolidating the capacity to withstand uncertainty and confront challenges robustly.

Transformational leadership, as confirmed by Suryaningtyas et al. (2019), can implement rapid modifications within organizational frameworks in response to fluctuations in the external setting. Furthermore, Sommer et al. (2016) emphasized that transformational leaders' actions, which encompass exemplary influence exhibited through the articulation of a vision, intellectual stimulation, and inspirational motivation, enhance individuals' interests beyond their interests and encourage them to embrace a collective vision, thereby significantly contributing to reinforcing the organization's resilience.

Concerning certain cognitive elements within organizations, Lengnick-Hall et al. (2011) verified that including the cultivation of a constructive and efficient conceptual direction through defining the organizational mission, collective vision, and core values enables both the organization and its personnel to interpret and ascribe significance to abnormal occurrences and conditions, thus facilitating the enhancement of organizational resilience. These elements are principally instantiated through transformational leadership (Bass, 1985). Leadership style represents a critical determinant of individuals' perceptions during crises. It influences overall organizational efficacy (Teo et al., 2017), with transformational leadership exemplifying resolve, clearly conveying a mission and vision, and demonstrating elevated performance expectations (Waldman et al., 2001). Consequently, considering the assertions, the following hypothesis can be proposed:

***H<sub>2</sub>. Transformational leadership is positively associated with organizational resilience.***

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### ***2.3. Organizational Resilience and Innovative Work Behavior***

Organizational resilience and IWB are intricately connected. Resilience recreates an essential function in catalyzing innovation within organizational frameworks. At the individual and organizational levels, resilience maintains the ability to adjust to alterations and setbacks, enhancing innovative practices. This relationship is observable across various sectors, including information technology, logistics, education, and hospitality.

The resilience exhibited by employees positively influences project success by promoting IWB, which performs as a mediating variable in this dynamic. This indicates that resilient employees are likely to engage in innovative practices that enhance project success (Iqbal et al., 2023). Moreover, resilience moderates the relationship between self-leadership and IWB, indicating that resilient employees can harness self-leadership competencies to manifest innovative behaviors (Khahan et al., 2023).

Organizational resilience capacity, which includes cognitive ability, behavioral readiness, and contextual adaptability, substantially augments the capacity for innovation within organizations. This anticipatory resilience allows organizations to absorb disturbances and progress through transformative activities (Mukyala & Namono, 2023). In the hospitality industry, OR is associated with operational strategies such as cost reduction and pricing strategies. In contrast, the psychological resilience of managers is associated with strategic approaches like revenue enhancement and brand development, consequently underscoring the dual function of resilience in survival and growth (Barbhuiya & Chatterjee, 2022).

Trait resilience, regarded as a fundamental personality characteristic, considerably impacts innovative behavior within the workplace by facilitating the enhancement of positive emotional states, which are crucial for the generation and execution of creative ideas (Caniëls et al., 2022). Although resilience is a pivotal factor for innovation, it is essential to acknowledge that fostering resilience necessitates the implementation of strategic initiatives and the establishment of supportive environments. Organizations should incorporate practices that contribute to resilience in their organizational culture to bolster individual and organizational capacities for innovation.

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Iqbal et al. (2023) investigated the role of employee resilience and job engagement in affecting the success of projects, utilizing a representative sample of 170 participants drawn from 304 IT firms in Lahore, Pakistan. Data analysis was performed using Smart PLS statistical software, with the results indicating that employee resilience and job engagement positively affect the success of projects. Furthermore, that study concluded that IWB partially mediates the relationships linking employee resilience and job engagement to project success. This highlights the importance of improving employee resilience and job engagement and encouraging an innovative culture to contribute to successful project outcomes.

Khahan et al. (2024) examined the extent to which resilience (RES) acts as a moderating variable linking self-leadership (SEL) to innovative work behavior (IWB) among a cohort of 250 warehouse employees within the logistics industry, revealing a strong positive relationship between SEL and IWB, which is statistically significant, with RES exerting a significant impact on this dynamic. The results imply that organizations should cultivate and support employee resilience alongside self-leadership to encourage IWB. This highlights that human resource departments need to identify and promote these attributes to strengthen employee adaptation to workplace challenges.

Caniëls et al. (2022) indicated that resilience positively contributes to employees' innovative work behavior by cultivating positive feelings. This indicates that resilient individuals are likelier to execute new ideas within the workplace. Their findings showed that the ability to manage change and challenges develops a reserve of positive emotions and is essential for increasing outcomes related to innovation within organizations.

Barbhuiya & Chatterjee (2023) found that OR is correlated with implementing tactical interventions such as cost-reduction strategies and price concessions, which are critical for the sustainability of small and medium-sized hotels in the hospitality sector following the COVID-19 pandemic. Contrariwise, the psychological resilience of managers is related to the execution of strategic initiatives, including revenue enhancement and brand development efforts, implying that while OR sustains survival, psychological resilience is crucial for long-term growth and innovation.

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Mukyala & Namono (2024) investigated the triadic dimensions of organizational resilience capacity - namely cognitive capacity, behavioral preparedness, and contextual capacity - emphasizing their considerable contribution to enhancing organizational innovation within the context of Ugandan universities. This finding indicates that the adoption of a proactive approach toward resilience is helping to improve innovative outcomes. Also, the investigation articulates that the ownership structure of an organization exhibits a pronounced impact on the innovation process. In contrast, variables such as organizational size and tenure appear to have negligible effects on innovation, thereby underscoring the pivotal role of ownership configuration in cultivating an innovative environment.

Zhou et al. (2024) concluded that nursing professionals revealed moderate work engagement, with resilience as a positive predictor. This implies that nursing professionals with elevated levels of resilience are more inclined to demonstrate greater involvement in their occupational responsibilities. Organizational support emerged as a partial mediator in the correlation of resilience with work engagement. In contrast, innovative behavior was identified as a moderator in associating adaptive resilience with work engagement. These results indicate that organizational support, as well as innovative behavior, is critical to the enhancement of work engagement among nurses.

Rehman et al. (2021) concluded that strategic human resource management (SHRM) approaches positively affect employee resilience and OR as well, indicating that proficient SHRM practices improve both individual and organizational resilience within organizations using a sample of 780 managerial personnel from SMEs in Hubei Province, China. Overall, the results signify the partial mediating function of employee resilience in the interplay of approaches with OR, underscoring the critical role of individual resilience in empowering organizations to effectively navigate crises and adverse circumstances.

De Clercq & Pereira (2019) indicated that employee's resilience levels are positively correlated with their propensity for disruptive creative behavior, particularly in challenging work environments characterized by excessive workloads, organizational inflexibility, and dysfunctional political dynamics. This suggests that when employees encounter substantial obstacles, their

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resilience may encourage them to create innovative ideas to enhance organizational performance. Moreover, this research determined that the association of resilience with disruptive creative behavior is amplified when employees interpret their organizational climate as rigid or politically charged. This result suggests that employees are more inclined to harness their resilience to offer novel solutions when they perceive an essential to mitigate the adverse effects of their work environment.

Woranaree and Khahan (2023) found a positive correlation among perceived organizational support (POS), innovative work behavior (IWB), and resilience, implying that higher levels of perceived support and resilience are linked to an increase in innovative work behavior exhibited by employees. Their results showed that resilience effectively mediates the relationship of perceived organizational support with IWB, demonstrating the need to nurture resilience within supportive organizational contexts to promote innovation.

Xu and Suntrayuth (2022) found that organizational innovation climate (OIC) exhibits a positive correlation with both psychological safety (PS) as well as innovative work behavior (IWB), implying that a conducive environment of creativity supports employees' sense of safety and encourages their inclination to participate in innovation-related endeavors. Psychological safety and knowledge sharing were recognized as pivotal mediators in the interplay between organizational innovation climate and IWB, demonstrating the significance of cultivating a secure environment and nurturing knowledge dissemination among team members to further amplify of individual IWB. Therefore, considering the assertions, the following hypothesis can be proposed:

***H<sub>3</sub>. Organizational resilience is positively associated with innovative work behavior.***

#### ***2.4. The Function of Organizational Resilience as a Mediator***

Organizational resilience is fundamental in mediating the association between TL and IWB. Transformational leadership can be defined by its ability to inspire and galvanize employees, consequently cultivating an environment that is propitious for innovation. Nevertheless, the existence of OR has the potential to strengthen this relationship by offering a supportive framework that promotes risk-taking and adaptability, which are vital elements for innovative work behaviors. This mediation occurs through diverse mechanisms, including psychological safety and workplace relationships (Helmy et al., 2023), innovation readiness and perceived support for innovation (Choo et al., 2021),

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trust and engagement of employees (Li et al., 2019), thriving within the work environment (Alwahhabi et al., 2023), and knowledge sharing (Bednall et al., 2018). Furthermore, empowerment, functioning as a moderator, is reinforced by resilient organizational frameworks (Li et al., 2019).

Helmy et al. (2023) found that psychological safety plays a mediating role that significantly enhances the impact of TL on IWB in SMEs operating in creative industries. Psychological safety creates a collaborative, supportive, and encouraging work environment that enables employees to freely express their ideas without fear and anxiety about adverse outcomes. On the other hand, Choo et al. (2021) concluded that innovation readiness and perceived support play a crucial mediating role in the relationship between TL and IWB, particularly within Singaporean service organizations that rely mainly on collectivist cultures.

In multinational organizations in China, Li et al. (2019) suggested that trust and employee engagement mediate the relationship between TL and IWB. Trust enhances and supports feelings of security and commitment, while work engagement encourages individuals to focus their efforts and direct their creative ideas toward supporting innovative activities. Furthermore, In Saudi Arabia, Alwahhabi et al. (2023) found that thriving at work fully mediates the effect of TL on IWB. Also, Bendnall et al. (2018) found that knowledge sharing between departments and functional units mediates the relationship between TL and IWB, indicating the importance of knowledge sharing in enhancing communication and interaction within organizations, where employees exchange valuable ideas and information and sharing explicit and tacit knowledge is a vital asset that helps organizations operate efficiently and effectively.

Although OR mediates the association between TL and IWB, it is crucial to consider the non-linear dynamics and cultural contexts that may influence this relationship. For example, Bednall et al. (2018) indicated that the impact of TL on innovation can change depending on leadership style and organizational environment. Furthermore, cultural factors like collectivism may shape the interaction between TL and organizational behavior in fostering innovation (Choo et al., 2021). Thus, given the findings, the following hypothesis can be proposed:

**H4: Organizational resilience mediates the relationship between transformational leadership and innovative work behavior.**



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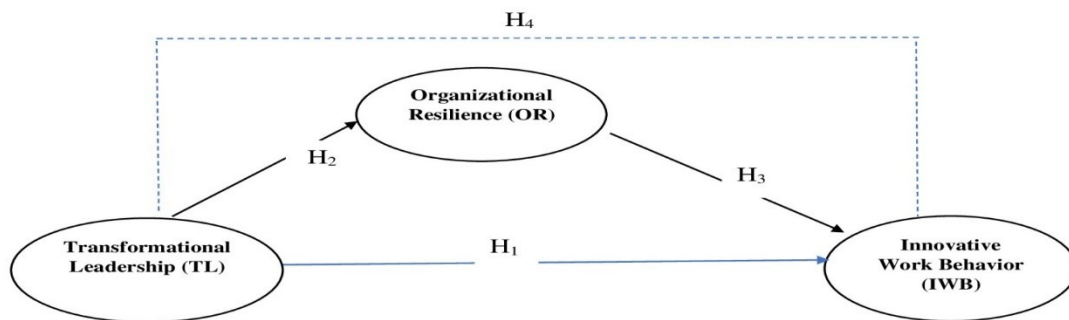


Figure 1: Research Model

### 3. Methodology

#### 3.1. Sample and Data Collection

A quantitative method is used to investigate the mediating function of OR on the relationship between TL and IWB. The data collection involved administering a survey to employees working at bank branches in both the public and private sectors of Egypt. The banking sector is regarded by economists as the fundamental framework of all economies. Within the Egyptian paradigm, the banking sector also facilitates the allocation of household savings across industrial and other sectors, thus promoting the seamless operation of the economic system. Yadav & Yadav (2018) underscored the pivotal role of branch managers in attaining the effectiveness and productivity of branches through implementing the directives, plans, or actions prescribed by the top management, as well as addressing motivation and various human resource challenges.

The data were gathered from the largest six banks in terms of market share and the bank's size to include three banks in the public sector and three in the private sector located in the Greater Cairo region (Central Bank of Egypt, 2023; Statista, 2024). The branches were identified using a sampling method based on a random selection of bank branches within Greater Cairo, where structured instruments were distributed among the randomly chosen bankers. We selected the Greater Cairo region because the majority of the total branches of six banks are located in these regions.

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**Table 1:** *Distribution of total braches in six banks*

N	Name	Total branches	Total in Greater Cairo branches	%
1	National Bank of Egypt	643	332	0.516
2	Banque Misr	618	311	0.503
3	Banque du Caire	360	181	0.503
4	CIB	200	102	0.510
5	HSBC	100	51	0.510
6	QNB	234	141	0.603

Source: (Websites of six banks, 2024)

A set of 400 questionnaires was distributed to the designated population. Among the distributed questionnaires, 360 were gathered, yielding a 90% response rate from branch-level employees. The questionnaires underwent a validity assessment, leading to the exclusion of 42 due to incomplete data and statistical inapplicability. Consequently, descriptive statistics were applied to analyze the profiles of respondents in a final sample comprising 318 questionnaires.

Table 2 reveals that 171 participants were male and 147 were female, reflecting an approximate balance of 53.8% and 46.2%, respectively. This distribution is significant within Egypt, as a developing country which has experienced a progressive transformation of gender diversity in the labor market.

Most of the sample was aged between 45 and under 55 years, representing 58.8%, whereas 26.7% were over 55 years old, 13.5% were in the age range of 35 to fewer than 45 years, and finally, 0.9% was fewer than 35 years, indicating the prevalence of older leaders in such sector. Based on the managerial level, 34.6% held the position of head of sectors, 33% were general managers, and 32.4% were branch managers. About the education level, 41.5% of the samples held an MBA, 33.6% a DBA, 9.4% an academic master's degree (MSc), 8.2% a bachelor's degree, 5% a diploma, 2.2% held a PhD, indicating a high level of education and knowledge among leaders in Egyptian banks, which conforms to the job requirements in this sector.

Most participants have experience ranging from 10 to less than 20 years, representing approximately 73%, while 17.9% have less than 10 years of experience, and finally 9.1% have more than 20 years. Data were gathered from three public sector and three private sector bank branches in the Greater Cairo

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region. Branches were selected using a random sampling method, and structured instruments were administered to the bankers. Public banks represented 49.4%, whereas private banks comprised 50.6%.

According to the bank names, CIB represents 18.10% of the branch managers, followed by the National Bank of Egypt at 17.55%, then HSBC at 17.23%, Banque Misr at 16.89%, QNB at 15.33%, and finally, Banque du Caire at 14.90%.

**Table 2.** *Demographic Variables*

Demographic	Category	Frequency	Ratio (%)
Gender	Male	171	53.8
	Female	147	46.2
Age	under 35	3	.9
	from 35 to under 45	43	13.5
	from 45 under 55	187	58.8
	above 55	85	26.7
Managerial Level	Branch Manager	103	32.4
	General Manager	105	33.0
Education Level	Head of Sector	110	34.6
	Bachelor's Degree	26	8.2
	Academic Diploma	16	5.0
	MBA	132	41.5
	DBA	107	33.6
	Master's Degree	30	9.4
	Academic PhD	7	2.2
Experience	less than 10 years	57	17.9
	from 10 to less than 20 years	232	73.0
	more than 20 years	29	9.1
Bank Type	Public	157	49.4
	Private	161	50.6
Bank Name	National Bank of Egypt	56	17.55
	Banque Misr	54	16.89
	Banque du Caire	47	14.90
	CIB	58	18.10
	HSBC	55	17.23
	QNB	48	15.33
	N	318	100

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### ***3.2. Variable Measures***

#### ***3.2.1. Transformational Leadership***

A scale comprising twenty items was employed for assessing the four distinct behaviors associated with transformational leadership, based on the studies by Garg et al. (2023). To evaluate idealized influence, we utilized eight items, such as (My manager/ supervisor instills pride in me by associating with themselves). Four items were included to assess inspirational motivation; for example, “My supervisor/manager enthusiastically communicates the goals.” Four items were utilized for measuring intellectual stimulation: “My supervisor/manager re-examines the earlier assumptions related to work issues.” Similarly, four items were incorporated to gauge individualized consideration, such as, “My supervisor/manager considers me as an individual different from others in the group.” Additionally, participants evaluated the behaviors of their leaders through a five-point Likert scale, where responses ranged between 1 (strongly disagree) and 5 (strongly agree).

#### ***3.2.2. Organizational Resilience***

OR was assessed using two reflective dimensions, planned resilience and adaptive resilience, based on a set of ten indicators established by Prayag et al. (2018) and Madi Odeh et al. (2023).

Planned resilience was evaluated through a five-item set: considering the dependencies others have on our banking sector, the manner in which we prepare for unexpected circumstances, our organization’s commitment to the practice and evaluation of the embraced emergency protocols to enhance their effectiveness, our focus on reinforcing our capacity to respond to unanticipated events; the clarity of our priorities during and after a crisis; and our proactive monitoring of the industry to facilitate early detection of emerging challenges.

Adaptive resilience was appraised based on five additional items: our organization sustains adequate capabilities to accommodate unanticipated changes; in the absence of key personnel, there are consistently others who can assume their responsibilities; there would be competent leadership emerging from within our organization in the event of a crisis; we are recognized for our

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capability to apply knowledge in innovative manners; we are proficient in navigating challenging situations expeditiously. Participants assessed their organizational resilience items employing a five-point Likert scale, encompassing values ranging between 1 (strongly disagree) and 5 (strongly agree).

**3.2.3. Innovative Work Behavior.**

We utilized nine items derived from the study by Janssen (2000) to assess employees' innovative conduct, as Garg et al. (2023) reported. The nine items are composed of three distinct subscales that assess idea generation, such as “I formulate new ideas for challenging problems,” idea promotion, such as “I garner support for innovative concepts.” as well as idea realization, such as “I convert innovative concepts into practical applications.” Participants evaluated their behaviors using a five-point Likert scale, which ranged between 1 (strongly disagree) and 5 (strongly agree).

**3.3. Descriptive Statistics and Correlation Matrix**

Table 3 describes the descriptive statistics and Pearson correlation, in which the mean scores for TL, IWB, and RES were relatively high, with a range of 3.88, 3.69, and 3.775, respectively. The standard deviation (SD) across all study dimensions was below 1, suggesting that the participants’ responses were near the mean, reflecting homogeneity. As demonstrated in Table 4, Pearson correlation coefficients revealed a significant correlation among all study dimensions at the 0.01 level (two-tailed). Nevertheless, these correlation values varied, ranging from moderate to low.

**Table 3.** *Descriptive Statistics and Correlation Matrix*

	N	Mean	SDEV	TL	IWB	RES
TL	318	3.880	.687	1	.603**	.624**
IWB	318	3.690	.742	.603**	1	.643**
RES	318	3.750	.801	.624**	.643**	1
**. Correlation is significant at the level 0.01 (two-tailed).						

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### 3.4. Common Method Bias

Table 4 indicates the absence of common method bias, with the variance explained at 41.48%, below 50%.

**Table 4.** *Total Variance Explained*

Factor	Initial Eigenvalues			Extraction of Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	17.166	42.916	42.916	16.593	41.483	41.483
2	3.899	9.747	52.663			
3	3.118	7.794	60.457			
Extraction Method: Principal Axis Factoring.						

### 3.5. SEM Analysis

To apply SEM, both the measurement and structural models are required. The evaluation of the first model, which involves confirmatory factor analysis (CFA), validates the extracted underlying factor structure, whereas testing the structural model assesses the relationship and path coefficients between the exogenous and endogenous variables.

### 3.6. Measurement Model

GOF index is a comprehensive measure for evaluating the measurement model using the PLS-SEM method. GOF assesses the adequacy of the study model, reflecting its overall performance. It is calculated from the relation  $GOF = \sqrt{R^2 * AVE}$ . Wetzels et al. (2009) demonstrated that a statistically acceptable value for this criterion is “greater than 0.36.” According to our research model, we find that:

$$GOF = \sqrt{R^2 * AVE} = \sqrt{0.692 * 0.740} = 0.71$$

As the GOF value of the model is approximately equal to 0.71, which exceeds 0.36, it demonstrates the high quality of the study model. Therefore, the results of this model can be relied upon with confidence since it is statistically acceptable.

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Table 5 shows the factor loading items on their variables. An optimal value greater than 0.7 is considered significant, and this criterion is accepted in its form and not deleted (Hair et al., 2016). If the factor loading value is higher than 0.7, it indicates that the covariance between the latent variable and its items exceeds the variance of measurement errors. All factors loading values for all items are higher than 0.7, which demonstrates that the covariance between the latent variable and its items is greater than the variance of measurement errors, thus all the questionnaire items were retained, as shown in Figure 2.

**Table 5.** *Cross Loading*

	AR	IC	IG	II	IM	IP	IR	IS	PR
AR1	0.813								
AR2	0.897								
AR3	0.898								
AR4	0.874								
AR5	0.818								
IC1		0.850							
IC2		0.917							
IC3		0.891							
IC4		0.833							
IG1			0.867						
IG2			0.946						
IG3			0.883						
II1				0.784					
II2				0.833					
II3				0.850					
II4				0.807					
II5				0.845					
II6				0.839					
II7				0.868					
II8				0.812					

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IM1					0.857				
IM2					0.876				
IM3					0.889				
IM4					0.805				
IP1						0.894			
IP2						0.896			
IP3						0.848			
IR1							0.843		
IR2							0.893		
IR3							0.831		
IS1								0.855	
IS2								0.834	
IS3								0.803	
IS4								0.744	
PR1									0.864
PR2									0.843
PR3									0.897
PR4									0.879
PR5									0.868



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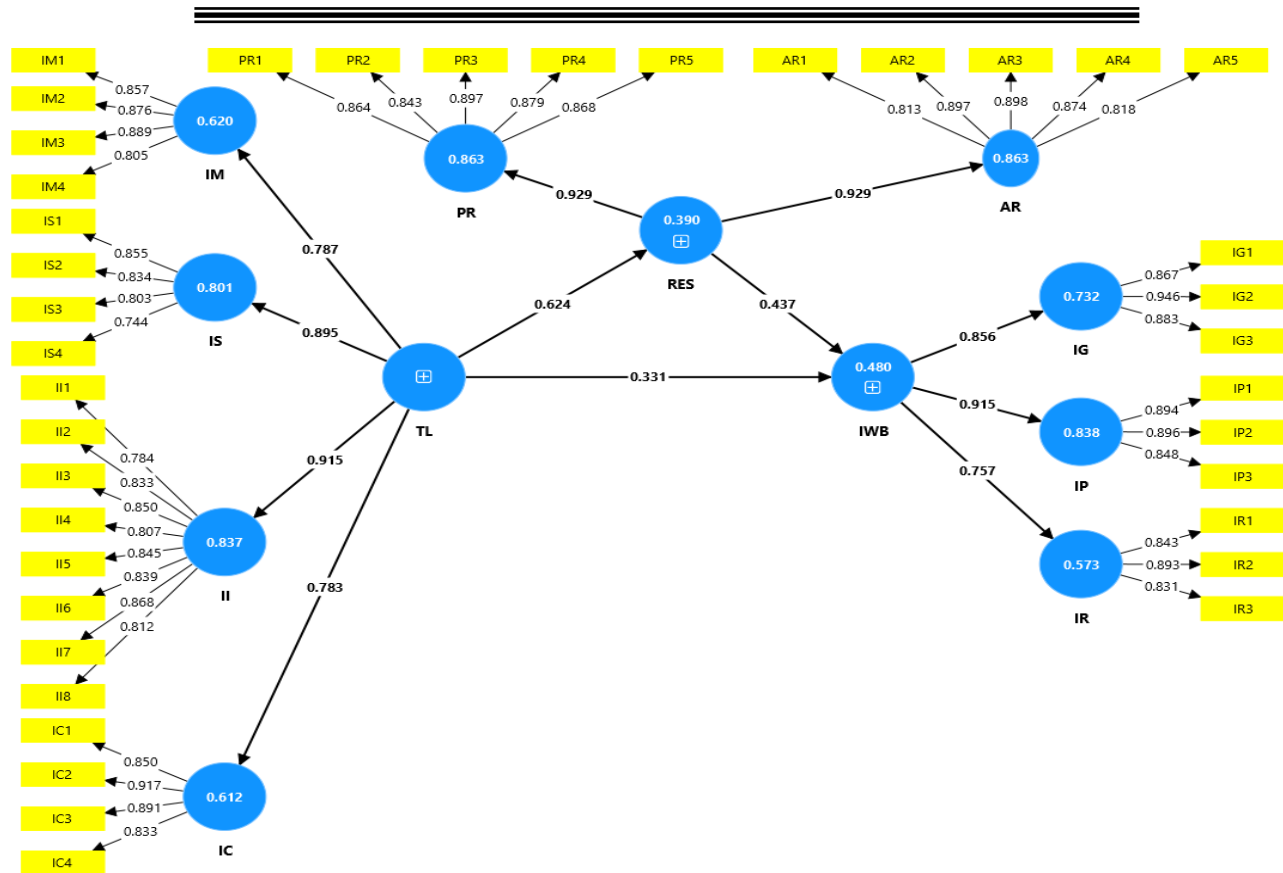


Figure 2. Measurement Model

### 3.7. Assessment of Measurement Model

According to Table 6, Cronbach's alpha coefficient values are all greater than 0.7; this indicates a high internal consistency of the questionnaire items used to measure the research variables. Also, the composite reliability (CR) can be relied upon, which this indicator considers various external factor loads of the items and the statistically acceptable value for these coefficients is “greater than 0.7. We note that the values of both Rho\_A and CR are greater than 0.7, which confirms the high internal consistency between the questionnaire items of these dimensions. The average variance extracted (AVE) expresses the average variance extracted for the items loaded for each indicator (Hair et al., 2014). According to the results of the AVE coefficient, all variables are highly consistent, as all values were greater than 0.5.

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**Table 6.** *Validity and Reliability*

	Cronbach's alpha	Composite reliability (rho a)	Composite reliability (rho c)	Average variance extracted (AVE)
AR	0.912	0.912	0.935	0.741
IC	0.896	0.898	0.928	0.763
IG	0.881	0.885	0.927	0.809
II	0.935	0.936	0.947	0.689
IM	0.879	0.880	0.917	0.735
IP	0.853	0.853	0.911	0.774
IR	0.820	0.830	0.892	0.733
IS	0.824	0.828	0.884	0.656
PR	0.920	0.920	0.940	0.757

Discriminate validity is the extent to which the construct of the latent variable is distinct from other constructs of other latent variables in the model and does not measure other model variables according to experimental standards (Hair et al., 2017). There are two criteria of the discriminatory validity test for the study axes as follows:

Table 7 shows the Fornell Larker Criterion, which is the diagonal values that represent the square root of the average variance extracted for each variable; we find that they are greater than its association with other variables in the model, which indicates that the variables that make up the study model are characterized by discriminant validity.

**Table 7.** *Fornell Larker Criterion*

	AR	IC	IG	II	IM	IP	IR	IS	PR
AR	0.861								
IC	0.601	0.874							
IG	0.372	0.589	0.899						
II	0.486	0.602	0.474	0.830					
IM	0.483	0.507	0.293	0.575	0.857				
IP	0.437	0.497	0.784	0.491	0.340	0.880			
IR	0.629	0.513	0.383	0.371	0.404	0.528	0.856		
IS	0.512	0.611	0.361	0.747	0.758	0.393	0.401	0.810	
PR	0.726	0.584	0.389	0.436	0.456	0.435	0.744	0.477	0.870

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Table 8 shows the hetrotrait-monotrait (HTMT) criterion, which measures the correlation between indicators across constructs or latent variables. For the model to exhibit discriminant validity, the value of this criterion must be less than 0.9. All HTMT values are below 0.9, which indicates the discriminant validity of all the variables within the study model.

**Table 8.** *Heterotrait-monotrait Ratio (HTMT)*

	AR	IC	IG	II	IM	IP	IR	IS	PR
AR									
IC	0.662								
IG	0.417	0.668							
II	0.527	0.657	0.524						
IM	0.541	0.569	0.334	0.631					
IP	0.497	0.571	0.804	0.551	0.390				
IR	0.732	0.602	0.436	0.420	0.480	0.612			
IS	0.592	0.708	0.422	0.848	0.884	0.471	0.489		
PR	0.790	0.644	0.433	0.469	0.508	0.491	0.874	0.543	

Based on the results above, the established measurement model for the study variables is characterized by a strong level of reliability and validity. Therefore, it is reliable for defining and evaluating the structural model and testing the hypotheses in the subsequent stage.

### **3.8. Structural Model**

We shift focus from latent variables to the relationships combining the primary variables of the research, thus obtaining the estimates for the structural model (path coefficients), which represent the assumed relationships between the variables, as illustrated in Figure 3.

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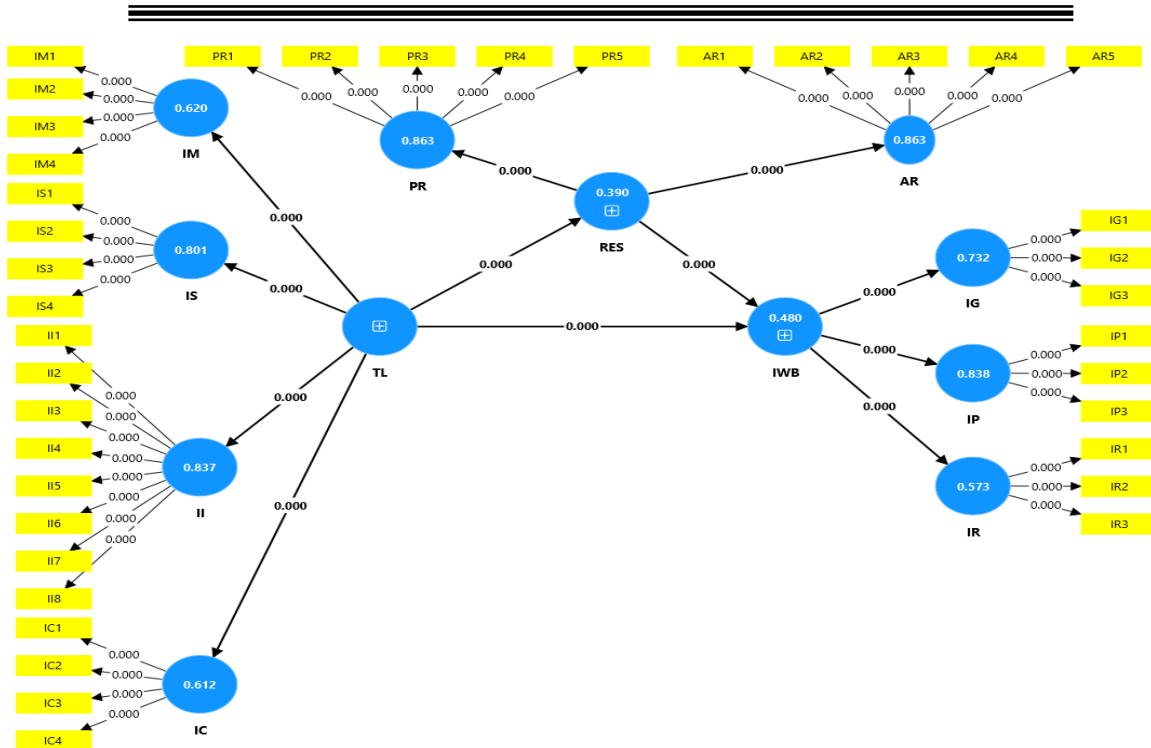


Figure 3. Structural Model

Table 9 shows that the coefficients of  $R^2$  and adjusted  $R^2$  are all statistically acceptable, as the coefficients of determination of the innovative work behavior (IWB) and organizational resilience (OR) exhibit medium explanatory power. The  $R^2$  for IWB is 0.477, indicating that TL and OR explain 47.7% of innovative work behavior (IWB). Additionally, the  $R^2$  for organizational resilience (OR) is 0.39, suggesting that transformational leadership (TL) explains 39% of organizational resilience (OR).

Table 9. Coefficients of  $R^2$

	R-square	R-square adjusted	Interpretive ability
IWB	0.480	0.477	Medium explanatory power
RES	0.390	0.388	Medium explanatory power

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We examined the hypotheses' relationships; the results are presented in Table 10 and Figure 4. The test of H<sub>1</sub> revealed that TL significantly and positively affects innovative work behavior ( $b = 0.331$ ,  $t = 4.529$ ,  $p = 0.000$ ), leading to the acceptance of H<sub>1</sub>. Similarly, the analysis of H<sub>2</sub> demonstrated that transformational leadership significantly influences organizational resilience ( $b = 0.624$ ,  $t = 16.813$ ,  $p = 0.000$ ), thus supporting H<sub>2</sub>. Additionally, hypothesis H<sub>3</sub> was tested, and results revealed that organizational resilience positively impacts innovative work behavior ( $b = 0.437$ ,  $t = 6.413$ ,  $p = 0.000$ ), confirming the acceptance of H<sub>3</sub>. To assess the indirect impact of OR on the relationship between TL and IWB, the findings regarding H<sub>4</sub> are presented in Table 10, revealing that OR significantly mediates such a relationship with standardized path coefficients ( $b = 0.273$ ,  $t = 5.484$ ,  $p = 0.000$ ); hence, H<sub>4</sub> was also supported.

**Table 10.** *Hypotheses Test*

	Path	Beta	T statistics	P values	Support
H1	TL -> IWB	0.331	4.529	0.000	Accepted
H2	TL -> OR	0.624	16.813	0.000	Accepted
H3	OR -> IWB	0.437	6.413	0.000	Accepted
H4	TL -> OR -> IWB	0.273	5.484	0.000	Accepted

Similarly, to evaluate partial and complete mediation effects, we adopted the approach outlined by Hair et al. (2012), utilizing the variance accounted for (VAF) method and analyzing the direct, indirect, and total influences. Table 11 shows the overall effect of TL on IWB, which is 60%. Moreover, the mediation analysis reveals a variance of 45%, suggesting partial mediation. Therefore, organizational resilience (OR) is confirmed as a mediator in the relationship between TL and IWB; consequently, H<sub>4</sub> is supported.

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**Table 11.** *The Mediating size of Organizational Resilience (OR)*

Steps	Hypotheses	Path analysis	Beta
First Step: Evaluating the direct impact of transformational leadership (TL) on innovative work behavior (IWB) without considering organizational resilience (OR)			
Step1	H1	TL -> IWB	0.331***
Second step: Evaluating the indirect impact of TL on IWB via OR as a mediator			
Step2	H4	TL -> OR -> IWB	0.273*
Third Step: Determining the total effect, which includes both direct and indirect effects Total effect (direct effect + indirect effect)			
Step3		TL -> IWB	0.604***
Fourth Step: Computing the variance size Calculated the variance size = indirect effect/total effect			
Step4		TL -> IWB	0.45
*** Significance level less than 0.001, confidence greater than 99.9%. ** Significance level less than 0.01, confidence greater than 99%. * Significance level less than 0.05, confidence greater than 95%.			

#### 4. Discussion

This study attempts to identify the mediating function of OR in the relationship between TL and IWB. All the hypotheses' results were verified. Previous studies revealed that TL positively affects innovation work behavior (Thalia & Harsanti, 2023; Udin & Dananjoyo, 2024). This result is also in line with prior researchers who argue that transformational leaders are instrumental in advancing innovative work behavior by establishing a nurturing environment that incentivizes employees to disseminate knowledge and express new concepts in addition to TL cultivates an environment that enhances employees' competence, autonomy, and enthusiasm, ultimately facilitating IWB (Effiyaldi et al., 2024; Aristana et al., 2024; Thalia & Harsanti, 2023; Sakti et al., 2023).

This study found that TL has a significant influence on OR, thus facilitating organizational recovery, which confirms prior researchers' (Waidyaratne, 2022; Suryaningtyas et al., 2019; Sommer et al., 2016). Which TL

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can implement rapid changes and adjustments within organizational frameworks in response to shifts in the external environment, in addition to the actions of transformational leaders, enhance individuals' interests beyond their gains and promote them to adopt a collective vision, thereby significantly contributing to improving the organization's resilience.

Results indicate that OR enhances IWB, revealing that resilience is pivotal in catalyzing innovation within organizational frameworks. This verifies the findings of prior researchers, including Mukyala & Namono (2023) and Caniëls et al. (2022).

The finding emphasizes that OR mediates and significantly sustains TL's relationship with IWB. Differentiated by its capacity to encourage and energize employees, TL fosters an environment that sustains innovation.

However, OR may improve this relationship by providing a supportive framework that encourages risk-taking and adaptability, which is essential for IWB.

OR conducts a mediating function linking TL to innovative work practices by developing an environment that fosters creativity, enhances employee motivation, and establishes trust. This enables transformational leadership to cultivate innovative work behavior. An organization's capacity to adapt and prosper amidst adversity is known as organizational resilience, which can act as a mediator by promoting creativity through enhancing IWB and the augmentation of employees' creative self-efficacy.

In this context, TL is essential in positively affecting innovative work behavior. Accordingly, increased innovation is associated with resource-based management measures that enhance organizational resilience, which permits employees to participate in creative works without the concern of failure.

## **5. Conclusion and Implications**

This study aimed to explore the association of TL with IWB, where OR served as a mediating factor. The findings revealed a significant relationship between TL and IWB, both directly and via the mediating influence of OR.

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In this study, we have confirmed that organizational resilience is associated with TL and IWB within organizations in contrast with prior research, which explored the positive correlation between TL and OR, as well as innovative work behavior, distinctly (Mukyala & Namono, 2023; Waidyaratne, 2022). This research emphasized the significance of TL as a primary driver of IWB through the mediating role of organizational resilience. Furthermore, concerning the job demand resources (JD-R), the results further demonstrate the importance of TL as a crucial job resource that affects IWB (Katou et al., 2021). Additionally, our findings underscore that the behaviors of a transformational leader are perceived as promoting job-related innovation.

### **5.1. Theoretical Implications**

The current study's two main contributions to leadership and innovation theory. **First**, the significance of leadership in the literature has motivated researchers to examine the mechanisms through which leadership, in general, and transformational leadership, in particular, contribute to achieving innovation. Specifically, although many researchers have focused on studying transformational leadership, the processes through which it influences work results have not been comprehensively examined (Bose et al., 2020). Furthermore, Garg et al. (2023) emphasized that the association of TL with IWB has received less attention from researchers in the banking sector, a field that particularly needs TL to address its high levels of competitiveness compared to other industries. Thus, by identifying the influence of TL style on IWB, the current study contributes to the leadership and innovation literature regarding IWB in the banking industry. The study's results indicate that TL can foster IWB. This result aligns with previous studies, including those by Umrani (2020), Messmann et al. (2021), and Rafique et al. (2022).

Moreover, the current study responds to the request of Eid & Agag (2020), as they underscored the significance of examining the factors that improve IWB. Besides, the investigation by Bass & Avolio (1997) emphasized the need to comprehend the mechanisms through which TL affects the IWB of subordinates. In response to these results, the study aimed to demonstrate the mediating function of OR in the relationship of TL with IWB, providing a more comprehensive insight into these dynamics.



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**Second**, the current study extends the literature regarding leadership and innovation within the banking sector by identifying the role of OR in partially mediating the relationship of TL with IWB, demonstrating its significance in predicting IWB. Wang et al. (2023) concluded that TL is a requirement for OR, and Odeh et al. (2023) showed that TL is positively related to OR. Leaders need to have the ability to recognize the situation at an early stage, coordinate vertically and horizontally with employees, disseminate their message to them, clarify each individual's roles and responsibilities, and learn from mistakes and challenges to improve the level of OR (Yang et al., 2024). Besides, Singh et al. (2023) noted that transformational leaders can swiftly adjust systems to adapt to successive shifts in the dynamic environment.

Organizational resilience consists of two main dimensions: planned resilience, which must exist before a disaster occurs, and adaptive resilience, which arises after the disaster and requires leadership, open communications, external cooperation, and the ability to benefit from previous experiences (Mistakis, 2020). A positive association exists between organizational resilience and IWB, which stimulates employees' creativity and is reflected in their innovative contributions (Suhandiah et al., 2023). Furthermore, Sakellarios et al. (2022) considered resilience a crucial resource that increases individuals' ability to navigate uncertain conditions and encourages their creative work behaviors, highlighting resilience as a fundamental pillar in developing these behaviors.

### **5.2. Practical Implications**

In applicable terms, this research yielded several actionable recommendations that can help bank managers and policymakers support IWB and expand institutional innovation. **First**, the study indicates that bank managers adopt a TL style to promote IWB in their organizations, as innovation is the base for success in a competitive and dynamic business environment (Garg et al., 2023).

**Second**, the study's results suggest that IWB can be advanced through OR. Identifying the factors that affect IWB within the workforce and investigating how this type of behavior can be cultivated is crucial. Through OR, leaders can significantly and positively impact IWB among employees; transformational

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leaders can rapidly adjust systems to meet subsequent shifts in the external environment (Suryaningtyas et al., 2019). As suggested by Odeh et al. (2023) and Herbane (2018), OR is one of the critical processes within the framework of the TL style, as it is effective in fostering followers' innovation by directing their attention beyond their self-interests and inspiring them to embrace a shared vision, which is reflected in improving the resilience of the organization. In this regard, management can cultivate norms that encourage collaboration and adaptability, establish channels for interpersonal and transparent communication, enable direct, in-person discussions among individuals, and search for various knowledge (Yang & Hsu, 2018). Implementing these strategies can reduce long-term costs, enabling organizations to accumulate financial reserves and strengthen their resilience in competitive sectors (Gittell et al., 2006).

**Third**, the results present a new vision of how transformational leaders facilitate innovative employee behavior through organizational resilience. In this context, the banking sector can be viewed as a vital component of the financial system, prompting managers to invest in human resources and leverage their expertise and knowledge to provide non-traditional services. In addition, bank managers should focus on training and developing employees' skills, reinforcing their self-confidence and belief in their self-efficacy. This is reflected in influencing employees' innovative behavior, improving service delivery systems, and developing new products that meet customer expectations. Therefore, managers should realize that organizational resilience is an intermediate link between TL behaviors and employees' creative attitudes (Stanescu et al., 2021). Leaders who aim to demonstrate intellectually stimulating behaviors can also influence followers' sense of competence, autonomy, and influence (Avolio et al., 2004). Moreover, organizational resilience is a fundamental factor that enables a company to employ its assets and competencies to address current challenges, maximize opportunities, and build a successful future.

## **6. Limitation and Future Research**

Future research could investigate the influence of other leadership styles, such as empowering leadership, on IWB by incorporating them into the existing structural model. Furthermore, since this research was limited to banks in Egypt, variations in practice and organizational culture may influence the findings. In

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addition, future research could explore the impact of other factors, such as artificial intelligence and blockchain, on the relationship of TL with IWB. The study results relied on cross-sectional data collected from two provinces in Egypt; therefore, future studies could employ a longitudinal design with larger and more varied sample sizes to examine the connection between TL and IWB.

Although organizational resilience fulfills a significant mediating function, it is essential to note that other elements, such as organizational climate and cultural context, further impact this relationship. For instance, support for creativity and the willingness to innovate are crucial mediators in collectivistic cultures. The degree to which resilience can mediate this link also relies critically on the dynamic character of the environment and the organization's capacity for learning and adaptation.

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## دور القيادة التحويلية في تعزيز سلوك العمل المبتكر: الدور الوسيط للمرونة التنظيمية

### المستخلص:

تتحقق هذه الدراسة من أثر القيادة التحويلية في سلوك العمل المبتكر من خلال الدور الوسيط للمرونة التنظيمية داخل القطاع المصرفي المصري. وتم جمع البيانات من قطاع عرضي من عينة من مجتمع البحث، وتم جمع البيانات عن طريق توزيع الاستبانات على ٣١٨ موظفًا في فروع البنوك العامة والخاصة في جميع أنحاء القاهرة الكبرى، في مصر، وتم تحليل البيانات باستخدام نمذجة المعادلة الهيكلية (SEM). وتشير النتائج إلى أن نمط القيادة التحويلية الذي يتبناه المدبرون يُعزز بشكل كبير سلوك العمل المبتكر للموظفين. وتم تحديد المرونة التنظيمية كوسيط جزئي في العلاقة بين القيادة التحويلية وسلوك العمل المبتكر للموظفين. وبالإضافة إلى ذلك، أشارت النتائج إلى وجود علاقة إيجابية بين نمط القيادة التحويلية والمرونة التنظيمية، مما يسهم بشكل إيجابي في تعزيز سلوك العمل المبتكر للموظفين. وتُعد هذه الدراسة هي الأولى التي تستكشف المرونة التنظيمية كوسيط في العلاقة بين القيادة التحويلية وسلوك العمل المبتكر في القطاع المصرفي المصري. وتُشير الآثار التطبيقية لهذه الدراسة إلى القدرة التي يمتلكها القادة التحويليون على تعزيز السلوكيات المبتكرة لموظفيهم من خلال تعزيز المرونة التنظيمية.

**الكلمات الدالة:** القيادة التحويلية، سلوك العمل المبتكر، المرونة التنظيمية، القطاع المصرفي المصري، نمذجة المعادلة الهيكلية