

## **SOCIAL INNOVATION AS A MODERATING VARIABLE ON THE RELATIONSHIP BETWEEN DIFFERENTIAL LEADERSHIP AND PERSEVERANCE BEHAVIOR AT THE WORK**

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### **Abstract**

The current study seeks to measure the effect of differential leadership, which consists of: supporting communication, rewarding promotion, leniency to fault as an independent variable, on perseverance behavior that consists of: (Eagerness of effort, Work hardened, Ambition, and Perfectionist as a dependent variable through the interactive variable Social innovation, which consists of: employee practices, environmental practices, social activities, and social and economic practices) and determining the type of relationship between the study variables in the clothing factory in Najaf. The study sample included (143) a questionnaire distributed randomly to the factory employees, and after receiving the data, it was analyzed by the (Smart pls) to determine the description of the data and the correlation and influence relationships, what the study concluded is that there is an effect of differential leadership on the behavior of perseverance at work through social innovation.

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## **1. INTRODUCTION**

The concept of social innovation has been discussed by scholars of various disciplines, pointing to multiple aspects. Some argue that social innovation cannot be outdone as a modern concept, while others treat the concept as a critical type of innovation, so it includes innovative activities that are expanded upon. Through social organizations with the aim of meeting the social need, it does not have strict limits, and therefore it is present in many sectors, including public, private and non-profit organizations (Aydemir, 2021, p:251), and accordingly, Max Webber is the first to originate and establish the concept of social innovation as one of its cognitive outputs in the late nineteenth century. The need for social innovation and an affirmation of its necessity to provide economic effectiveness to the competitive landscape appeared in the thirties of the twentieth century by Joseph Schumpeter, and the discussion on social innovation took place in a series of related literature. As a concept, it is about developing sustainable ideas for problems that range in scope from working conditions to education, from individual to societal development, health and environmental control to climate changes. (Bulut, et

al. 2013, p:122). So innovation uses the word social to describe a very wide range of activities. This includes: developing new products, services, and programs; social entrepreneurship and social enterprise activity; and reshaping social relations and power structures, resulting in a new requirement for enterprise-led sustainable development, societal transformation, regime change, nonprofit management, and local economic development. (Tepsie, 2014, p:10).

In a related context, strengthening relationships between differential leadership and "insiders" and "outsiders" or subordinates (inside or outside) has become a critical task for organizations, because high-level talent has become part of the basic competitive capabilities of organizations. Good performance and attitudes not only help employees improve the efficiency of the enterprise, but also help them promote the enterprise's creative development and internal motivation, and due to the different cultures and leadership styles, it is inevitable that members, who have a large amount of background information and under the influence of certain factors, will display negative behaviors at work, which will damage their performance in the job, and this will be harmful to the organization and its legitimate interests even though it won't negatively affect the functions of the individual members of the organization. Confucius wrote in his well-known classic work, *Rituals and Moderation*, that interactions between individuals should follow certain norms, such as proximity and distance, respect and inferiority, etc. In other words, there are distinct levels and areas of regard for the wise. (Chen & Haga, 2022, p:1), so differential leadership refers to different leadership behaviors towards their subordinates under conditions of personal governance, as it is a leadership style based on a differential pattern centered on self and kinship. As an association of discrimination, as it adopts the dynamic transformation of the roles of subordinates inside the circle and subordinates outside the circle, which is in line with the employees' perception of differential treatment, and accordingly the psychological expectations of the flow mechanism can play a double role in inspiring subordinates within the circle and subordinates outside the circle, in other words differential leadership encourages subordinates outside. The circle must work hard to improve their performance, search for opportunities for interaction and move to the core of the organizational structure to shift towards entering the circle (Lu et al, 2022, P:1-2).

On the other hand, (Clements & Boyle, 2018, p: 3) confirmed that the behavior of perseverance represents a set of internal psychological mechanisms for people, which lead to the continuation of the initial behavior that arises in response to various stimuli, and that once it is directed in a certain direction, the psychological mechanisms of people work on motivating the continuation in the same way towards achieving a specific task or goal. This behavior also arises because of the creation of routines and habits that focus attention on its continuation and completion, and that these habits can push behavior towards achieving goals. The other reason is that activity often leads to exorbitant psychological costs that make the continuation of behavior in the same direction beneficial. In the same context, one study showed that perseverance behavior refers to the degree to which a person continues to maintain his behavioral strategy in the absence of immediate reward. And that this behavior is an adaptive behavior strategy that reflects the interaction between the individual's expectations and characteristics (Jung et al., 2010, P: 3). In addition, (Garcia et al., 2012, p:1035) confirmed that perseverance behavior indicates the extent to which a person continues to expect rewards, and seeks rewards for the purpose of satisfying needs and thus increasing subjective well-being at work.

## 2. THEORETICAL REVIEW

Summary of the key ideas from recent literature that are connected to the main ideas explored in this study.

### 2.1 Concept of Social Innovation and its Dimensions

Since the beginning of the new millennium, social innovation (SI) has placed in a higher rank among the concepts most used in social sciences and various academic fields and researchers from psychology

to management as a result of the role it plays in improving the performance of institutions (Mihci, 2019, p:2) as well. It creates a social change that is not produced in stereotypical practices, as it is usually driven by profit-making social development (Aydemir, 2021, p:251), and in light in Table (1) below, some definitions of social innovation.

**Table 1.** Definition of social innovation

Reference	Definition
(Bulut et.al,2013,p:123)	Develop and implement new or improved activities, initiatives, services and products with the aim of addressing the social and economic challenges faced by individuals and societies.
(Anderson & Wittig ,2014,p: 4)	The complex process of introducing new products, processes, or programs that profoundly alter the basic routines, flows of resources and power, or beliefs of the social system in which innovation takes place.
(Bittencourt et.al ,2017,p: 3)	Develop and put into practice fresh concepts that aim to open up chances that improve the social and economic well-being of society's most vulnerable citizens.
(Mihci,2019,p: 4)	Develop and execute fresh concepts (i.e., new products, services, or business models) that address social needs and foster new interpersonal connections or cooperative efforts because they offer fresh solutions to pressing social issues.
(Lindberg et al, 2022,P:3)	It is the enhancement of individuals' living circumstances in terms of inclusion, empowerment, and well-being that are developed through new collaborative processes, relationships, practices, and social structures.

As for the dimensions of social innovation, many studies have identified them (Topsakal & Yüzbaşıoğlu, 2019, P:78) with four dimensions (Employee practices (EP), Environmental Practices (ER), Social Activities (SA), and Social and Economic Practices (SP), which we list as follows:

1. Personnel practices: These practices refer to the amount of privileges granted to male and female workers in the organization in terms of job security, vacations and fairness in salaries to reduce classism and participation in decision-making processes.
2. Environmental Practices: Refers to the use of modern and environmentally friendly means and mechanisms and work to motivate workers financially to improve environmental efficiency and carry out research and development activities.
3. Social activities: Refers to the services and products provided by organizations as support to their society, thus achieving social welfare and creating added value.
4. Social and economic practices: related to the amount of contributions and support provided by organizations to their community in health fields, production of products, and support for projects that create jobs and achieve local development.

## 2.2 Importance of Social Innovation

Many literatures indicate the importance of social innovation in enhancing the performance of organizations. If a group of researchers reported that the importance of social innovation lies in a number of things, which can be summarized through the development of society and the generation of social innovations in various forms of new institutional practices, as well as its contribution to the development of rituals, techniques, customs, morals and customs. In addition to creating and presenting technological innovations, these diverse innovations must be related to social aspects (Anderson & Wittig, 2014, p: 5).

While one of the studies presented a number of important foundations that reflect the importance of social innovation and must be available so that we can fully achieve it, which we present as follows (Tepsie, 2014, P:13).

1. **New:** Social innovation must be novel in the setting where it is used. Even while it might not be fully novel, people who will be putting it into practice must find it novel.
2. **It satisfies a social need:** Social innovation is created with the aim of satisfying a social need and in a positive or beneficial way. Social innovations can also play a role in clarifying or shaping social needs; Innovation also serves to help legitimize new, emerging or hitherto unrecognized social needs.
3. **Putting it into practice:** Innovations in general and social innovations in particular, are concepts that have been applied. Social innovations differ from social inventions (new concepts that haven't been put into practice) in this sense.
4. **Involving and mobilizing the beneficiaries:** the beneficiaries participate in the development or management of social innovation. This is accomplished either directly, or through appropriate intermediaries or other actors who have direct contact with the beneficiaries. This participation often helps ensure that social innovation serves legitimate goals and that member of the target group engage themselves in addressing and owning their own problems. This, in turn, can lead to better and more innovative solutions, as well as increasing their awareness, competencies and even their dignity and self-esteem.
5. **Transforming social relations:** By enhancing target groups' access to resources and influence, social innovations seek to modify social relations. In addition to empowering particular target populations, social innovations can challenge the unfair or unequal distribution of power and resources in society. In this way, social innovation contributes to discourses about the common good and a just society.

### 2.3 Factors Determining Social Innovation

By examining the regulatory literature, it was found that there are a number of obstacles or factors that limit the ability to grow the scope of social innovation. Over the past few decades, service and non-service business organizations have faced unprecedented contextual challenges. For example, human services organizations are experiencing decreased access to traditional sources of financing, increased competition for existing resources and capital (financial, human, and physical), increased demands for services due to market and public sector failures, and the increasing complexity of beneficiary needs. Practitioners and organizations must "leave their comfort zones, and experiment with new ideas" in order to survive in this dynamic climate. Primarily dependent on one funding source, particularly governmental money, and making it difficult for social initiatives to grow their capacity to produce social value (Nandan et al., 2018, P:1). Several factors were proven to exist in the same context by a group of researchers (Bittencourt et al., 2017, p. 4), which we mention below:

1. The lack of a clear and common vision for innovation among the stakeholders.
2. Financing models are limited and insufficient.
3. Job instability for employees and lack of independence with regard to their work.
4. Lack of appropriate leadership and commitment.
5. Occupational resistance to change, risks, governments and adverse organizations.

Accordingly, we can conclude that all of these indicators hinder or mislead them in achieving and promoting social innovation in organizations

## 2.4 Concept of Differential Leadership and its Dimensions

The first to put forward the concept of the differential arrangement pattern among leaders is (Fei, 1948)) indicating that the communication style between people is self-centered, as it divides individuals into internal and external circles according to the relationship between proximity and distance, which generates different methods of interaction. Leaders, according to this concept, treat employees in a different order, hence the concept of differential leadership or the so-called differential behavior of leaders appeared, as this concept indicates that the leader is biased towards the employees that loves, so the subordinates prefers will be given more opportunities to participate in decision-making and therefore it is likely that Promote or reward him according to the principle of superiority and inferiority and the principle of closeness and familiarity, and it is indicated that it reflects the phenomenon of personal relationships prevalent in the context of the company's culture.

**Table 2.** Definition of differential Leadership

Reference	Definition
(Tang et al, 2018,p:3)	Leadership style in which leaders treat their followers differently by supporting group members more than those outside the group.
(Chen & Haga,2022,p:1)	Behaviors based on dividing subordinates into two groups, one internal and the other external, in a discriminatory manner and according to the prevailing culture and the degree of closeness and distance from the philosophy and confidence of the leader.
(Xu et al, 2022,p:2)	A leadership style that pays special attention to the loyalty of subordinates and their talent to distinguish them as "from the inside" or "outsiders". This distinction is based on relational values.
Lu et al, 2022,P:1 )	A method based on the differential sequential pattern in dealing with subordinates through the social structure that focuses on self and kinship as a bond of distinction.
Ma et al, 2022,p:2))	A leadership approach whereby members are treated differently and insiders are given more support than outsiders.

As for the dimensions of differential leadership, it has been identified by many studies (Chao, 2020, p:27-28; Wu et al, 2021, p: 5; Zhou et al, 2016, p:1; Wang et al, 2018, p: 3) with three dimensions (supporting communication (SC), rewarding promotion (RP), leniency to fault (LF), which we list as follows:

1. Supporting communication: Refers to the variations in the frequency of encounters and communications between superiors and followers in professional and personal contexts. Typically, leaders prioritize their internal subordinates when making decisions and providing support for communications. Additionally, internal subordinates are probably given more chances than external ones to contribute to and occasionally even affect leadership decisions. Leaders grant their followers the authority and privilege to participate in decision-making at work. Additionally, whether in the business or in private life, leaders like to be nearer to internal subordinates and to show them greater care and encouragement.
2. Rewarding promotion: It shows that there are variations in the rewards that leaders give to subordinates when allocating resources. Internal subordinates have more career prospects and are often paid more for their efforts. In addition, leaders are more likely to offer internal subordinates greater training chances and even create individualized career development plans for them. While the insiders understand it, the other members don't, and even if they do, it won't be on the same level.
3. Leniency to fault: It indicates that leaders have different responses to their subordinates who have the same negative behavior. In the sense that leaders' tolerance varies in the rate of seriousness and

error. If internal subordinates make mistakes in the workplace, leaders will be forgiving of them. Whereas, if external subordinates make mistakes in the workplace, leaders are likely to be unforgiving and even seriously blame them.

## 2.5 Distinctive Features of Differential Leadership

Differential leadership in general is characterized by many characteristics. (Pang & Ma, 2019:739) indicated that the circle close to the leader (the insiders) usually has privileges, which we explain as follows:

1. Discrimination by leaders provides them more authority and autonomy at work.
2. The leader always reduces the cost of their mistakes and forgives them.
3. The leader helps them express their ideas and opinions and create a positive impact on their identity.
4. It enhances team communication and exchange of information and knowledge among the knowledgeable members.

Others contend that the diverse approaches to leadership play a part in encouraging knowledgeable subordinates to increase their productivity, efficiency, and awareness of their own advantages in order to avoid being replaced by other workers. However, when the uninformed subordinates outside the circle meet the fundamental criteria for the category of subordinates inside the circle through cooperation with management requirements, exemplary behavior, and relationship-building, transfer companies become more adaptable and responsive. The manager has the option of moving these staff members to the alternative category. Because of this, differential leadership can motivate subordinates on the outside of the organization to put in extra effort to raise their performance ratings, look for opportunities to achieve interactive transformation, and eventually advance to the center of the organizational structure. (Lu et al, 2022, P:2), (Al-Hakim et al, 2017, p:21).

On the other hand, this leadership style may produce problems within the organizational work, as several studies have indicated that it can generate group conflicts that lead to the behavior of concealing knowledge, and this can also lead to a decline in the relationship and conflicting tasks between employees, which creates a decrease in the level of performance of collective research and development and resource allocation. In the same vein, outsiders (non-insiders) must invest more time and effort to meet differential leaders' criteria before obtaining available resources. Therefore, even if outsiders seek to improve their innovative behavior, they may not receive favoritism from the leaders immediately, which may release this tension, anxiety, and suspicions about the leader's injustice. This may lead to organizational corruption as a result of the lack of distributive justice in dealing. Wu et al, 2021,p :2)), (Ma et al, 2022, p:2) et al, 2018:3), (Tang). By providing the ideal behavioral model to attract them and develop their capabilities for the benefit of the organization.

## 2.6 Concept of Perseverance Behavior and its Dimensions

The term “persist”, which is derived mainly from the Latin word “insistere”, is a fact or an adjective that indicates a person’s persistence and perseverance in doing something, and continuing to do something to achieve a certain goal (Stevenson, 2010: 905). the behavior of perseverance refers to the individual's ability to maintain personal effort permanently, and to invest time to stay in the specified task or goal, and it is also a measure of continuous work towards a specific goal or task, which ultimately leads to achieving the planned goal or task (Erdle, 2018). 5). In a related context, the historical roots of the concept of perseverance behavior appeared at the hands of the neurologist and psychologist (Robert Cloninger), through identification of the seven main personality dimensions, temperament, personality and the relationships between them, which interact with each other to be the unique personality of people (Erdle, 2018, p: 4). (Cloninger et al, 1993, p: 975) classified the behavior of perseverance as one of the dimensions of human nature, consisting of (aspiration for peaks, avoidance of harm, dependence on reward, and perseverance behavior). As they are all independently

inherited, appear early in people's lives and involve pre-cognitive biases in perceptual memory and habit formation. In light of the foregoing in Table (3) below, some definitions of perseverance behavior:

**Table 3.** Definition of perseverance behavior

Reference	Definition
(Goodsir, 2008,p: 29)	The ability to stay on task and work steadily throughout the work period by performing routine jobs without resistance.
(Garcia et al, 2012,p: 3)	Continuous pursuit of goals of satisfying needs in order to increase subjective well-being.
(Cheng, 2015,p: 44)	The length of time and effort put into a given task.
(Erdle, 2018,p: 5)	A form of attention that involves responding and maintaining intentional focus over time.
(Gunadi, 2022,p: 99)	The attitude and willingness of working individuals to continue working despite facing obstacles and various types of problems in their work.

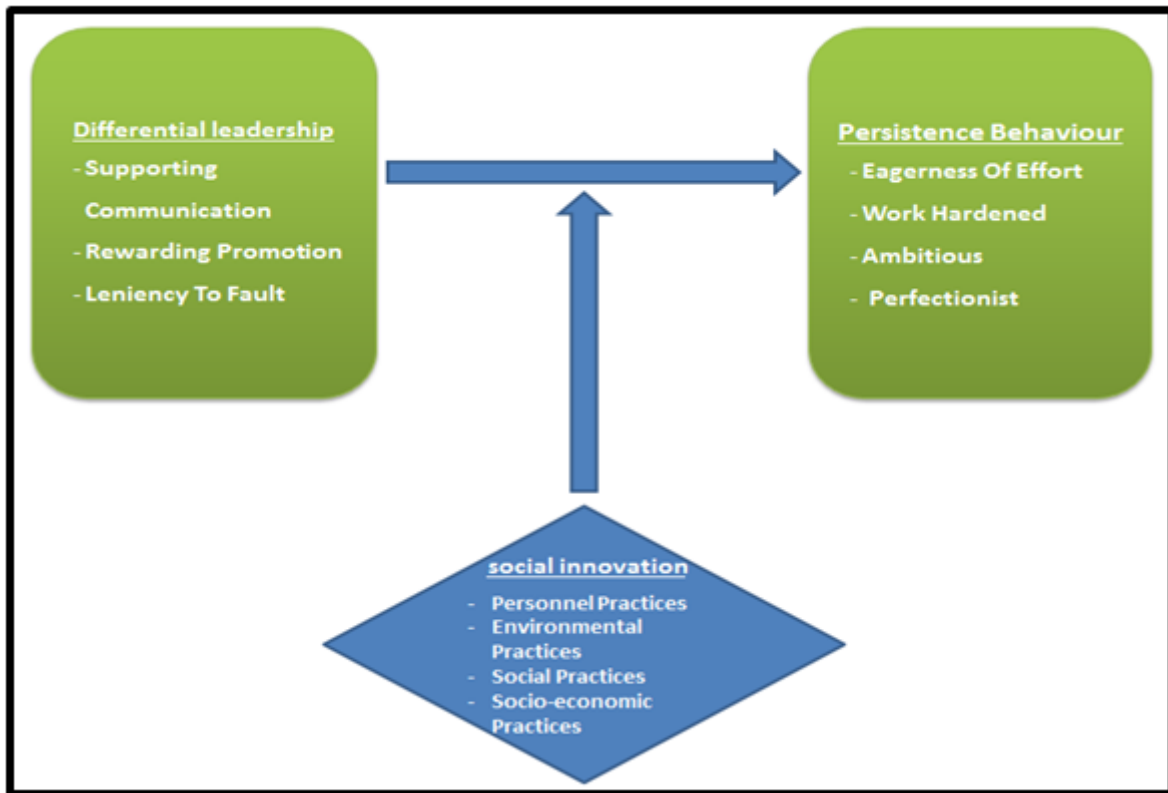
As for the dimensions of perseverance behavior at work, they were identified by a number of studies (Mandell, 2020, P:39) (Erdle, 2018, P:4-5), (Scott, 2007, P:25) (Chufar & Pettijohn, 2013, P:118), with four dimensions (Eagerness of effort (EE), Work hardened: (HW), Ambition (AM), and Perfectionist (PF), which we list as follows:

1. Eagerness of effort: The dimension of enthusiasm includes a set of characteristics that characterize individuals with solidity, sincerity, energy, conviction of the worthiness of the desired goal, and the characteristic of enthusiasm and willingness to do something, which ultimately leads to the achievement of goals.
2. Work hardened: means increased strength that comes from trials and pressure. It goes beyond the usual efforts to achieve a higher level of success.
3. Ambitious: It refers to the desire for power, position, status, wealth, or any other distinction. Defined as having or demonstrating a strong desire and determination to succeed. Ambition is closely related to achievement.
4. Perfectionist: It is the refusal to accept any standard that does not contain all the required or desirable elements, qualities, or characteristics. It also means the individual's expectation of impeccable products or behavior from other individuals.

## 4. METHODOLOGY

### 4.1 Proposed Research Model and Hypotheses

The framework, based on differential behavior theory social exchange and justice theory, is conceptualized based on a number of previous studies (Erdle,2018,P:4-5),(Scott, 2007,P:25) ,(Chufar & Pettijohn, 2013,P:118), (Topsakal & Yüzbaşıoğlu,2019,P:78) , (Chao, 2020,p:27-28; Wu et al, 2021,p: 5; Zhou et al, 2016,p:1; Wang et al, 2018,p:3). The research framework for the current study is then displayed in Figure 1.

**Figure 1:** Theoretical Framework

According to theoretical framework of this research, The hypotheses are stated as follows in accordance:

**H1:** There is a positive and significant influence of Differential Leadership (DL) on Perseverance Behavior (PB).

**H2:** There is a positive and significant impact of Differential Leadership (DL) on Perseverance Behavior (PB) through Social Innovation (SI).

#### 4.2 Target Population

The population in the current study refers to all of the workers at an apparel Men's clothing factory in the Iraqi province of Najaf.

#### 4.3 Sample and Procedures

Based on the use of a random sampling technique, questionnaires were only randomly distributed among (165) employees by personal delivery and collection of questionnaires from April to May 2023, While valid questionnaires for the questionnaire are (143).

#### 4.4 Measures

In the present study, the 51 measurement items were adapted from (Topsakal & Yüzbaşıoğlu.,2019) for Social innovation , (Wang et.al,2018,p:9) for Differential Leadership , (Van Woerkom & Croon,2008) ; (Spermon,2019) ;( Carayannis et al,2014) ; (Travers et al,2015) for Perseverance Behavior. Moreover, present study seeks to measure all variables by using a 5-point Likert scale where survey question is referred to agreement degree (i.e. 1 = strongly disagree, and 5 = strongly agree).

#### 4.5 Findings

Through this part, the research will focus on discovering and knowing the level of the items and dimensions of the research using the statistical description of the mean and standard deviation, and



identifying the extent of the data distribution in a normal distribution, and testing the factor analysis of the questionnaire items. It will also reveal the amount of influence between its sub-variables, as the research was through independent variable is the differential leadership, which consists of three dimensions: supporting communication (SC), rewarding promotion (RP), leniency to fault (LF), while the second is the dependent variable, the behavior of perseverance, which consists of four sub-dimensions are: Eagerness of effort (EE), Work hardened: (HW), Ambition (AM), and Perfectionist (PF) and the social innovation interactive variable consisting of four dimensions: Employee Practices (EP), Environmental Practices (ER), Social Activities (SA) and Social Practices Economic (SP).

#### 4.5.1 Statistical Description of the Research Variables

This part of the research specializes in a descriptive Statistics that shows the level of social innovation dimensions, differential leadership dimensions, and perseverance behavior dimensions at work through a statistical description that includes mean and standard deviation, Cronbach's Alpha. The hypothetical mean is (3), that is, the percentage weight (60%). This percentage is what determines the acceptability of the level of the items and the extent to which the data is distributed normally will be identified through the coefficients of (Skewness) and (Kurtosis), which are as in the table (4), which shows the statistical description of the items and dimensions of the research variables.

Items	Mean	Std. Deviation	Skewness	Kurtosis	Cronbach's Alpha	Items	Mean	Std. Deviation	Skewness	Kurtosis	Cronbach's Alpha
EP1	2.87	1.12	0.08	-1.04	0.89	LF1	3.39	1.49	-0.35	-1.42	0.89
EP2	3.08	1.27	0.04	-1.21		LF2	3.4	1.21	-0.13	-1.37	
EP3	3.47	1.33	-0.23	-1.4		LF3	3.69	1.22	-0.43	-1.19	
EP4	3.01	1.41	0.14	-1.37		LF4	3.27	1.35	-0.04	-1.46	
EP5	3.1	1.39	0.03	-1.52		<b>DL</b>	<b>3.44</b>	<b>1.32</b>	<b>-0.24</b>	<b>-1.36</b>	
ER1	3.2	1.21	-0.09	-0.96	0.90	EE1	3.17	1.35	-0.11	-1.46	0.88
ER2	3.16	1.29	-0.05	-1.15		EE2	3.45	1.34	-0.25	-1.45	
ER3	2.9	1.14	0.04	-1.06		EE3	3.19	1.24	-0.16	-1.03	
ER4	3.11	1.29	-0.03	-1.23		EE4	3.62	1.44	-0.59	-1.15	
ER5	3.47	1.32	-0.24	-1.37		EE5	3.54	1.23	-0.3	-1.34	
SA1	3.03	1.44	0.09	-1.44	0.89	HW1	3.57	1.26	-0.3	-1.34	0.88
SA2	3.15	1.41	-0.05	-1.52		HW2	3.06	1.34	0.13	-1.31	
SA3	3.24	1.42	-0.09	-1.51		HW3	3.16	1.34	-0.05	-1.49	
SA4	3.15	1.31	-0.05	-1.17		HW4	3.36	1.35	-0.2	-1.42	
SA5	3.34	1.53	-0.3	-1.5		HW5	3.06	1.25	0.19	-1.06	
SP1	3.49	1.31	-0.3	-1.34	0.88	AM1	3.15	1.54	0.01	-1.61	0.89
SP2	3.12	1.31	-0.18	-1.05		AM2	2.94	1.36	0.32	-1.42	
SP3	2.95	1.23	0.16	-1.16		AM3	3.27	1.38	0.06	-1.63	
SP4	3.1	1.24	-0.36	-0.87		AM4	2.97	1.25	0.26	-1.05	
<b>SI</b>	<b>3.15</b>	<b>1.31</b>	<b>-0.07</b>	<b>-1.26</b>		AM5	3.44	1.5	-0.27	-1.56	
SC1	3.1	1.35	-0.11	-1.15	0.89	PF1	3.08	1.26	0.09	-1.1	0.90
SC2	2.9	1.37	-0.09	-1.3		PF2	3.4	1.52	-0.3	-1.51	
SC3	2.87	1.27	0.04	-1.3		PF3	3.38	1.29	-0.07	-1.52	
SC4	3.63	1.24	-0.36	-1.3		PF4	3.55	1.3	-0.24	-1.45	
RP1	3.13	1.29	0.14	-1.32	0.89	PF5	3.1	1.38	0.17	-1.43	
RP2	3.17	1.32	-0.07	-1.48		<b>PB</b>	<b>3.27</b>	<b>1.35</b>	<b>-0.08</b>	<b>-1.37</b>	
RP3	3.43	1.32	-0.25	-1.42							
RP4	3.27	1.2	-0.18	-0.91							

Table (4) shows the results represented by the statistical description that shows the level of dimensions and paragraphs of the study variables, focusing on the arithmetic mean and standard deviation. It was found that the arithmetic mean above the hypothetical mean is (3), so the results are acceptable. The results also showed that the normal distribution is according to the number of approved observations

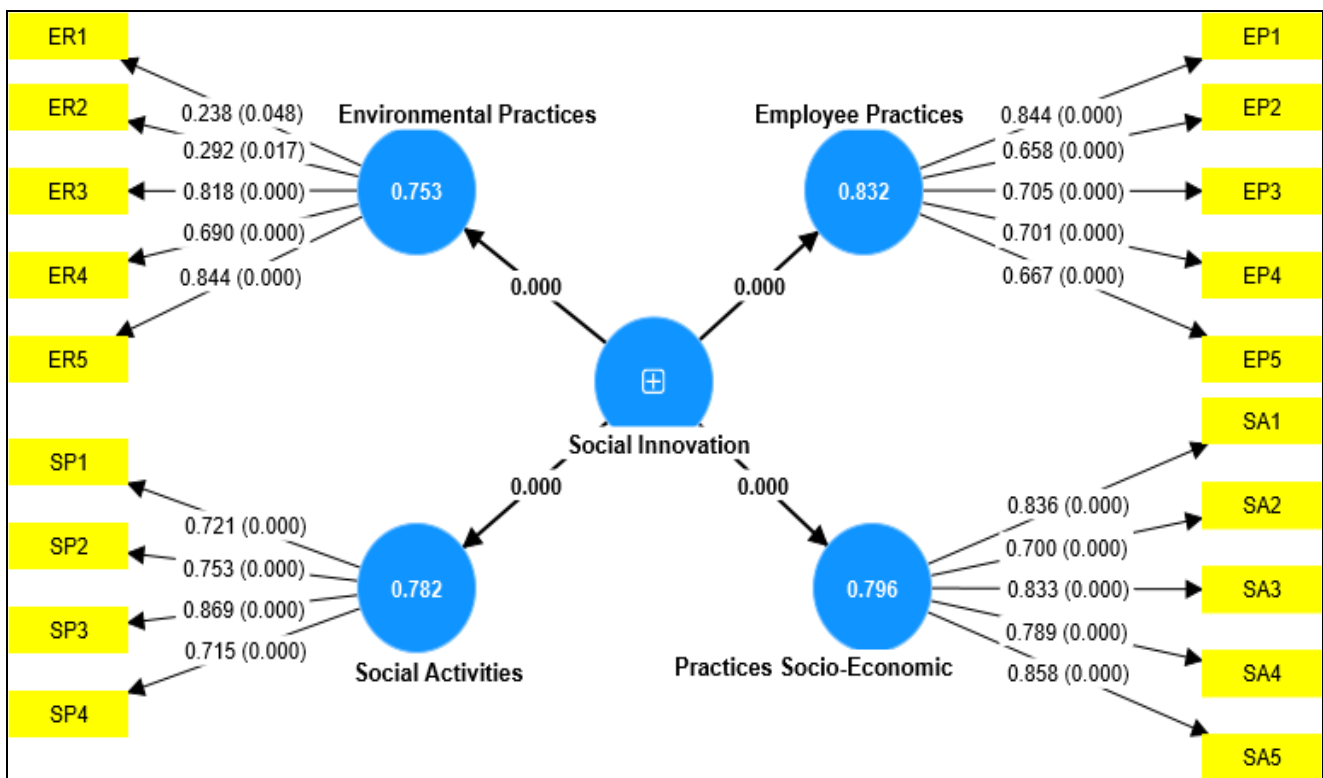
amounting to (143), as there is no observation whose value is missing, and the values of Skewness and Kurtosis are all close to zero, so all items of the variable are distributed normally.

#### 4.5.2 Factor Analysis of the Dimensions Items

The program (SMART PLS) was relied upon to calculate the saturation coefficient. Either accepting or rejecting the factor will be based on the (P-value) ratio, which is supposed to be less than (0.05), and when the percentage is greater than this percentage, the factor will be rejected and deleted.

**4.5.2.1 Factor analysis of the items dimensions of social innovation:** according to Figure (2), presents the results of the confirmatory factor analysis of saturation rates and the level of significance of the items dimensions of organizational silence, which consists of four dimensions: Employee Practices (EP), Environmental Practices (ER), Social Activities (SA) and Practices Socio-Economic (SP).

**Figure 2.** Factor analysis of the items dimensions of social innovation

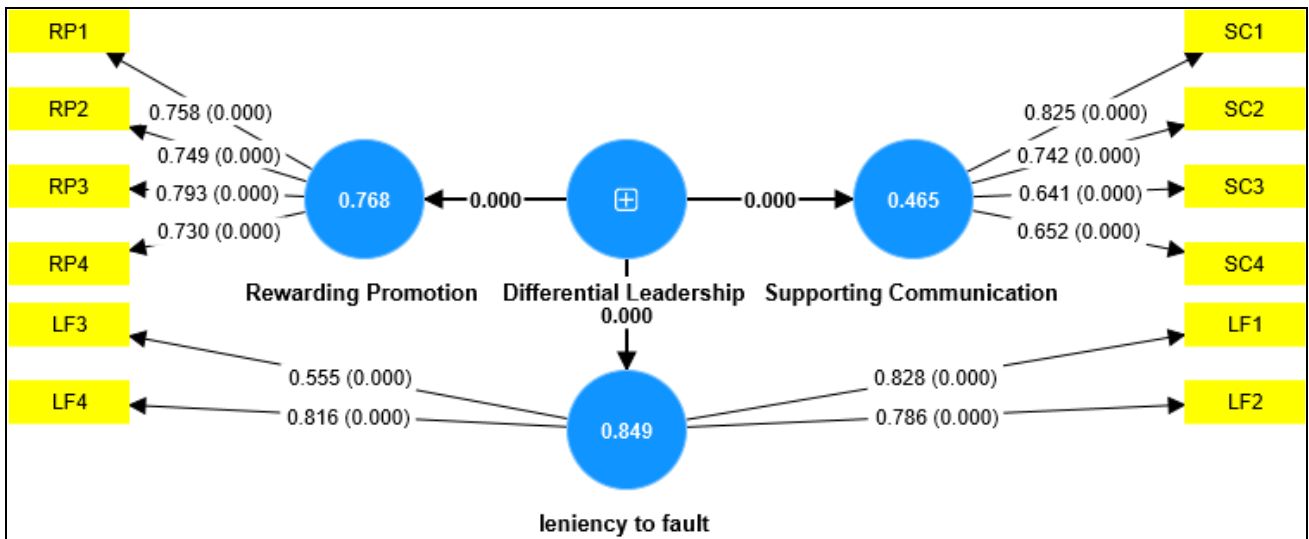


**Source:** Prepared by the researcher based on the outputs of SMART PLS

According to the figure (2), from which it is clear that all paragraphs of organizational innovation dimensions achieved acceptable saturation rates based on (P-value) ratios that achieved rates less than (0.05).

**4.5.2.2 Factor analysis of the items of differential leadership dimensions:** According to the figure (3), which presents the results of the confirmatory factor analysis of saturation rates and the level of significance of the items of differential leadership dimensions, which consists of three dimensions, which: Supporting communication (SC), Rewarding promotion (RP), leniency to fault (LF)

**Figure 3.** Factor analysis of the items of differential leadership dimensions

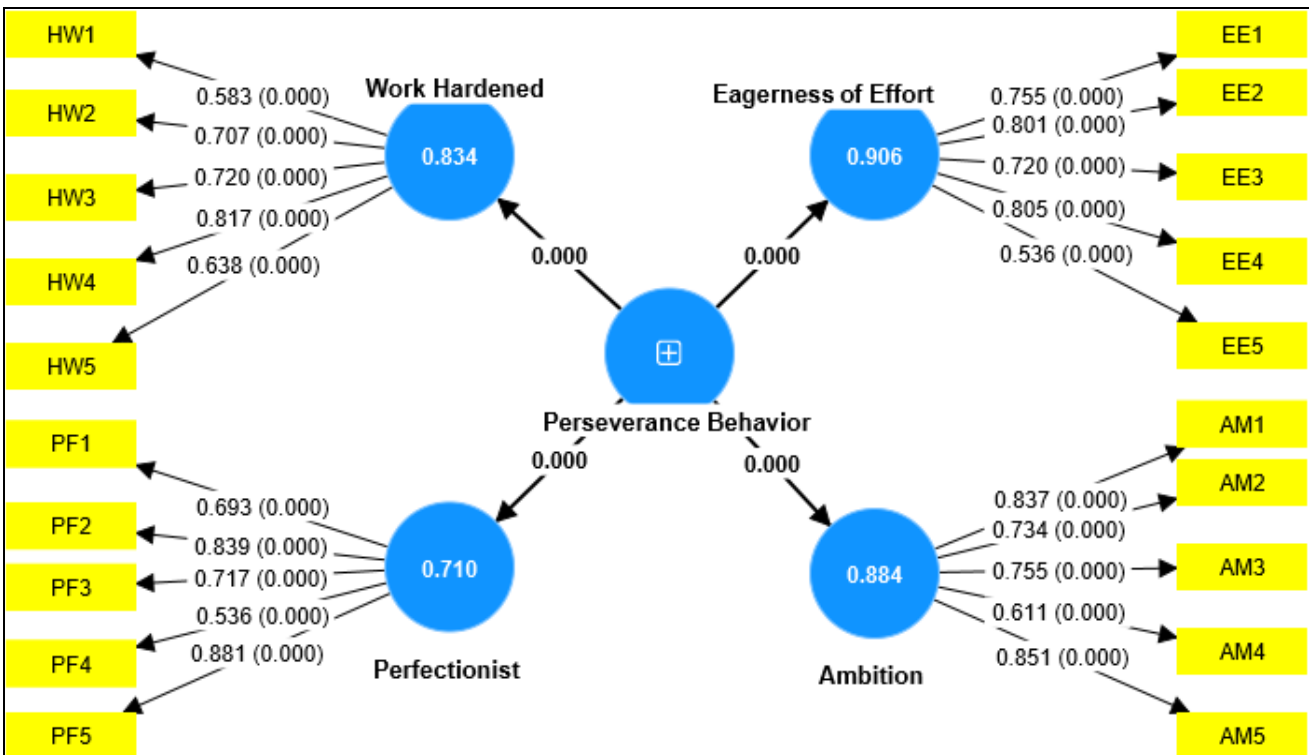


**Source:** Prepared by the researcher based on the outputs of SMART PLS

According to the figure (3), from which it is clear that the items of the differential Leadership dimensions all achieved acceptable saturation rates based on (P-value) ratios that achieved rates less than (0.05).

**4.5.2.3 Factor analysis of the items of the dimensions of perseverance behavior:** according to the figure (4), which displays the results of the stress factor analysis of the saturation rates and the level of significance of the items of the dimensions of perseverance behavior, which consists of four dimensions: Eagerness of effort (EE), Work hardened (HW), Ambition (AM), and Perfectionist (PF).

**Figure 4.** Factor analysis of the items of the dimensions of perseverance behavior



**Source:** Prepared by the researcher based on the outputs of SMART PLS

According to the figure (4), from which it is clear that the items of the dimensions of perseverance behavior all achieved acceptable saturation rates based on (P-value) ratios that achieved rates less than (0.05).

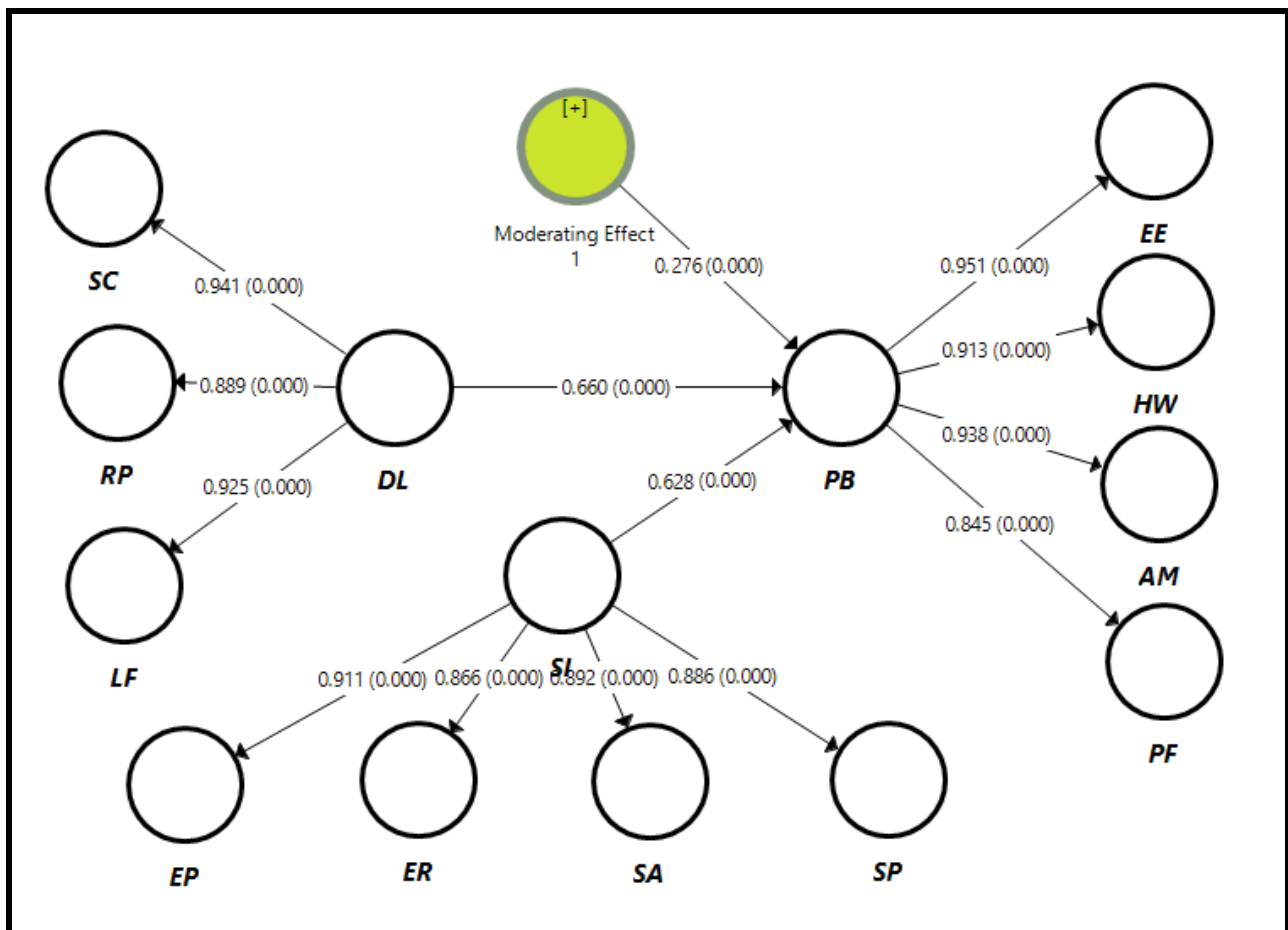
#### 4.5.3 Testing and analyzing the influence relationships of the research variables:

Regression analysis was used in the tests to determine the effect, and the level of significance (0.05) was used in the research to determine the significance of the effect. The (Beta) coefficient was used to determine the expected change of the independent variable in the dependent variable, as the calculated level of significance was compared with the level of significance the approved effect is (0.05) and the effect is considered significant if the calculated level of significance is smaller than the level of significance imposed by the researcher and vice versa, Below, table (5) and figure (5) show the effect relationship:

**Table 5.** Results of the effect relationship test

Independent variable	Dependent variable	$\beta$	T test	P value
Differential Leadership	Perseverance Behavior	.660	14.004	0.00
Moderating Effect	Perseverance Behavior	.276	7.789	0.00

**Figure 5.** Results of the effect relationship test



**Source:** Prepared by the researcher based on the outputs of SMART PLS

Based on the results of the influence relationships analysis, the hypotheses are discussed below:

**H1:** There is a positive and significant influence of Differential Leadership (DL) on Perseverance Behavior (PB): Figure (5) shows the results of the effect (Beta), and table (5) the results of testing the influence relationships.

This hypothesis stated that there is a significant influence of differential leadership on perseverance behavior, and it was found that there is a significant effect of (.66), which is significant based on the level of significance (0.00), according to these results, the hypothesis is accepted at the level of this study.

**H2:** There is a positive and significant impact of Differential Leadership (DL) on Perseverance Behavior (PB) through Social Innovation (SI): This hypothesis stated that there is a statistically significant influence relationship of social innovation on the interactive relationship between differential leadership and perseverance behavior, and the test results are according to the figure (5). The results showed that social innovation as an interactive variable affects by (0.27) the relationship between differential leadership and perseverance behavior, and this means that social creativity increases the positive influence between differential leadership and perseverance behavior, and that this influence is significant based on the level of significance achieved by the interactive dimension that reached (0.00), according to these results, the hypothesis is accepted at the level of this study.

## 5. CONCLUSIONS

The results of the research supported the hypotheses by analyzing the correlations and influence when the p-value is less than (0.05), and it was also found that the value of the mean of differential leadership is (3.44), which means that there is availability of differential leadership through the interaction of leaders in the clothing factory and the provision of support to subordinates with interest and communication and reducing inequality by giving promotion and rewards and providing the necessary job security by leniency to fault and not blaming them to make the subordinate able to work in a positive environment.

The mean of the perseverance behavior variable, where its value was (3.27), indicates that there is perseverance in work by subordinates, enthusiasm for effort, and the existence of creative ideas to organize administrative work in the factory. The mean of the interactive variable of social creativity is (3.15) which mean that there is innovation environment that supports the development and implementation of new ideas to serve the community and create cooperation to meet societal needs.

The results also showed that there is a positive effect by the differential leadership on the behavior of perseverance, where the value of the effect (beta) reached (.66), and also that there is a positive effect by the differential leadership on the behavior of perseverance through the interactive variable social innovation, where the value of the effect (beta) reached (.28), which means there are positive practices by the leaders of the clothing factory that resulted in productive and persistent behavior by subordinates through the availability of a creative environment capable of implementing the plans and vision of the factory focused on the economic environment of the institution and the economy in general.

الترجمة طويلة جدًا ولا يمكن حفظها.

## 6. RECOMMENDATION:

Through the results of the current research, the researcher recommends of important things, the first of which is seeking to enhance the differential leadership contributions towards restoring and attracting the working energies in the factory, which can be classified outside the inner circle, in order to benefit from them in developing the behavior of perseverance within the work, and thus creating a state of competition between subordinates inside and outside to provide their best and thus promote new ideas.

Also, neglecting social innovation and not paying attention to it within the factory will create determinants that limit the factory's ability to compete, and this was evident through the role of social innovation in strengthening the relationship between differential leadership and perseverance behavior at work, so the factory is in great need to provide financial support to employees and maternity leave In addition to giving people with disabilities and minorities opportunities to work inside the factory. As well as providing goods and services that include social values for the population and donating to

support health and education programs. All of this is sufficient to enhance leadership practices and create perseverance among workers at work.

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