

# The Role of Innovative Leadership in Enhancing Outstanding Human Resources Performance

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## ABSTRACT

*This research aims to explore the role of innovative leadership in enhancing the outstanding human resources performance. To address this objective, descriptive and analytical methods were employed. Data was collected via an electronic questionnaire distributed to a sample of employees at BNP Paribas Bank across various branches in Algeria. A total of 190 valid responses were obtained and analysed using SPSS.*

*The findings reveal that innovative leadership contributes significantly to improving the outstanding performance of human resources in several dimensions, including creativity and innovation, efficiency and productivity, professional and collaborative behaviour, as well as continuous learning and development behaviour. Moreover, innovative leadership emerges as a strategic driver for banks aspiring to strengthen their human capital and enhance competitiveness.*

*Based on these results, several recommendations were proposed. These include developing leaders' innovation skills, implementing supportive human resource practices, and fostering a culture that encourages experimentation, collaboration, and ongoing professional development.*

**KEYWORDS:** *Creativity and innovation, Efficiency and productivity, innovative leadership, learning and continuous development behaviour, outstanding performance, professional and collaborative behaviour.*

**JEL CLASSIFICATION:** *O30, M1, M12*

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## 1. INTRODUCTION

In an era marked by rapid technological change, intensified competition, and growing customer expectations, human resources have become a primary source of sustainable competitive advantage for organisations, particularly in knowledge intensive service sectors such as banking. Banks operating in dynamic environments must rely not only on robust financial and technological capabilities, but also on highly capable employees who can deliver superior service quality, adapt to continuous change, and contribute innovative solutions to complex problems (Ahmed & Siddiqui, 2020). Within this context, outstanding human resource performance reflected in exceptional levels of creativity, efficiency, professionalism, and continuous development emerges as a strategic necessity rather than a desirable option (Battour et al., 2021).

Leadership represents a central mechanism through which organisations shape the behaviors, attitudes, and capabilities of their human resources (Olkowicz et al., 2024). Traditional leadership approaches often emphasise control, stability, and adherence to established procedures; however, such approaches may be insufficient in environments characterised by

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uncertainty and the need for continuous innovation. Therefore, innovative leadership has gained increasing attention as a leadership style that combines visionary orientation, openness to change, and active support for creativity and experimentation. Innovative leaders create conditions that encourage employees to question existing routines, generate novel ideas, collaborate across boundaries, and take calculated risks in pursuit of organisational goals (Ercantan et al., 2024). In banking institutions, where service innovation, customer-centricity, and operational excellence are vital, such leadership practices can be particularly influential in shaping employee performance (Thakur, 2024).

Outstanding human resource performance goes beyond meeting basic job requirements or achieving average productivity. It encapsulates a set of behaviours and results that distinguish certain employees through their ability to deliver high-quality outputs, solve problems creatively, maintain professional and collaborative conduct, and engage in continuous learning and skill development (Alqarni et al., 2023). Employees who demonstrate outstanding performance contribute disproportionately to organisational success by enhancing service quality, improving process efficiency, and strengthening the institution's reputation in competitive markets (Kamna & Ilkhanizadeh, 2022). Consequently, understanding how leadership, especially innovative leadership, can foster and sustain such levels of performance has become a key concern for both scholars and practitioners in human resource management and organisational behavior (Arshad et al., 2024).

Despite the growing body of literature on leadership, innovation, and human resource outcomes, several limitations remain. Many existing studies focus on clarifying the theoretical foundations of innovative leadership or linking leadership to broad organisational outcomes such as innovation capability, competitive advantage, readiness for change, or general employee performance. While these contributions are valuable, they often do not provide a precise analysis of how innovative leadership shapes the specific dimensions of outstanding human resource performance, particularly in service industries like banking. Moreover, much of the empirical evidence has been generated in non Arab or Western contexts, with limited attention to multinational banks operating in Arab environments, where cultural, institutional, and organisational specificities may influence leadership performance relationships (Alomari & Al-Marzooqi, 2017).

The Algerian banking sector offers a particularly relevant context for examining these issues. In recent years, Algerian banks have faced pressures to modernise their operations, diversify their services, and strengthen their competitive position in a market that is gradually opening up to international actors. BNP Paribas Bank, as a major multinational institution operating in Algeria, must align global standards of performance and innovation with local market realities, regulatory frameworks, and workforce characteristics. In such a setting, innovative leadership can play a critical role in mobilising employees, fostering a culture of excellence, and translating strategic objectives into tangible performance outcomes at the individual level. However, empirical studies that examine the direct impact of innovative leadership on the distinct components of outstanding human resource performance in this specific context remain scarce.

Building on these considerations, the present study aims to investigate the role of innovative leadership in enhancing outstanding human resource performance from the perspective of employees at BNP Paribas Bank in Algeria. The study focuses on four key dimensions of outstanding performance: creativity and innovation, efficiency and productivity, professional and collaborative behavior, and learning and continuous development. Specifically, it

examines whether innovative leadership exerts a statistically significant impact on each of these dimensions, thereby clarifying the extent to which this leadership style can be considered a strategic lever for developing and sustaining outstanding human capital in the banking sector.

To achieve this aim, the research adopts a descriptive and analytical approach, relying on a structured questionnaire administered electronically to a sample of 190 employees working in various BNP Paribas branches across Algeria. The collected data are analysed using appropriate statistical techniques to test a set of hypotheses that link innovative leadership to each dimension of outstanding human resource performance. By focusing on a multinational bank within the Algerian context, the study seeks to provide context-specific empirical evidence that complements existing theoretical and international findings on innovative leadership and performance.

## 2. LITERATURE REVIEW

Leadership is defined as an individual's capacity to inspire, facilitate, or persuade others to contribute to the prosperity and efficiency of a company with which they are affiliated (House et al., 2006). Leadership is a social influence technique that optimises others' efforts to accomplish a goal. Leadership has nothing to do with titles and is not associated with seniority or a person's place in the organisational hierarchy. Furthermore, it is not the same as management. Positive attitudes, social and emotional intelligence, the capacity for lifelong learning, caution, bravery, decision making skills, subject-matter expertise, change management abilities, the capacity to take risks and innovate, the establishment of vision and strategy, the display of drive and purpose, the demonstration of ethics and integrity, and effective communication are just a few of the abilities and skills that typically characterise leaders (Blagoev & Yordanova, 2015). Leadership is the act of guiding and influencing people to work toward a common objective. This is not just about reaching a goal; it's about striving for organisational excellence. Outstanding leaders have a plan for their organisations. Everyone in the institution shares their vision of the ideal future, which influences the learning and teaching programs as well as the policies, priorities, strategies, and procedures that permeate the institution's daily operations (Amanchukwu et al., 2015). Therefore, leadership is the ability to positively influence others and guide them toward achieving the organisation's goals. A leader is considered a role model for their team, inspiring individuals to follow their guidance and emulate their behaviour. Therefore, leadership is not only about authority, but also a responsibility that requires integrity, vision, and commitment.

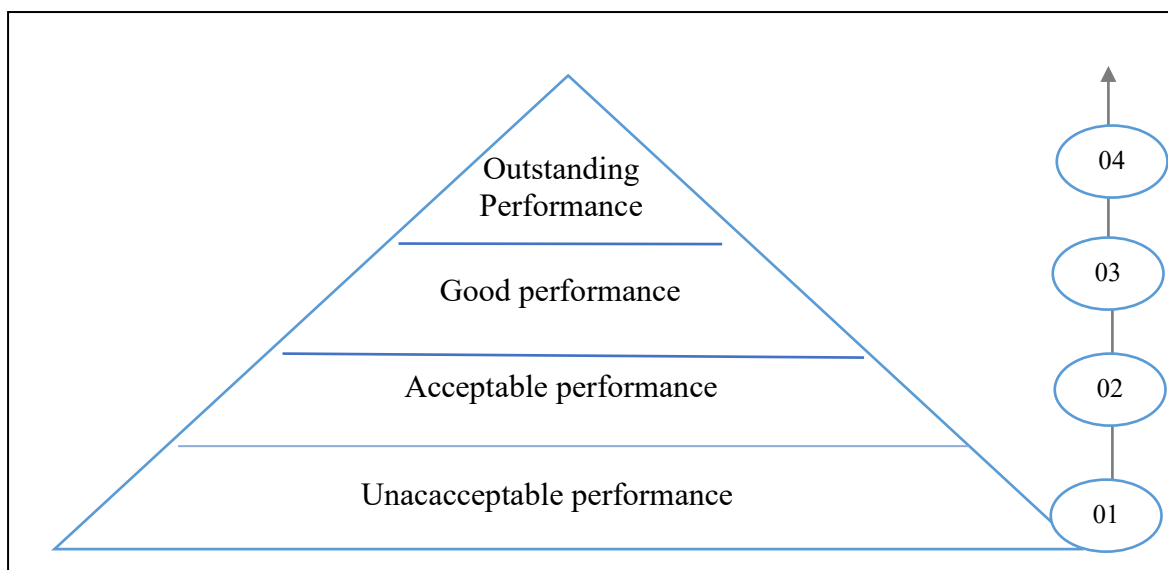
Innovation is a process that creates uniqueness by combining management, economics, science, and technology. It covers the full process from an idea's inception to its commercialisation via exchange, production, and consumption (Kogabayev & Maziliauskas, 2017). In another vision of searchers, innovation is an outcome, a process, and a mindset, where outcomes arise from an innovation process accentuated by mindset. (Kenneth, 2018). Innovation is the process of developing and applying new ideas; such as products, services, or methods; that lead to significant improvements in results, efficiency, effectiveness, or quality (Taylor, 2017). Based on the above, innovation is the process of developing a new concept or refining an old one in order to produce added value that benefits the organisation and helps to address issues that are either explicit or implicit.

Innovative leadership is the strategic application of innovation to catalyse fundamental change and resolve complex political, economic, social, technological, and environmental issues. The

ultimate purpose of this leadership is to proactively serve and fulfill the needs of stakeholders and society (Asim Şen, 2012). Innovative leaders combine knowledge of the past, awareness of the present, and foresight of the future to create a shared vision that drives political, social, economic, and technological change. They inspire and unite people by aligning values and aspirations, taking risks, and acting courageously to shape the future. Their success depends not only on their qualities; such as knowledge, skills, values, and talents; but also on followers and contextual factors (Asim Şen, 2012). Innovational leadership is defined as a collection of techniques and abilities that leaders cultivate to encourage innovative behaviours in their human resources on both an individual and group level, with a primary focus on enhancing their innovative outputs (Contreras et al., 2022). Thus, according to the aforementioned definitions, innovative leadership represents a style of leadership that is based on change, renewal, and experimentation, characterised by boldness in surpassing traditional methods, with a focus on continuous improvement.

The characteristics of innovative leadership can be grouped into personal and organisational features that together enable leaders to drive meaningful and sustainable change. At the personal level (Davis, 2019), an innovative leader demonstrates a genuine readiness for change, recognising that transformation demands energy, discipline, and patience, and accepting that initial discomfort is often a necessary phase before positive outcomes materialise. Such a leader refuses to settle for merely acceptable performance and instead continually strives for higher levels of excellence, setting ambitious goals that push them to search for new methods and invest additional effort to achieve superior results. They also deliberately build a supportive innovative community around them by surrounding themselves with individuals who possess diverse experiences and ideas, thereby increasing the likelihood of discovering creative solutions and novel approaches within a climate of mutual trust and effective collaboration. On the organisational side (Asrarudin, 2023), innovative leadership is reflected in a clear and firm vision that aligns the organisation's strategic objectives with the effective management of human resource competencies, which in turn raises the productivity of both individuals and the institution. It is equally grounded in partnership working, where leaders develop effective work teams, integrate employees' abilities with organisational goals, and treat human resources as true partners in the organisational process, fostering a team spirit oriented toward excellence and achievement. Furthermore, innovative leaders excel in managing uncertain and dynamic change by cultivating strong adaptive capabilities, flexibility, open-mindedness, and a deep understanding of organisational strengths and weaknesses, all while remaining anchored in core organisational values. Finally, they actively embody and promote creativity and innovation, recognising that inventive leadership and creative human resources are critical drivers of organisational competitiveness and that embedding these traits within the culture transforms creativity and innovation into fundamental value-added elements for long-term, sustainable success.

Performance is the combination of these two terms (effectiveness, efficiency). Since performance is defined as the institution's capacity to carry out its mission and accomplish its strategic objectives in an efficient and effective manner, it is essentially translated into the degree of goal achievement (Ghalem et al., 2016). Performance goes through graduated levels from the lowest to the highest, starting from weak or unacceptable performance, then acceptable or average performance, reaching good performance, then excellent performance, and finally outstanding performance that reflects the highest levels of efficiency and achievement. As shown in the following figure:



**Figure 1. Different levels of performance**

*Source:* Authors' elaboration

Furthermore; Outstanding performance is known by many terms, such as: distinguished performance, excellent performance, high performance, exceptional performance...etc. Which carry almost the same meaning.

Outstanding performance can be understood as an approach that emphasises creative output as a central dimension of creativity. It is reflected in the level of productivity, innovation and excellence in performance, where individuals not only complete tasks effectively, but also contribute unique and high-quality results that differentiate them from others. Thus, Outstanding performance reflects the capacity of an individual or organisation to execute assigned tasks with mastery, discipline, and precision, ensuring high quality without errors or deviations. It is further reinforced by management characterised by excellence, visionary leadership, and unique capabilities that generate unprecedented results. (Hassan, 2024). Based on the above; Outstanding performance often implies an extraordinary contribution that has a major impact and stands out notably from all others. An individual who demonstrates outstanding performance doesn't just do their job; they innovate, take remarkable initiatives, and inspire others.

Outstanding human resource performance is the outcome of making use of each person's unique set of abilities and skills to produce effective outcomes that help the company get a sizable competitive edge in the marketplace (Armstrong, 2014).

Outstanding human resources are distinguished from others by a set of interrelated characteristics and skills that allow them to create exceptional value for their organisations (Ennesraoui, 2017). They demonstrate a high level of cooperation that goes beyond simple teamwork, engaging in genuine collaboration that harnesses the diverse abilities, perspectives, and experiences of each team member to generate outcomes greater than the sum of individual contributions, particularly in solving problems and producing innovative ideas. They are also proficient in data analysis and HR technology, using HR information systems and other digital tools to collect, analyse, and interpret data, and relying on indicators such as employee turnover and the return on investment of training programs to make informed, evidence-based decisions that clearly demonstrate the contribution of HR to business performance. In addition, they exhibit strong time management skills, effectively organising,

prioritising, and executing tasks in a way that ensures organisational objectives are achieved on schedule while maintaining high standards of quality and productivity. Finally, outstanding human resources show marked flexibility and adaptability in the face of continuous changes in technology, labour regulations, and the broader business environment, remaining open to new ideas and well prepared to address unforeseen issues and manage organisational transformations, such as the implementation of new technologies or transitions to remote work.

Outstanding human resource performance can be understood through several key dimensions that together capture the quality of an individual's contribution to the organisation. First, creativity and innovation (Rustiawan et al., 2023), reflect the ability to generate original ideas, concepts, and solutions that are both novel and practically applicable across different contexts, which requires thinking beyond traditional frameworks, combining diverse elements, approaching challenges from new perspectives, and engaging in a process that involves critical thinking, exploring possibilities, testing ideas, and transforming them into valuable outcomes. Second, efficiency and productivity (Sang, 2024) refer to accomplishing tasks with high quality within specified time and cost constraints, where employees remain focused, use resources effectively, and manage to maximise output without compromising established standards. Third, professional and collaborative behaviour (Ouabi et al., 2024) is expressed through ethical behaviour, accountability, and discipline at work, alongside active participation in teamwork, effective communication, and the cultivation of positive relationships that promote cooperation and reinforce organisational harmony. Finally, learning and continuous development (Mustafa & Lleshi, 2024) denote a strong willingness to acquire new skills, adapt to changing conditions, and embrace growth opportunities, ensuring both personal advancement and a dynamic alignment between the employee's performance and the evolving needs of the organisation.

### **3. EMPIRICAL LITERATURE RELATED TO THE STUDY**

#### **3.1 Previous Studies**

Alharbi (2021) conducts a qualitative literature review aimed at clarifying the concept of innovative leadership by synthesising prior research on leadership and innovation, relying on academic articles and books rather than empirical field data with human or organisational samples. In this study, the "sample" consists of a corpus of scientific publications selected for their relevance to leadership, innovation, and innovative leadership, and the review concludes that innovative leadership is characterised by a combination of visionary orientation, support for creativity, openness to risk and experimentation, and active management of change, which collectively contribute to creating an organisational climate that fosters innovation, learning, adaptability, and improved performance.

The integrative review by Asrarudin (2023) examines studies published between 2012 and 2021 to explore how the personal characteristics of innovative leaders contribute to organisational competitive advantage. The authors identify three core competencies of innovative leaders: managerial, conceptual, and team building skills manifested in traits such as a clear and strong vision, integrity, partnership orientation, two-way communication, the ability to manage uncertainty, creative and innovative thinking, comprehensive problem solving, a positive and energetic mindset, and stable mental and physical health; these combined hard and soft competencies shape employees' innovative attitudes and behaviours, which in turn enhance productivity and strengthen organisational capabilities at different

managerial levels, thereby supporting the creation and sustainability of competitive advantage.

Alqudah et al. (2021) investigate how high performance human resource management (HP-HRM) practices influence employees' affective commitment, readiness for change, and individual performance within Jordanian banks. Using survey data from 510 employees and testing an integrated structural model, the study finds that HP-HRM practices significantly increase both affective commitment and readiness for change, that affective commitment further reinforces readiness for change, and that readiness for change in turn enhances individual performance, while hierarchical culture positively moderates the relationship between HP-HRM practices and affective commitment, highlighting the contextual role of organisational culture in shaping these dynamics.

### **3.2 Research Gap and Added Value**

Despite the growing body of research on innovative leadership and outstanding human resource performance, most existing studies either focus on clarifying the theoretical foundations of innovative leadership or link leadership and HR practices to broad outcomes such as innovation (Alharbi, 2021), competitive advantage (Asrarudin, 2023), readiness for change (Alqudah et al., 2021), or overall employee performance, without providing a precise analysis of their direct impact on outstanding human resource performance in the banking sector. Moreover, the majority of these works are theoretical in nature and conducted in broad international settings, while innovative leadership has not received sufficient attention as an independent variable in empirical studies carried out in Arab environments or in multinational banks such as BNP Paribas. Building on this gap, the present study seeks to address it through a field investigation based on a questionnaire administered to a sample of 190 employees from various BNP Paribas branches in Algeria, with the aim of examining the role of innovative leadership in enhancing outstanding human resource performance and providing context specific empirical evidence for a major international bank operating in the Algerian environment.

### **3.3 Research Hypothesis**

In line with the research aim and the identified gap, the present study formulates one main hypothesis and four sub-hypotheses regarding the impact of innovative leadership on outstanding human resource performance. The main hypothesis is stated as follows: There is a statistically significant impact of innovative leadership on outstanding human resource performance among employees of BNP Paribas Bank. To examine this relationship in greater depth, the following sub-hypotheses are proposed:

H1: There is a statistically significant impact of the innovative leadership on the creativity and innovation of human resources.

H2: There is a statistically significant impact of the innovative leadership on the efficiency and productivity of human resources.

H3: There is a statistically significant impact of the innovative leadership on the professional and collaborative behaviour of human resources.

H4: There is a statistically significant impact of the innovative leadership on the learning and continuous development behaviour of human resources.

## **4. METHODOLOGY**

### **4.1 Sample**

The study population consists of employees working at BNP Paribas Bank branches in Algeria. A non probability (convenience) sampling approach was adopted, and data were collected from 190 employees occupying different positions and working across various branches, which provides a heterogeneous view of perceptions regarding leadership and performance. This sample size is considered adequate for the purposes of regression-based analysis and allows for examining the relationships between innovative leadership and the dimensions of outstanding human resource performance.

### **4.2 Data collection**

Data were collected using a structured electronic questionnaire distributed to employees through internal communication channels of BNP Paribas Bank in Algeria. Participation was voluntary and anonymous, and respondents were informed about the academic purpose of the research and the confidentiality of their answers before filling out the questionnaire. The instrument was pre-tested on a small group of employees to ensure clarity of wording and to make minor adjustments before its large-scale administration.

### **4.3 Measures**

Innovative leadership was measured using a multi-item Likert type scale adapted from prior studies on innovative and transformational leadership, capturing aspects such as visionary orientation, support for creativity, openness to risk and experimentation, and active management of change. Outstanding human resource performance was operationalised through four dimensions: creativity and innovation, efficiency and productivity, professional and collaborative behaviour, and learning and continuous development, each assessed by several statements reflecting employees' behaviours and contributions in these areas. All items were rated on a five point Likert scale ranging from "strongly disagree" to "strongly agree", and reliability was assessed using Cronbach's alpha, with all constructs exceeding the minimum acceptable threshold of 0.60.

### **4.4 Analysis**

The collected data were coded and analysed using statistical software (SPSS), starting with descriptive statistics to summarise the characteristics of the respondents and the main study variables. Reliability and internal consistency of the scales were examined through Cronbach's alpha, followed by correlation analysis to explore the bivariate associations between innovative leadership and each dimension of outstanding human resource performance. Multiple regression analyses were then conducted to test the proposed hypotheses (H1–H4) and determine the extent to which innovative leadership predicts each component of outstanding performance.

## 5. RESULTS

### 5.1 Study Population, Sample, and Data Collection

**Table 1. Demographic Profile of the Sample (N = 190)**

Variable	Categories	Frequency (n)	Percentage (%)
Gender	Male	92	48,4%
	Female	98	51,6%
	<b>Total</b>	<b>190</b>	<b>100%</b>
Age Group	Less than 30 years	76	40,0%
	30 to 39 years	91	47,9%
	Over 40 years	23	12,1%
	<b>Total</b>	<b>190</b>	<b>100%</b>
Educational level	Technical	23	12,1%
	University	128	67,4%
	Postgraduate	39	20,5%
	<b>Total</b>	<b>190</b>	<b>100%</b>
Seniority	Less than 05 years	66	34,7%
	05 to 10 years	83	43,7%
	More than 10 years	41	21,6%
	<b>Total</b>	<b>190</b>	<b>100%</b>
The employment agency	Agency in the east	73	38,4%
	Agency in the west	41	21,6%
	Agency in the north	19	10,0%
	Agency in the south	20	10,5%
	Agency in the center	37	19,5%
	<b>Total</b>	<b>190</b>	<b>100%</b>

Source: elaborated by the authors based on SPSS outputs

It is evident from the table above that the sample size of the study reached 190 individuals out of the total employees of BNP Paribas Bank. The data indicates that the majority of the sample members are female, accounting for 51.6%, and their ages range between 30 and 39 years, which constitutes 47.9% of the total sample. It also appears that most participants hold university degrees (Bachelor's or Master's) at a rate of 67.4%. As for work seniority, the highest percentage of them have experience ranging between 5 and 10 years, accounting for 43.7%. The results also show that the majority of employees work in the bank agencies located in eastern Algeria.

### 5.2 Analysis of the extent of agreement on the dimensions of the study

#### 5.2.1 Analysis of the level of agreement on the dimension of innovative leadership

**Table 2. The attitudes of the sample individuals toward the Innovative leadership Variable**

The phrase	The arithmetic mean	Standard deviation	Coefficient of variation %	Degree of agreement	Ranking
1. My leader motivates me to propose and share new ideas.	3,56	1,08	30,33	High	10

The phrase	The arithmetic mean	Standard deviation	Coefficient of variation %	Degree of agreement	Ranking
2. He is inventive and values innovative approaches.	3,80	0,60	15,79	High	01
3. He supports experimenting with new methods, even if it involves some risks.	3,50	0,81	23,14	High	06
4. He provides the time and resources needed to test new approaches.	3,87	0,80	20,67	High	05
5. He gives me the freedom to make decisions within my responsibilities.	3,92	0,99	25,25	High	07
6. He promotes teamwork and the exchange of ideas among colleagues.	3,90	0,70	17,95	High	02
7. He values achievements and rewards efforts, both morally and materially.	3,39	0,68	20,06	High	04
8. He offers everyone opportunities for learning and training.	3,92	0,76	19,39	High	03
9. He sees mistakes as opportunities to learn rather than reasons for punishment.	3,50	0,89	25,43	High	08
10. He practices active listening and makes communication easy.	3,50	0,92	26,29	High	09
<b>Overall average</b>	<b>3,74</b>	<b>0,54</b>	-	-	-

*Source:* elaborated by the authors based on SPSS outputs

Based on the results presented in the table above, which includes the analysis of the first variable's statements on innovative leadership, the level of agreement across all statements is high. This is evidenced by the overall mean value of 3.74 and a standard deviation of 0.54, which indicates a high degree of consensus among the sample respondents regarding the variable's items. The highest rates of agreement were observed for the second and sixth statements, while the lowest values were recorded for the tenth and first statements.

### 5.2.2 Analysis of the level of agreement on the Creativity and Innovation dimension

**Table 3. The attitudes of the sample individuals toward**

The phrase	The arithmetic mean	Standard deviation	Coefficient of variation %	Degree of agreement	Ranking
1. I frequently suggest new ideas to enhance my work.	3,71	0,95	25,61	High	05
2. I actively seek practical solutions to the agency's challenges.	3,79	0,92	24,27	High	02
3. Some of my proposed ideas are applied or considered.	3,52	0,87	24,72	High	03
4. I can turn new ideas into tangible actions.	4,10	0,93	22,68	High	01
5. I work in a setting that supports creativity and new ideas.	3,88	0,97	25	High	04
<b>Overall average</b>	<b>3,88</b>	<b>0,71</b>	-	-	-

*Source:* elaborated by the authors based on SPSS outputs

Based on the results presented in the table above, which includes the analysis of the statements pertaining to the first dimension (of the second variable) on HR creativity and innovation, the level of agreement across all items is high. This is supported by the overall mean value of 3.88 and a standard deviation of 0.71, which clearly indicates a high degree of consensus among the sample respondents on the statements of this first dimension. The highest rate of agreement was recorded for the fourth statement, whereas the lowest value was observed for the first statement.

### 5.2.3 Analysis of the level of agreement on the Efficiency and Productivity dimension

**Table 4. The attitudes of the sample individuals toward the Efficiency and Productivity dimension**

The phrase	The arithmetic mean	Standard deviation	Coefficient of variation %	Degree of agreement	Ranking
1. I complete my daily tasks effectively and with high quality.	3,75	1,10	29,33	High	05
2. I consistently meet deadlines for assigned tasks.	3,96	0,95	23,99	High	02
3. I use available resources efficiently to achieve optimal results.	3,56	0,84	23,60	High	01
4. I have the ability to work under pressure.	3,94	1,04	26,40	High	04
5. I regularly assess my performance and outcomes.	3,85	0,96	24,94	High	03
<b>Overall average</b>	<b>3,86</b>	<b>0,82</b>	-	-	-

*Source:* elaborated by the authors based on SPSS outputs

Based on the results presented in the table above, the analysis of the statements pertaining to the second dimension, focused on HR efficiency and productivity, indicates a high level of agreement across all items. This finding is supported by an overall mean value of 3.86 and a standard deviation of 0.82, which clearly confirms a high degree of consensus among the sample respondents regarding the statements of this dimension. The highest rate of agreement was recorded for the third statement, whereas the lowest value was observed for the first statement.

#### 5.2.4 Analysis of the level of agreement on the Collaborative Behavior dimension

**Table 5. The attitudes of the sample individuals toward the**

The phrase	The arithmetic mean	Standard deviation	Coefficient of variation %	Degree of agreement	Ranking
1. I maintain good relationships with my coworkers.	3,86	1,07	27,72	High	02
2. I exchange knowledge with other departments to solve problems faster and more efficiently.	3,81	1,09	28,61	High	04
3. My team fosters open communication and mutual respect.	3,93	1,01	25,70	High	01
4. I care about collaborating with my colleagues at work to accomplish tasks.	3,71	1,12	30,19	High	05
5. I share my expertise and professional skills with colleagues.	3,88	1,08	27,84	High	03
<b>Overall average</b>	3,96	0,94	-	-	-

*Source:* elaborated by the authors based on SPSS outputs

The analysis of the statements comprising the third dimension, which measures the collaborative behavior of Human Resources, demonstrates a high level of agreement across all items. This conclusion is reinforced by the overall mean value of 3.96 and a standard deviation of 0.94, confirming a strong degree of consensus among the sample respondents regarding this dimension's indicators. The third statement received the highest rate of agreement, while the fourth statement registered the lowest value.

#### 5.2.5 Analysis of the level of agreement on the Learning and Continuous Development Behavior dimension

**Table 6. The attitudes of the sample individuals toward the Learning and Continuous Development Behavior dimension**

The phrase	The arithmetic mean	Standard deviation	Coefficient of variation	Degree of agreement	Ranking
1. I actively participate in training sessions to gain new skills.	4,13	0,99	23,97	High	01

The phrase	The arithmetic mean	Standard deviation	Coefficient of variation	Degree of agreement	Ranking
2. I take time to stay updated on the latest developments in my field.	3,88	1,00	25,77	High	02
3. I keep up with changes in my field and apply them in my work.	3,81	1,01	26,51	High	03
4. I use lessons from past experiences to enhance my performance.	4,14	1,99	48,07	High	05
5. I am encouraged by managers to attend training and development programs.	4,05	1,14	28,15	High	04
<b>Overall average</b>	4,14	0,84	-	-	-

Source: elaborated by the authors based on SPSS outputs

The findings from the third dimension, which evaluates the Learning and Continuous Development behaviour of Human Resources, indicate a highly positive response. This conclusion is strongly supported by an overall mean value of 4.14 and a standard deviation of 0.84, confirming a robust level of consensus among the sample respondents concerning the dimension’s indicators. The highest rate of agreement was specifically observed for the first statement, while the fourth statement recorded the lowest value.

### 5.3 Testing the study hypotheses

#### 5.3.1 Testing the first sub-hypothesis

H0: There is no statistically significant effect of innovative leadership on the creativity and innovation of human resources at BNP paribas Bank from the perspective of the study sample at the significance level ( $\alpha \leq 0.05$ ).

H1: There is a statistically significant effect of innovative leadership on the creativity and innovation of human resources at BNP Paribas Bank from the perspective of the study sample at the significance level ( $\alpha \leq 0.05$ ).

To answer this hypothesis, we will rely on simple linear regression analysis, where the null hypothesis is rejected if the significance level is less than or equal to 0.05, and the results are as follows.

**Table 7. Results of the simple linear regression test on the impact of innovative leadership on creativity and innovation of HR**

Creativity and Innovation of HR	Innovative leadership						
	Correlation coefficient R	Determinant R <sup>2</sup>	Adjusted R-squared	Standard error	Regression coefficient	F calculated	Significance level (sig)
	0,71	0,52	0,51	0,15	1,643 0,541	201,530	0,000*

Source: elaborated by the authors based on SPSS outputs

The regression results confirm the model validity and a strong positive relationship (71%) between the variables. The Coefficient of Determination ( $R^2 = 0.52$ ) indicates that 52% of the changes in the creativity and innovation of human resources are due to innovative leadership, while 48% is attributed to other variables not included in the study model. The regression function ( $y = 1.643 + 0.45x$ ) shows that a one unit increase in Innovative Leadership results in a 0.45 unit increase in creativity and innovation of human resources. Furthermore, the calculated F value (201.530) confirms the statistical significance of the effect, which is greater than the tabulated (F) value and is considered statistically significant (0.05).

Based on the previous results, we reject the null hypothesis and accept the alternative hypothesis, meaning there is a statistically significant effect ; The innovative leadership on the creativity and innovation of human resources in the bank under study from the perspective of the study sample at the level significance level ( $\alpha \leq 0.05$ )

### 5.3.2 Testing the second sub-hypothesis

H0: There is no statistically significant effect of innovative leadership on the efficiency and productivity of human resources at BNP paribas Bank from the perspective of the study sample at the significance level ( $\alpha \leq 0.05$ ).

H1: There is a statistically significant effect of innovative leadership on the efficiency and productivity of human resources at BNP Paribas Bank from the perspective of the study sample at the significance level ( $\alpha \leq 0.05$ ).

To answer this hypothesis, we will rely on simple linear regression analysis, where the null hypothesis is rejected if the significance level is less than or equal to 0.05, and the results are as follows.

**Table 8. Results of the simple linear regression test on the impact of innovative leadership on efficiency and productivity of HR**

Efficiency and Productivity of HR	Innovative leadership						
	Correlation coefficient R	Determinant $R^2$	Adjusted R-squared	Standard error	Regression coefficient	F calculated	Significance level (sig)
	0,82	0,68	0,67	0,10	1,666 0,538	399,760	0,000*

*Source:* elaborated by the authors based on SPSS outputs

The regression results confirm the model validity and a strong positive relationship (82%) between the variables. The Coefficient of Determination ( $R^2 = 0.68$ ) indicates that 68% of the changes in the efficiency and productivity of human resources are due to innovative leadership, while 32% is attributed to other variables not included in the study model. The regression function ( $y = 1.666 + 0.53x$ ) shows that a one unit increase in Innovative Leadership results in a 0.53 unit increase in efficiency and productivity of human resources. Furthermore, the calculated F value (399.760) confirms the statistical significance of the effect which is greater than the tabulated (F) value and is considered statistically significant (0.05).

Based on the previous results, we reject the null hypothesis and accept the alternative hypothesis, meaning there is a statistically significant effect; The innovative leadership on the efficiency and productivity of human resources in the bank under study from the perspective of the study sample at the level significance level ( $\alpha \leq 0.05$ )

### 5.3.3 Testing the third sub-hypothesis

H0: There is no statistically significant effect of innovative leadership on collaborative behaviour of human resources at BNP paribas Bank from the perspective of the study sample at the significance level ( $\alpha \leq 0.05$ ).

H1: There is a statistically significant effect of innovative leadership on collaborative behaviour of human resources at BNP Paribas Bank from the perspective of the study sample at the significance level ( $\alpha \leq 0.05$ ).

To answer this hypothesis, we will rely on simple linear regression analysis, where the null hypothesis is rejected if the significance level is less than or equal to 0.05, and the results are as follows.

**Table 9. Results of the simple linear regression test on the impact of innovative leadership on collaborative behaviour of HR**

Collaborative Behaviour of HR	Innovative leadership						
	Correlation coefficient R	Determinant R <sup>2</sup>	Adjusted R-squared	Standard error	Regression coefficient	F calculated	Significance level (sig)
	0,60	0,36	0,63	0,13	2,378 0,345	108,074	0,000*

*Source:* elaborated by the authors based on SPSS outputs

The regression results confirm the model validity and a strong positive relationship (60%) between the variables. The Coefficient of Determination ( $R^2 = 0.36$ ) indicates that 36% of the changes in the collaborative behaviour of human resources are due to innovative leadership, while 64% is attributed to other variables not included in the study model. The regression function ( $y = 2.378 + 0.34x$ ) shows that a one unit increase in Innovative Leadership results in a 0.34 unit increase in collaborative behaviour of human resources. Furthermore, the calculated F value (108.074) confirms the statistical significance of the effect, which is greater than the tabulated (F) value and is considered statistically significant (0.05).

Based on the previous results, we reject the null hypothesis and accept the alternative hypothesis, meaning there is a statistically significant effect; The innovative leadership on the collaborative behaviour of human resources in the bank under study from the perspective of the study sample at the level significance level ( $\alpha \leq 0.05$ )

### 5.3.4 Testing the forth sub-hypothesis

H0: There is no statistically significant effect of innovative leadership on the learning and continuous development behaviour of human resources at BNP paribas Bank from the perspective of the study sample at the significance level ( $\alpha \leq 0.05$ ).

H1: There is a statistically significant effect of innovative leadership on the learning and continuous development behaviour of human resources at BNP Paribas Bank from the perspective of the study sample at the significance level ( $\alpha \leq 0.05$ ).

To answer this hypothesis, we will rely on simple linear regression analysis, where the null hypothesis is rejected if the significance level is less than or equal to 0.05, and the results are as follows.

**Table 10. Results of the simple linear regression test on the impact of innovative leadership on learning and continuous development behaviour of HR**

Learning and Continuous Development Behaviour of HR	Innovative leadership						
	Correlation coefficient R	Determinant R <sup>2</sup>	Adjusted R-squared	Standard error	Regression coefficient	F calculated	Significance level (sig)
	0,61	0,37	0,37	0,15	2,124 0,392	113,668	0,000*

Source: elaborated by the authors based on SPSS outputs

The regression results confirm the model validity and a strong positive relationship (61%) between the variables. The Coefficient of Determination ( $R^2= 0.37$ ) indicates that 37% of the changes in the learning and continuous development behaviour of human resources are due to innovative leadership, while 63% is attributed to other variables not included in the study model. The regression function ( $y = 2.124 + 0.39x$ ) shows that a one unit increase in Innovative Leadership results in a 0.39 unit increase in learning and continuous development behaviour of human resources. Furthermore, the calculated F value (113.668) confirms the statistical significance of the effect, which is greater than the tabulated (F) value and is considered statistically significant (0.05).

Based on the previous results, we reject the null hypothesis and accept the alternative hypothesis, meaning there is a statistically significant effect; The innovative leadership on the learning and continuous development behaviour of human resources in the bank under study from the perspective of the study sample at the level significance level ( $\alpha \leq 0.05$ )

### 5.3.5 Testing the principal hypothesis

H0: There is no statistically significant effect of innovative leadership on outstanding human resources performance at BNP paribas Bank from the perspective of the study sample at the significance level ( $\alpha \leq 0.05$ ).

H1: There is a statistically significant effect of innovative leadership on outstanding human resources performance at BNP Paribas Bank from the perspective of the study sample at the significance level ( $\alpha \leq 0.05$ ).

To answer this hypothesis, we will rely on simple linear regression analysis, where the null hypothesis is rejected if the significance level is less than or equal to 0.05, and the results are as follows.

**Table 11. Results of the simple linear regression test on the impact of innovative leadership on outstanding human resources performance**

Outstanding Performance of HR	Innovative leadership						
	Correlation coefficient R	Determinant R <sup>2</sup>	Adjusted R-squared	Standard error	Regression coefficient	F calculated	Significance level (sig)
	0,80	0,65	0,65	0,13	1,310 0,615	351,573	0,000*

Source: elaborated by the authors based on SPSS outputs

The regression results confirm the model validity and a strong positive relationship (80%) between the variables. The Coefficient of Determination ( $R^2 = 0.65$ ) indicates that 65% of the changes in the outstanding human resources performance are due to innovative leadership, while 35% is attributed to other variables not included in the study model. The regression function ( $y = 1.310 + 0.61x$ ) shows that a one unit increase in Innovative Leadership results in a 0.61 unit increase in outstanding human resources performance. Furthermore, the calculated F value (351.573) confirms the statistical significance of the effect, which is greater than the tabulated (F) value and is considered statistically significant (0.05).

Based on the previous results, we reject the null hypothesis and accept the alternative hypothesis, meaning there is a statistically significant effect; The innovative leadership in outstanding human resources performance in the bank under study from the perspective of the study sample at the level significance level ( $\alpha \leq 0.05$ )

## 6. DISCUSSION

The data was analysed using simple linear regression to determine the influence of innovative leadership on the dimensions of outstanding human resource performance at BNP Paribas. The findings revealed that all four dimensions were significantly affected by innovative leadership, with varying levels of explained variance.

The strongest effect was observed for the efficiency and productivity dimension, where innovative leadership accounted for 68% of the variance. This result highlights the importance of leadership practices that enhance task performance, resource utilisation, and overall operational efficiency.

Following this, the impact on outstanding overall HR performance reached 65%, confirming that innovative leadership plays a central role in driving excellence, initiative, and high quality outcomes among employees.

The effect on creativity and innovation reached 52%, indicating that leadership behaviours that encourage experimentation, idea sharing, and constructive risk-taking contribute substantially to enhancing employees' ability to generate new and practical solutions.

Subsequently, the effect on learning and continuous development behaviour accounted for 37% of the variance, reflecting the role of leadership in motivating employees to acquire new skills, follow industry developments, and apply new knowledge in their daily tasks.

Lastly, innovative leadership explained 36% of the variance related to collaborative behaviour, demonstrating that leadership contributes to encouraging teamwork, communication, and interpersonal cooperation, although other organisational factors may also influence this dimension.

Overall, the results confirm that innovative leadership significantly shapes the key indicators of outstanding human resource performance, reinforcing its strategic value within BNP Paribas.

## 7. CONCLUSIONS

The findings of this study confirm that innovative leadership plays a decisive role in enhancing outstanding human resource performance within BNP Paribas. All examined dimensions; creativity and innovation, efficiency and productivity, collaborative behaviour,

and learning and continuous development were significantly influenced by leadership practices that foster initiative, autonomy, and continuous improvement. By explaining a substantial proportion of the variance in overall HR performance, innovative leadership emerges as a strategic lever for achieving excellence and reinforcing organisational competitiveness in an increasingly dynamic banking environment.

Building on these findings, this study highlights several managerial implications. Promoting a culture of innovation through idea sharing, experimentation, and constructive risk taking appears essential for stimulating creativity and sustaining high levels of employee performance. In parallel, developing leadership capabilities, particularly in areas such as creativity, digital transformation, and change management, enables leaders to more effectively translate strategic objectives into operational performance outcomes. Furthermore, enhancing employee empowerment by granting greater autonomy and supporting bottom-up initiatives contributes to higher engagement and innovation capacity.

The results also underscore the importance of investing in continuous learning and professional development to ensure that employees' skills remain aligned with evolving organisational needs. Strengthening collaborative practices, including teamwork and cross-departmental communication, further amplifies the positive impact of innovative leadership on performance. In addition, the adoption of advanced HR technologies, such as HR analytics and integrated information systems, supports more informed and data-driven decision-making processes. Finally, implementing well-designed incentive systems that reward creativity, productivity, and professional excellence reinforces the behaviours associated with outstanding human resource performance.

Overall, this study contributes to the growing body of literature by demonstrating that innovative leadership is not merely a complementary managerial approach, but a central driver of sustainable performance in the banking sector. It provides empirical evidence from a real organisational context, highlighting how leadership practices can shape human capital outcomes in a rapidly evolving environment. Future research could extend these findings by exploring comparative analyses across different banking institutions or sectors, as well as by examining the long-term impact of innovative leadership on organisational resilience and digital transformation. In this sense, fostering innovative leadership represents a critical pathway for organisations seeking to navigate complexity and maintain a competitive advantage in the face of ongoing change.

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