



## معرفة أثر القيادة الحكيمية على أداء الابداع الخدمي:

### الدور الوسيط للرفاهية النفسية

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#### المستخلاص

تهدف هذا البحث إلى دراسة تأثير القيادة الحكيمية على أداء الابداع الخدمي من خلال الدور الوسيط للرفاهية النفسية. تُظهر النتائج أن القيادة الحكيمية لها تأثير كبير على أداء الابداع الخدمي ، مما يعزز التغيير التنظيمي والسلوك الموجه نحو الأهداف من جانب الموظفين وتمكينهم من تجاوز توقعات أدائهم. وجدت الدراسات السابقة أن القيادة الحكيمية هي واحدة من أهم العوامل المهمة التي تؤثر على الموظفين ليكونوا مبدعين وأن الرفاهية النفسية تعكس قدرتها على تحسين أداء الابداع الخدمي في المنظمة. أجريت الدراسة في قطاع البنوك الخاصة في إقليم كردستان العراق. كما تم استخدام برنامج SPSS 26 (SPSS) وتم تطبيق تحليل المسار باستخدام نموذج (4) عملية ماكرو. وجد البحث أن القيادة الحكيمية من خلال الرفاهية النفسية تلعب دوراً أساسياً في تعزيز والحفاظ على أداء الابداع الخدمي.

**الكلمات المفتاحية:** القيادة الحكيمية، أداء الابداع الخدمي و الرفاهية النفسية.



## Identifying the effect of wisdom leadership on service innovation performance: the mediating role of psychological well-being

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### Abstract

This study aims to examine the impact of wisdom leadership on service innovation performance through the mediating role of psychological well-being. The findings show that Wisdom leadership has a significant impact on service innovation performance, further enhancing organizational change and goal-oriented behavior on the part of employees and enabling employees to exceed their performance expectations. The previous studies have found that wisdom leadership is one of the greatest critical factors influencing staffs to be innovative and psychological well-being lines its ability in enhancing service innovation performance in an organization. The study questionnaires were conducted in private bank sectors in KRI. Also utilising (SPSS 26) program and path analysis was applied using Model (4) process Macro. The research found that wisdom leadership through psychological well-being play an essential role in enhancing and keeping service innovation performance.

**Keywords:** *wisdom leadership, psychological well-being and service innovation performance.*



## 1. Introduction

This study aims to examine the impact of wisdom leadership on service innovation performance through the mediating role of psychological well-being. The current research will expand on the existing literature on the relationship between wisdom leadership, service innovation performance and psychological well-being. This study will provide a mechanism for understanding the relationship between these main variables these main variables and provide direction for future research. Specifically, it will help banks understand their strengths and weaknesses in the context of psychological well-being and provide guidance for developing programs to improve employees' psychological well-being. For this purpose, we have selected private banks to execute an outreach process for data collecting and questionnaires to explore the effectiveness of wisdom leadership and PWB in increasing service and employee innovative performance in private banks. The world is much different than it was just twenty years ago, and that has been true for nearly all aspects of life. One area that has changed dramatically is the banking industry. Leaders are known for their ability to inspire others and generate action, but what role does wisdom play in leadership? The role of wisdom in leadership is becoming increasingly important as organizations strive to achieve greater levels of innovation. The ability to think deeply, act ethically, and solve complex problems is critical for leaders to be successful (Bennis and Townsend, 1989). The intersection of wisdom and leadership has been shown to positively impact a leader's psychological well-being, which has been shown to influence a leader's performance positively (Roche et al., 2014). The effect of wisdom leadership on service innovation performance has been a topic of much discussion amongst academic's



researchers, practitioners, and the general public. Much of this argument has centred on the extent to which wisdom leadership can improve the performance of organizations. However, the literature has also shown that the positive impact of wisdom leadership on service innovation performance is precise (Owens et al., 2013). Psychological well-being is widely believed to positively affect service innovation performance (Wright and Cropanzano, 2004). We refer to this as the mind-set effect. In addition to increasing creativity and innovativeness, well-being helps people be more effective at their jobs, individually and as part of teams, because it promotes self-confidence, engagement, and a positive mind-set.

In addition, it is demonstrated that innovation, wisdom leadership and psychological well-being are the significant to organizations. It has been detected in many studies that psychological well-being has a positive impact on employee's performance. Several studies have revealed that leaders' behaviour can meaningfully influence workers' well-being and increases innovation (Gilbreath and Benson, 2004, De Jong et al., 2007). Although, it can be stated that bank in both public and private sector face huge pressure to innovate their services, the style of leadership in the public and private sectors may vary due to bank cultural and its environments. This research has recognized a lack of studies on the relationships among wisdom leadership, service innovation performance and psychological well-being. According to the researcher's knowledge, no such studies in the banking sector have examined these relationships in both developed and developing countries. For this reason, the current research aims to fill this gap in the literature. Thus, the research aims to answer the following main question:



What are the impacts of wisdom leadership on service innovation performance through the mediating role of psychological wellbeing in the private banks sectors?

## 2. Theoretical background and hypotheses development

### 2.1 Wisdom leadership

In leadership literature, wisdom refers to acquiring the knowledge and skills necessary to practice leadership, which leads to broader leadership ability and effectiveness through inter-personal. Making essential decisions where one might have to negotiate age-graded, history-graded and non-normative events; be in touch with one's feelings, needs and expectations (Sternberg and Robert, 2005). Differentiating the self's needs from others' expectations and social convention conducts good inter-personal relationships, including cooperative, tolerant models of conflict resolution and advising others. Also, be open to advice from others and weather the often tricky process of change and development (Sternberg, 1985; Holliday and Chandler, 1986).

### 2.2 psychological well-being

The concept of psychological well-being has captured the interest of researchers and practitioners in mental health. Much of our human experience and social policy is related to our pursuit of, or our interest in, the state of being high in psychological well-being (Campbell and Angus, 1976). Psychological well-being can be defined as one's emotional and cognitive evaluations of his or her life (Diener et al., 2003). These evaluations include one's moods, emotional reactions to events, judgments about fulfilment and life satisfaction, and satisfaction with specific life domains. It also includes what lay people might refer to as happiness (Diener et al., 2003). From Gardner's (2020) point of view, psychological well-being is the extent to



which individuals function optimally. Ryff (2014) stated that People who are high in psychological well-being are happy, healthy, productive, and have satisfying interpersonal relationships.

### **2.3Service innovation performance**

Innovating services have received growing attention recently and contribute to the well-being and economic growth (European Commission, 2014). Whereas product innovation has been a main point of discussion in the past, research has moved on to a focus on service innovation performance. Generally, there are many definitions of service innovation performance, depending on the chosen perspective. According to Enz (2012), service innovation performance is the introduction of novel ideas that focus on services that provides new ways of delivering a benefit, new service concepts, or new service business models through continuous operational improvement, technology, investment in employee performance, or management of the customer experience. Service innovation performance can be defined as a developing field (Papastathopoulou and Hultink, 2012).

### **2.4Wisdom leadership and psychological well-being**

Several studies have found that behaviour of leaders has a significant influence on employees' well-being. For instance, an investigational study of Bono and Ilies (2006) focused on the impact of charismatic leaders on the mood of followers. It revealed that they allow their subordinates to express positive emotions and attitudes would be procedures of positive affective psychological well-being. The possible mechanism for this outcome may be that leaders express more optimistic emotions, which are "caught" by their followers. Sosik and Godshalk, (2000) found in their study that leadership behaviour was positively associated with mentoring functions received and



negatively associated with job-related stress. The study of Gilbreath and Benson (2004) showed that positive supervisory behaviour, such as communicating and organizing well, letting more worker control, and considering workers and their well-being, made a statistically important contribution to worker psychological well-being over and above the influences of way of life, social support from co-workers and home, life events, age, and stressful work. Similarly, Van Dierendonck et al. (2004) studied the behaviour of the leader and the impacts of this on both work-related affective well-being and contextfree psychological well-being, result a study finding that high-quality behaviour of leadership was related to increased employee psychological well-being. Leaders' behaviour may likewise decrease stress skilled by the employee through its influence on mentoring jobs (Sosik and Godshalk, 2000). In addition, researchers such as Barrick et al. (2013), Dansereau et al. (1995) and Brown and Freiberg (1999) found in their study that leadership be contingents not only on leader behaviours but likewise on the supporters' understanding of these behaviours, based on their self-concept, motivations and cognitive plans (Nelson et al. 2014). these studies on leadership and psychological well-being mentioned that wisdom leadership has positive impact on psychological well-being. Hence, we propose the following hypothesis:

H1: Wisdom leadership has a positive impact on psychological well-being.

## 2.5 Wisdom leadership and service innovation performance

In their study, Lee and Hyun (2016) found that service innovation performance is conceptualized as employees' participation in generating innovative and creative ideas and developing new service systems, or objects in the service context. Garg and Dhar (2017) and Ng and Feldman, (2012)



shown that individual factors, for instance, gender, learning level and tenancy are essential skills for employees' innovative behaviours. In addition, Wang et al. (2015) emphasized that, within these demographic features, previous studies similarly show that leadership meaningfully affects employees' innovative behaviours (Zhang and Yang, 2021). Additionally, Leaders do well in effecting subordinates via their moral behavior (Ye et al., 2019). Likewise, studies by Lankau & Scandura (2002), Neubert et al. (2008), Hannah et al. (2011), Mayer et al. (2012) and Liden et al., (2014) highlighted that workers usually copy and learn from their leaders' behaviours, mainly when they see their leaders have desirable abilities. In light of these studies, we conclude that wisdom leadership positively affects service innovation performance. Based on this discussion, the following hypothesis is proposed:

H2: Wisdom leadership significantly influences service innovation performance.

## 2.6 Psychological well-being and service innovation performance

Psychological well-being has been studied in many organizational contexts, such as commitment, worker well-being, job satisfaction and the relationships between family and work (Grzywacz and Butler, 2005, Kanten and Yesiltas, 2015, Žižek et al., 2015, Jones et al., 2015). It has been detected in numerous studies which Psychological well-being is connected with the positive results of the performance of the workers. For instance, Wright and Cropanzano (2000) found that the psychological well-being benefits correspondingly comprise increased cognitive act, that eventually leads to a satisfied civilization. In addition, Ryan and Deci (2001), Psychological well-being is approximately expected as significant for the real working of human



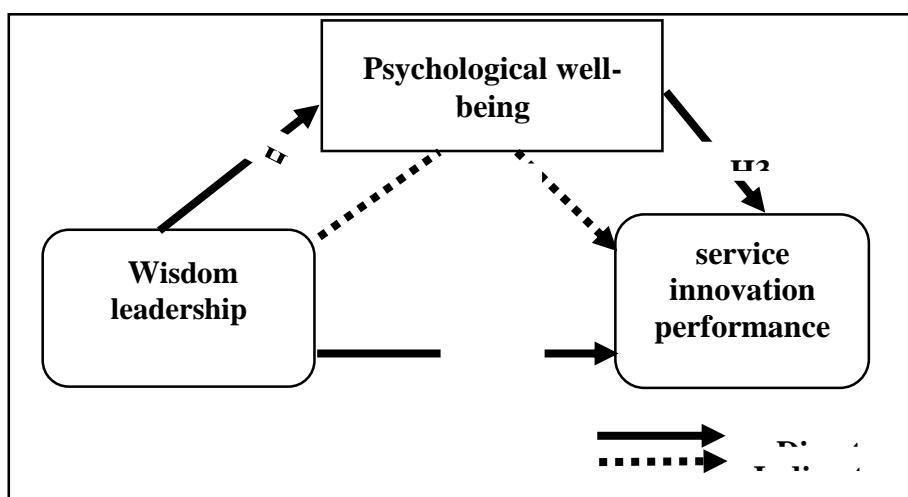
thoughts and attitudes. Related to the study of Edmondson (1999), Westman (2001) and Crossan and Apaydin (2010), Psychological well-being has a positive effect on workers' knowledge-seeking attitude. Moreover, Powell and Greenhaus (2006) found that workers' psychological well-being increases the organization's performance. Besides, Diener et al., (2003) and Wright et al., (2004) suggest that employees psychological well-being perform their responsibilities better. Organizations' capability to remove job-life matters makes them progress a better job environment with their organizations' prosperous resources, which rises their creative performance (Wu et al., 2020). Thus, the following hypothesis is proposed:

H3. Psychological well-being significantly influences service innovation performance.

In addition to the direct effects between the constructs, there are indirect relationships between wisdom leadership with service innovation performance via the Psychological well-being as proposed in Figure 1. The following hypotheses are made:

H4. Psychological well-being mediates the impact of wisdom leadership on service innovation performance.

**FIGURE 1 CONCEPTUAL FRAMEWORK OF THE STUDY**





### 3. Research methodology

#### 3.1 research population and sample

This study was applied to private banks in Kurdistan region/ Iraq. Using a non-probability convenience sampling method to collect the data from (46) private Banks' staffs by electronic means (such as email) and personal visits on a 5-point Likert measure. Only those in administration positions might provide data since they have sufficient and up-to-date knowledge of its policies and practices. A total of 500 questionnaires were distributed 351 forms were returned with valid for analysis.

#### 3.2 The measurement instrument

Wisdom leadership have been measured using 15 items combined by (Clayton, 1983; Ardel, 2003) on the basis of various previous sources. Psychological well-being was measured using 15 items adapted from Ryff (1989). Twelve items from Hu et al., (2009) studies were used which dealt with service innovation performance. A pilot test was showed for the reliability and validity of the adopted items. In the pilot survey, all concepts were inside consistent with values between 0.82 and 0.93, which met the 0.7 standards Hair et al. (2017).

#### 4. Testing of hypotheses

The results of the study displayed that wisdom leadership impacts psychological well-being, based on the P value, which is (0.000), which is significantly less than the (0.05). In addition, for r-squared coefficients ( $R^2$ ) it was (0.660), which shows that the change in the psychological well-being by (66%) can be attributed to wisdom leadership. The remaining percentage (34%) It is due to other features that are not included in the research model that was adopted in this research. As shown in table (1).

**Table 1: The impact of wisdom leadership on psychological well-being**

| Dependent variable   | Psychological well-eing |                |
|----------------------|-------------------------|----------------|
|                      | P value                 | R <sup>2</sup> |
| Independent Variable |                         |                |
| Wisdom leadership    | Sig.(0.000)             | % 66           |

Additionally, it was found from the results of the study that wisdom leadership impacts service innovation performance, based on the P- value, which is (0.000), which is significantly less than the (0.05). Besides that, the r-squared coefficients (R<sup>2</sup>) it was (0.496), which point to that the change in the Service innovation performance by (49.6%) can be attributed to Wisdom leadership. The remaining percentage (51.4%) is due to other factors that are not involved in the research model that was adopted in this research. As revealed in table (2).

**Table 2: The impact of wisdom leadership on service innovation performance**

| Dependent variable   | Service innovation performance |                |
|----------------------|--------------------------------|----------------|
|                      | P value                        | R <sup>2</sup> |
| Independent Variable |                                |                |
| Wisdom leadership    | Sig.(0.000)                    | % 49.6         |

Similarly, it was found from the found of the study that the psychological well-being influences service innovation performance. Based on the the P- value, which is (0.000), which is Significantly less than the (0.05). As well, the r-squared coefficients (R<sup>2</sup>) it was (0.444), which shows that the change in the service innovation performance by (44.2%) can be attributed to psychological well-being, and the remaining percentage (55.8%) It is due to other factors that are not comprised in the research model that was adopted in this study (see table 3).



**Table 3: The impact of psychological well-being on service innovation performance**

| Dependent variable<br>Independent Variable | Service innovation performance |                |
|--|--------------------------------|----------------|
|  | P value                        | R <sup>2</sup> |
| Psychological well-being                   | Sig.(0.000)                    | % 49.6         |

To find the mediating role of psychological well-being in the effect of the wisdom leadership variable on the service innovation performance, a one-way path analysis was applied using Model (4) process Macro (Hayes, 2013). The results of the path analysis in Table (4) presented that the indirect effect of the wisdom leadership variable on service innovation and the presence of psychological well-being as a mediating variable was significant and in terms of the calculated (t) value, which amounted is (13,626), which is greater than its tabular value of (1,648) and with a degree of freedom (450) and confirmed by the calculated level of significance, whose value was (0.000). The value of the effect coefficient of wisdom leadership on service innovation performance in the case of the presence of psychological well-being increased from (0.397) to (0.581). These results confirm the importance of entering the psychological well-being variable in the influence relationship of the wisdom leadership variable in service innovation performance, as through it all indicators of influence among the study variables improved. The values of the lower limit confidence intervals (LLCI) and the upper limit confidence intervals (ULCI) support these results as they appeared positive (greater than zero), and indicate that psychological well-being represents a mediating variable in the effectual relationship of wise leadership on service innovation performance. Based on the foregoing, the results of the analysis of the mediating effect of the psychological well-



being variable support the validity of the seven hypotheses, which states that: The existence of psychological well-being as a mediating variable that contributes to strengthening the relationship among wisdom leadership and service innovation performance in the private banks.

**Table 4: Total, direct, and indirect effects of wisdom leadership on the service innovation performance**

| Model summary  |                    |        |         |       |       |       |
|--|--------------------|--------|---------|-------|-------|-------|
| R  | R <sup>2</sup>     | MSE    | F       | Df2   | Df2   | Sig.  |
| 0.704  | 0.496              | 0.087  | 185.659 | 1     | 189   | 0.000 |
| Total, direct, and indirect effects  |                    |        |         |       |       |       |
| Model  | Effect coefficient | T      | Df.     | LLCI  | ULCI  | Sig.  |
| Direct effect  | 0.397              | 5.558  | 190     | 0.256 | 0.538 | 0.000 |
| Indirect effect  | 0.184              | 3.171  | 189     | 0.083 | 0.356 | 0.001 |
| Total effect   | 0.581              | 13.626 | 190     | 0.497 | 0.666 | 0.000 |
| <i>Independent variable: Wisdom leadership, Mediating variable: psychological well-being, Dependent variable: Dependent Variable: service innovation performance</i> |                    |        |         |       |       |       |

## 5. Conclusion and recommendations

### 5.1 Conclusion

1. There is a significant contribution of the foreign investment and local private sector in the banking sector.
2. There are hard work to instrument worldwide criteria, but not to the necessary level. It confirms the requirement to highpoint and pay more consideration to this characteristic, specially the academic characteristic.
3. There are insufficient chances for the woman component to exercise managerial tasks in the commercial sector and the banking sector in



particular. Maybe because of the community limitations that do not encourage women to work in the private sector.

4. The importance of the banking industry dishonesties in provided that job opportunities for the young and middle-aged category to eliminate unemployment, especially disguised unemployment. It needs the concerned authorities, especially the academic universities and organizations, to pay attention to assimilating local youth cadres in the banking field to work in this vital sector.

5. The majority of the respondents are those who have scientific qualifications and hold a bachelor 's degree.

6. It was found from the results of the study that wisdom leadership has positive and significant effects on psychological well-being.

7. It was found from the results of the study that there is an impact of the Wisdom leadership on Service innovation performance.

8. 7. It was found from the results of the study that there is an impact of the psychological well-being on Service innovation performance.

9. The importance of the psychological well-being as a mediating variable was shown in improving the effect of wisdom leadership variable in service innovation performance, as through it all indicators of influence among those variables improved.

## 5.2 Recommendations

Based on the findings, this study recommends that policymakers at bank sector should consider the following:

1. Nurturing qualified and trained staff who are fundamentally ready to possess leadership characteristics and qualities, also nurturing those with creative abilities to utilize such abilities



2. Hold more training programs, workshops, seminars and open meetings so as to exchange expertise with other sectors on a regular basis.
3. Adopting modern assessment tools for employees 'performance and output.
4. Supporting the bank sector more by the concerned authorities due to the increasing interest of local and foreign investment in it, especially in the past few years.
5. Encouraging banks to employ the female component and giving preference to them when hiring.
6. Paying attention to the rehabilitation of local youth cadres in the field of bank sector by universities and institutes, in order to contribute to the elimination of unemployment.
- Providing opportunities for students to complete their postgraduate studies to provide efficient and specialized cadres with higher degrees in the bank sector.
8. Obligating and encouraging banks to employ youth and local cadres in order to reduce unemployment prevailing in society.
9. The bank's top management should provide environments that encourage its staff to generate new and innovative ideas.
10. The bank's top management has to explain to its employees how vital customer satisfaction is.

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