



# The Relationship Effect of Organizational Climate In between Strategic leadership and Organizational Innovation at Private Hospitals in Amman

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## ABSTRACT

This research aimed to identify the relationship effect of organizational climate role between strategic leadership and organizational innovation in Jordanian private hospitals. A quantitative and descriptive analytical approach was employed, with the research population consisting of hospitals with more than 50 beds, totaling 29 out of 48 hospitals. The sample was selected using a stratified sampling method, comprising hospital workers, specifically managers and heads of departments in middle management, with a total of 432 individuals (170 managers and 262 department heads). Data were collected from the research sample through an electronically distributed survey. The statistical analysis of the hypotheses was conducted using SPSS. The research findings reveal a statistical significant effect of strategic leadership on organizational innovation, and a statistical significant effect of strategic leadership on organizational climate as a mediating variable, and a statistical significant effect of organizational climate on organizational innovation. Additionally, a partial significant relationship of organizational climate between strategic leadership and organizational innovation. Both theoretical and practical contributions were provided to assist and guide private hospital administrations in enhancing innovative environment to creative thinking and initiative. The research recommends private hospitals administration to organize workshops and training courses to enhance employees creative thinking to enhance organizational creativity skills of leaders within private hospitals.

**Keywords:** Strategic Leadership, Organizational Innovation, Organizational Climate, Private Hospital, Amman

**JEL Classifications:** M10, M12, O32

## 1. INTRODUCTION

Organizational innovation one of the organization's culture by recruiting talents peoples with creative ideas to facilitates workplace dynamics, enhances problem-solving (Al Shibly and Alghizzawi, 2024; Alghizzawi et al., 2024), improves decision-making to helps organizations of achieving work goals, and raising the organization's competitiveness (Alawamleh et al., 2023; Fan et al., 2021; Naveed et al., 2022). Therefore, organizational innovation can improve environmental factors by new ideas to fit work environments changes. In addition, to identify the main indicators that influence employee behavior directly, employee's involvement, and performance (Iqbal et al., 2021).

Furthermore, organizational innovation concepts and roles go beyond reshaping the organization's culture (Chan et al., 2024; Sareen and Pandey, 2022). Organizations innovation can contribute a number of values to the organizational overall performance and productivity (Li et al., 2024; Zulkifli et al., 2023).

Strategic leadership is one of the keys that help to motivate individuals of providing their creative ideas to focus on organizational goals, resources, and performance (Anggraeni et al., 2023; Singh and Jha, 2023; Ojogiwa, 2021). The philosophies of strategic leadership focus on strategic leadership factors such as strategic orientation, organizational culture, human capital, ethical practices, innovative thinking, and development to ensure superior

organizational practices (Anggraeni et al., 2023; Chatterjee et al., 2023; Li and Liu, 2022; Xie et al., 2024). Moreover, hallmark of strategic leadership abilities of forecasting and envision the future and steer the organization towards achieving its objectives through targeted strategies, all rooted in a thorough environmental analysis to maintain a long-term sustainable success (Van Doorn et al., 2022; Atiyeh, 2022; Samimi et al., 2022; Megdad and Çağlar, 2024).

Organizational climate consists of a range of psychological and social factors that affect an individual's behavior, productivity, policy implementation, and overall organizational performance (Barnová et al., 2022; Zafar et al., 2023; Adriana et al., 2023). Moreover, organizational climate reflects the organizational culture, employees' interactions, leadership practices and styles, and various organizational environmental factors influencing the overall organizational performance (Vidak et al., 2024).

This research aims to fill the literature gap in regarding to organizational innovation, strategic leadership, and organizational climate. Moreover, this research aims to investigate the relationship between organizational climate, strategic leadership, and organizational innovation in private hospitals. Additionally, it highlights how addressing this gap can offer valuable managerial insights and practical solutions for private hospitals administration.

The current research can provide a significant theoretical framework and valuable practical contribution to a deep understanding of the effect of strategic leadership on organizational innovation in return for hospital administration. Moreover, a new theoretical concept addresses gaps in the existing literature on strategic leadership, organizational innovation, and organizational climate. Furthermore, this research encourages further research on other related variables, and organizational environments, promoting development and comparison. Consequently, it enhances the theoretical framework in the strategic leadership, organizational innovation, and organizational climate for the Arab scholarly.

Finally, this research aims to examine the relationship effect of (OC) between (SL) and (OI) in private hospitals in Amman. To date, no previous researches have been examining the relationship effect of (OC) between (SL) and (OI) in the hospital sector, particularly within private hospitals. Therefore, the current research addresses the following main questions:

1. Does (SL) affect (OI)?
2. Does (SL) affect (OC)?
3. Does (OC) affect (OI)?
4. Did (OC) as a mediator to influence the relationship between (SL) and (OI)?

## 2. LITERATURE REVIEW

The current research theoretical framework mainly focuses on (OC), (SL), and (OI). Moreover, the designed theoretical framework aims to assist and guide researchers through a deeper understanding of the concepts of (OC), (SL), and (OI) through valuable discussion, interpretations, conclusions, implications, and practical and managerial contributions.

### 2.1. Strategic Leaders (SL) and Organizational Innovation (OI)

Strategic leaders play a crucial role in assisting organizations through comprehensive analysis and making key decisions that impact the future and sustainability of the organization (Cortes and Herrmann, 2021; Megdad and Çağlar, 2024). Strategic leaders act, operate, and decision-making mainly relying on a clear vision for analyzing, evaluating, and understanding the current situation to develop effective plans to identify opportunities for long-term decision-making (Nahak and Ellitan, 2022; Anggraeni et al., 2023). Consequently, SL aligns long-term goals with OI, to achieve organizational sustainable growth and competitiveness (Gore and Kanyangale, 2022). Furthermore, the SL practices are highly relative to innovation to ensure organizational growth and achieve a competitive advantage (Shamaileh et al., 2023).

A strategic leader's role reflects their guidance and directs the environmental factors that influence organizational performance. Moreover, SL is responsible for organizational activities such as planning, policies, goals, innovation, organizational culture, processes, training, promoting ethical practices, and performance outcomes (Thys et al., 2024; Ojogiwa 2021; Van Doorn et al., 2022; Kılıç 2022). Furthermore, SL practices OI to enhance performance, work efficiency, changing and environment adaptability, and to raise organizations competitiveness (Iqbal et al., 2021; Shin et al., 2022).

Prior researches findings have supported the direct connection between SL and OI, as Davis (2024) finds a significant role of SL in fostering innovation within organizations. Kılıç (2022) finds a significant effect of SL and innovative performance. Furthermore, Jeong and Park (2023) indicate a substantial link between strategic management and innovation, along with a notable positive impact of strategic factors on OI, and organizational learning (OL). Soomro et al. (2021) find a significant impact of the strategic factors on OI and OL, as well as a notable effect of OI and OL on organizational performance (OP). Pasaribu et al. (2021) find a significant impact of OI, SL, and IT capability on organizations' strategic management. Based on these findings, the researchers formulated the first hypothesis:

H<sub>1</sub>: A significant effect of (SL) on (OI).

### 2.2. Strategic Leadership (SL) on Organizational Climate (OC)

Organizational leaders are responsible for maintaining a positive OC, which positively influences work environments, employee behavior, motivation, job satisfaction, and overall performance (Schneider et al., 2012; Mistarihi, 2021; Van Doorn et al., 2022). OC influences leadership styles, and employee motivation, and directly guides employees toward achieving goals (Son et al., 2024). SL can provide significant contributions to enhance OC positively through employee involvement, communication network, human relationships, job satisfaction, behavior, empowerment, and teamwork (He et al., 2023; Georgiadou et al., 2024; Lo et al., 2024).

Prior researches findings have supported the direct connection between SL and OI, as Mehmood et al. (2024) find a partial

significant effect of OC between transformational leadership and competitive advantage. Moreover, Etikariena and Kalimashada (2021) find a significant influence of OC on innovative behavior within organizations. In addition, Kim and Park (2020) find a significant effect of transformational leadership, knowledge sharing, and organizational learning on OC. Aboudahr and Mohamad (2021) find a significant relationship of SL as a mediating variable between OC and continuous quality management. Additionally, Moslehpour et al. (2019) find that OC indicates a significant relationship effect between leadership style and job satisfaction. Based on these findings, the researchers formulated the second hypothesis:

H<sub>2</sub>: A significant effect of (SL) on (OC).

### 2.3. Organizational Climate (OC) on Organizational Innovation (OI)

Organizational climate and OI indicate a positive significant effect on employee performance in the workplace. (Bonacci et al., 2020). Moreover, OC significantly fosters work performance and employee innovative behavior (Mutonyi et al., 2020; Sarros et al., 2008). In addition, OC and innovation are essential strategies for motivating employees to offer their innovative ideas (Treuer and McMurray, 2012).

Prior researches findings have supported the direct connection between OC and OI, as Li (2023), find that OC indicates a significant effect on employee innovation to enhance organizational performance. You et al. (2022) find that OI climate and employee innovative behavior with a significant relationship. Moreover, Acosta Vergara et al. (2022) find a significant effect of OC on OI, and this direct connection provides several contributions to a better understanding of innovation processes that can foster organizational strategies. Furthermore, Bonacci et al. (2020) find that OC influencing individual performance positively and a significant relationship of OC in between WE and OI. Based on these findings, the researchers formulated the third hypothesis:

H<sub>3</sub>: A significant effect of (OC) on (OI).

### 2.4. Strategic Leaders (SL), Organizational Innovation, and Organizational Climate (OC)

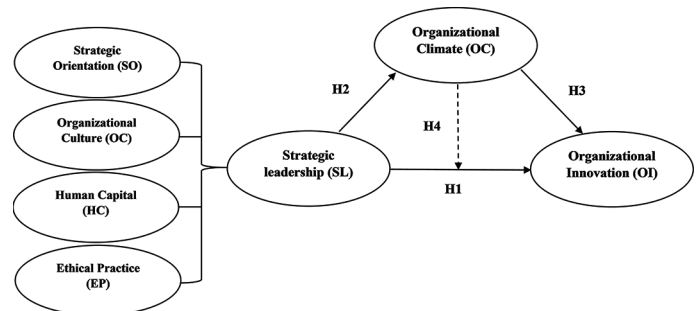
Organizational strategic factors, OI, and OL are essential to enhance organizational environment and developing organizational performance (Soomro et al., 2020). Therefore, Sustainable leadership positively influences frugal innovation through knowledge sharing, enhancing both organizational performance and work environmental impact (Tian and Wang, 2023). Therefore, knowledge sharing plays a significant role between sustainable leadership and frugal innovation to enhance organizational performance and work environment (Tian and Wang, 2023). Moreover, SL and OC significantly influence organizational performance and innovation (Borhan Ashkevari, 2024). Furthermore, SL and innovative culture significantly influence OC and employees' innovative behaviors within organizations (Davis, 2024).

Prior researches findings have supported the indirect relationship of OC between SL and OI, as Huang (2022), finds a significant

effect of employee innovation performance between OI and climate performance, and a significant effect of inclusive leadership between OI climate and sustainable OC. Moreover, Osman and Kamis (2019) find a significant relationship effect of effective leadership styles between innovation and sustainable OC. Furthermore, Malibarria and Bajabab (2022) find an indirect significant relationship of entrepreneurial leadership in between employees' innovative behavior and innovation climate to enhance the intellectual agility culture and innovation environment. Based on these findings, the researchers formulated the third hypothesis:

H<sub>4</sub>: Indirect effect relationship of (OC) between (SL) and (OI).

The researchers formulated and developed the research model as follows:



## 3. METHODOLOGY

This research used the quantitative analysis approach to investigate the relationship effects (Al-Ramahi et al., 2024; Alnaser et al., 2024), of (OC) between (SL) and (OI) in private hospitals located in Amman, as reported by the Ministry of Health in Jordan (2023). The research focuses exclusively on private hospitals in Amman that have more than 50 beds, covering a total of 29 out of 48 hospitals in Amman. The stratified sampling method was used, which included all department managers (170) and department heads (262), resulting in a total of 432 respondents (Blair and Blair, 2015).

The research variables and items were sourced from relevant literature and existing measurement scales used in prior research. In addition, the validity of the questionnaire was evaluated by an academic specialist in business management and the reliability of variables and items indicated more than 0.80 (Rahi et al., 2019). Furthermore, an administrative questionnaire was used and distributed electronically for data collection. Likert scale of five-point was used for sample responses (Sekaran and Bougie, 2016). The research variables SL, OI, and OC were examined and derived from prior research. In this items measured with an overall of forty items were as twenty of (SL), ten of (OI), and ten of (OC). The statistical package (SPSS- V20) is used for data statistical analysis and hypotheses testing, and AMOS-V24 is used to test the indirect relationship effect between the research variables. In addition, using the statistical package aims to interpret the results to drive appropriate conclusions and recommendations (Sekaran and Bougie, 2016).



## 4. RESULTS

The reliability and validity of the research model variables were measured by using the Cronbach's alpha coefficient. The validity measure of 0.86 is acceptable, and the alpha value exceeded 70% (Blair and Blair, 2015). A 393 questionnaires were valid for statistical analysis or 90.9%, while 39 questionnaires were retrieved (Rahi et al., 2019).

### 4.1. Sample Demographical Factors

The demographic factors sampled are shown in Table 1.

Table 1 indicates that the sample gender distribution, which includes both male and female respondents. The males of the sample gender indicate 54.4% of the total, representing 214 individuals, while females make up 45.6%, totaling 179 respondents. This distribution may be influenced by the hiring policies of private hospitals, which often prefer male candidates to fulfill specific job requirements. The largest age group among respondents is 25-35 years, with 141 individuals (35.9%). This main that the employees in private hospitals are relatively young, which may help them manage the demands and challenges associated with work pressure effectively. Regarding educational qualifications, a significant majority—279 respondents, or 70.9%—hold a bachelor's degree. This indicates that a bachelor's degree is typically the minimum educational requirement for hiring hospital staff across various managerial levels. Finally, when examining professional experience, 193 respondents (49.1%) have between 10 and 15 years of experience. This level of experience suggests that the managerial staff are well-equipped to manage hospital operations, contributing positively to overall hospital performance and workplace climate.

### 4.2. Descriptive Analysis

The arithmetical statistical means and standard deviations were used for the research variables. The results reveals that the SL indicate a high degree of importance, with a mean of 3.75 and a S.D of 0.808. In contrast, the dependent variable, OI, is considered to have medium degree importance, with a mean of 3.48 and a S.D of 0.777. Additionally, the mediating variable, OC, is assessed as a high degree of importance, with a mean of 3.96 and a S.D of 0.915.

### 4.3. Hypothesis Testing

Hypothesis analysis testing was conducted to identify significant direct relationships using multiple linear regression analysis for the direct hypotheses (Rahi et al., 2019). The results are presented in Tables 2-4 below:

H<sub>1</sub>: A significant effect of (SL) on (OI).

Table 2 presents the statistical test hypothesis H<sub>1</sub>. The results illustrated by an F value of 113.315, which exceeds the F value which equal 2.19 and is significant at the alpha level of ( $\alpha = 0.05$ ). This indicates a significant direct effect of SL on OI. The correlation coefficient ( $R = 0.713$ ) suggests a significant effect of SL on OC. Additionally, the R-squared value ( $R^2 = 0.508$ ) indicates that the SL effect and equal to 50.8% of the variance in OI.

**Table 1: Sample demographical factors**

Items	Factors	No. of response	Percentage
Gender	Male	214	54.4
	Female	179	45.6
	Total	393	100
Age	25 years and below	24	6.2
	25-35 years	141	35.9
	35-45 years	133	33.8
	45-55 years	64	16.3
	55 and above	31	7.8
	Total	393	100
Academic Qualification	Bachelor	279	70.9
	Master	101	25.6
	PhD	13	3.5
	Total	393	100
Job title	Manager	168	42.7
	Head departments	225	57.3
	Total	393	100
Number of years of experience	<5 years	53	13.4
	5-10 years	123	31.2
	10-15 years	193	49.1
	15 and above	24	6.3
	Total	393	100

Based on the above, the hypothesis H<sub>1</sub> was accepted, and there is a significant direct effect, at the significance level ( $\alpha = 0.05$ ) of SL on OI in private hospitals in Amman.

H<sub>2</sub>: A significant effect of (SL) on (OC).

Table 3 presents that the statistical test of the hypothesis H<sub>2</sub>. The illustrated by an F value of 153.211, which exceeds the F value which equal 2.19 and is significant at the ( $\alpha = 0.05$ ) level. This indicates a significant direct effect of SL on OC. The correlation coefficient ( $R = 0.689$ ) suggests a significant effect of SL on OC. Additionally, the ( $R^2 = 0.474$ ) indicates that SL effect and equal to 47.4% of the variation in OC. Consequently, hypothesis H2 was accepted, indicating a significant effect of SL on OC in private hospitals in Amman at a significance level of ( $\alpha = 0.05$ ).

H<sub>3</sub>: A significant effect of (OC) on (OI).

Table 4 presents that the statistical test of the hypothesis H<sub>3</sub>. The illustrated by an F value of 69.220, which exceeds the F value which equal 2.19 and is significant at the  $\alpha \leq 0.05$  level. This indicates a significant direct effect of OC on OI. The correlation coefficient ( $R = 0.721$ ) suggest a statistical direct effect of OC on OI. Additionally, the value of  $R^2 = 0.519$  indicates that the OC effect and equal to 51.9% of the variance in OI.

Based on the above, the hypothesis H3 and accept. Consequently, hypothesis H3 was accepted, indicating a statistically significant direct effect at the significance level ( $\alpha = 0.05$ ) of OC on OI in private hospitals in Amman.

### 4.4. Mediation Test

Path analysis was conducted by using Amos version 24 to investigate the mediating role of (OC) between (SL) and (OI) (Rahi et al., 2019).

**Table 2: Multiple linear regression equation of SL on OI**

DV	Model Sum.		ANOVA			Coefficient				
	R	R <sup>2</sup>	F	F. Sig	DF	S.L Dimension	Beta	T	S. error	T. Sig
O.I	0.713	0.508	113.315	0.000	4	Strategic orientation	0.514	5.325	0.043	0.000
					389	Organizational culture	0.416	5.512	0.045	0.000
					393	Human capital	0.369	5.411	0.053	0.000
						Ethical practices	0.521	5.253	0.041	0.000

Significant at the level ( $\alpha=0.05$ )  
F value=(2.19) T value=(1.97)

**Table 3: Multiple linear regression equation of SL on OC**

DV	Model Sum.		ANOVA			Coefficient				
	R	R <sup>2</sup>	F	F. Sig	DF	S.L Dimension	Beta	T	Standard error	T significant
O.C	0.689	0.474	153.211	0.000	4	Strategic orientation	0.514	5.325	0.043	0.000
					389	Organizational culture	0.416	5.512	0.045	0.000
					393	Human capital	0.369	5.411	0.053	0.000
						Ethical practices	0.521	5.253	0.041	0.000

Significant at the level ( $\alpha=0.05$ )  
F value=(2.19) T value=(1.97)

**Table 4: Multiple linear regression equation of OC on OI**

MV	Model Summery		ANOVA			Coefficient				
	R	R <sup>2</sup>	F	F significant	DF	DV	Beta	T	Standard error	T significant
O.C	0.721	0.519	69.220	0.000	4	O.I	0.615	5.415	0.043	0.000
					389					
					393					

Significant at the level ( $\alpha=0.05$ )  
F value=(2.19) T value=(1.97)

**Table 5: Path analysis of (OC) in the relationship between (SL) and (OI)**

Paths	B	Standard. error	P-value	Quality indicators				
				GFI	CFI	ACFI	Chi-square	RMSEA
SL-----OC direct effect	0.638	0.977	<0.001	0.911	0.977	-0.181	0.000	0.000
OC-----OI direct effect	0.716	0.67	<0.001					
SL-----OI direct effect	0.611	0.63	<0.001					
SL-----OC indirect effect				0.662				

Path analysis: (IV) Strategic leadership; (DV) Organizational innovation; (MV) Organizational climate

H<sub>4</sub>: Indirect relationship effect of (OC) in between (SL) and (OI).

Figure 1 below and Table 5 below illustrate:

Table 5 displays the GFI indices for the model. The GFI is 0.977, indicating it is close to an acceptable level. The CFI is also relatively high at 0.911, suggesting a good model fit. However, the AGFI is -0.181, which raises concerns as it falls below the acceptable threshold. The RMSEA has a value of 0.000, indicating that it is nearly zero, which is favorable. These results demonstrate a partial indirect relationship effect of (OC) between (SL) and (OI). This finding supports the acceptance of Hypothesis H4. Specifically, it confirms that OC significantly indirect relationship effect between SL and OI in private hospitals, leading to the acceptance of Hypothesis H4.

Based on the findings, the hypothesis (H4) was accepted. There is a statistically significant indirect effect of OC between SL and OI at a significance level of  $\alpha = 0.05$ , in private hospitals in Amman.

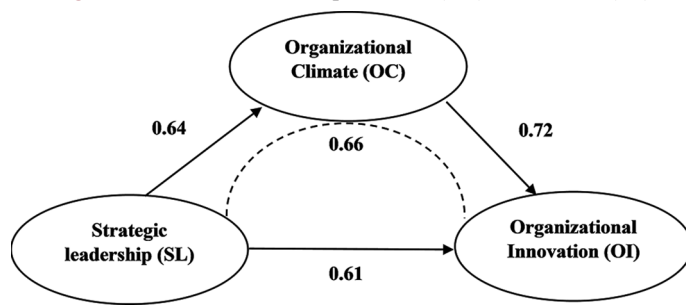
The results indicate that (SL) has a direct and significant effect on both (OI) and (OC). Furthermore, the findings indicate that there is a partial indirect relationship effect of (OC) between (SL) and (OI). In addition, the findings are consistent with previous research conducted by Kılıç (2022); Jeong and Park (2023); Soomro et al. (2021); Pasaribu et al. (2021); Aboudahr and Mohamad (2021); Moslehpour et al. (2019); Bonacci et al. (2020); Sarros et al. (2008); Treuer and McMurray (2012); Acosta Vergara et al. (2022), and You et al. (2022). Below is a summary of the research findings:

H<sub>1</sub>: A positive significant effect of SL on OI, and the hypothesis (H<sub>1</sub>) is accepted.

H<sub>2</sub>: A positive significant effect of SL on OC, and the hypothesis (H<sub>2</sub>) is accepted.

H<sub>3</sub>: A positive significant effect of OC on OI, and the hypothesis (H<sub>3</sub>) is accepted.

H<sub>4</sub>: A partial indirect relationship effect of OC between SL and OI, and the hypothesis (H<sub>4</sub>) is accepted.

**Figure 1:** Indirect relationship effect of (OC) on between (SL)

## 5. CONCLUSION

The researchers conclude that SL significantly affects OI. These results indicate that SL plays a critical role in fostering innovation within organizations. Moreover, SL helps create an innovation culture by encouraging employees to share their creative ideas, which in turn develops the organization's capabilities to adapt to changes. To enhance both organizational inputs and outputs, SL is essential for increasing competitiveness. Additionally, it enables organizations to adopt new models that improve operational performance, boost employee engagement, and mitigate potential risks. Furthermore, SL contributes to a positive work climate that promotes stability, goal achievement, and overall success.

Based on these findings, the researchers offer several recommendations that highlight the positive influence of SL on OI. They also emphasize the importance of focusing on the contributions of OC as well as employees' behaviors, attitudes, feelings, responses, stability, and work security. These factors collectively enhance organizational performance, helping to meet strategic long-term goals and ensuring competitiveness and success.

This study highlights the significant impact of SL on OI, with OC serving as a mediating variable in private hospitals in Amman. SL includes several factors such as vision, experience, knowledge, and direction, which can foster OI and help build a robust culture of innovation within companies. Empirical evidence underscores the significance of SL in fostering OI, ultimately leading to improvements in OC such as work environment, employee engagement, work productivity, performance, and organizational capabilities. Moreover, SL, OI, and OC contribute valuable practical contributions to achieve organizational long-term success.

### 5.1. Theoretical Implications

The main purpose of this research is to explore the theoretical implications and contributions of OC as a mediating variable between SL and OI. A total of 393 respondents, who hold mid-level positions in private hospitals, participated in the research. To date, no previous researches investigating the mediating role of OC in between SL and OI within private hospitals in Jordan or the broader of the Middle East region. Furthermore, previous researches primarily has focused on the impact of OC on organizational

performance in conjunction with other mediating variables, such as organizational culture, job satisfaction, empowerment, and employee engagement.

The current research examines the role of OC as a mediator between SL and OI. This research can be applied to both local and global organizations across various sectors with similar environments. Additionally, the study offers significant theoretical and practical contributions to help organizations gain a deeper understanding of the factors influencing SL and OI, as well as OC.

Furthermore, SL and OI can assist organizations in different settings by reshaping and enhancing work processes, productivity, and employee performance. They also contribute to improving work conditions, organizational outputs, competitiveness, reputation, future aspirations, and overall organizational performance. Additionally, organizational climate (OC) influences the work atmosphere, employee behavior, attitudes, perceptions, happiness, and overall comfort within the workplace.

### 5.2. Research Limitations and Future Implications

This research offers valuable theoretical and practical insights into the mediating role of OC in between SL and OI. The findings are particularly relevant to the healthcare sector and hospitals, which often operate under similar conditions and environments. Additionally, while the study's findings are based on a specific population and sampling, they may also apply to public hospitals in Jordan and potentially extend to private hospitals in the global healthcare sector.

The researchers provide important recommendations for the administration of private hospitals, highlighting the need to focus on organizational sustainability, creative performance, strategic adaptability, individual innovation, sustainable leadership, work-life balance, and job security across various organizational settings.

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