

## The Role of Exemplary Leadership Practices in Employee Passion at Work Through the Mediating Role of Health Supporting Leadership: Applied Study

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**Abstract:** The purpose of the current research is to measure the role of Exemplary leadership practices, represented by (Model Way, Inspire a Shared Vision, Challenge Process, Enable Others to Act, Encourage Heart), in employee passion at work, represented by (Harmonious Passion, Compulsive Passion), through the mediating role of health-promoting leadership among a sample of faculty members in government colleges in Al-Qadisiya Governorate, which included colleges of Al-Qadisiya University and consisted of (12) studied colleges, colleges of Imam Kadhim, colleges of Polytechnic- Al-Qadisiya. This objective was formulated from the posed problem, which was represented by the question (Is there a role for Exemplary leadership practices in employee passion at work through the mediating role of health-promoting leadership among concerned faculty members?), and to measure the levels of research variables, the descriptive analytical method based on the questionnaire tool was adopted, which represents the main axis through which the necessary data for analysis can be collected. Accordingly, the research sample included faculty members of these colleges, and (400) questionnaires were distributed, of which (376) were retrieved, with (13) being defective, and (363) being valid for analysis, which indicates the cooperation of the colleges in responding to the questionnaire, showing a response rate of (90.75%). To interpret the results The research primarily relied on two packages, namely (SPSS&AMOS.V.26), for extracting results and testing hypotheses and coefficients in the practical aspect. As a result, the findings revealed the existence of a Mediating effect of health-promoting leadership support between Exemplary leadership practices and employee passion at work. This contributed to a value congruence between the requirements of the colleges and the faculty members, which motivated the selected sample to build a strong identity to preserve its employees. The research also drew several recommendations, the foremost of which was the necessity for the studied colleges to focus on developing specialized training programs in Exemplary leadership practices, which requires establishing mechanisms to improve leaders' skills and

enhance their ability to effectively support faculty members.

**Key words:** Exemplary Leadership, Employee Passion, Health Supporting Leadership, Government Colleges.



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## Introduction

Exemplary leadership practices are fundamental factors that influence employee passion at work, as health-supporting leadership plays a crucial role in fostering this passion, especially in academic work environments such as government colleges (Adjognon et al., 2023:601), since employee passion at work is a critical factor that contributes to achieving high performance and improving the quality of education, which positively impacts learning outcomes and interaction among faculty members (Faluyi & Mboga, 2025:68), and within this context, effective leadership requires a deep understanding of the needs of faculty members and providing a work environment that supports their mental and physical health, which contributes to enhancing their passion and loyalty to the educational institution (Hammoudi Halat et al., 2023:4429).

In addition, health Supporting Leadership strategies, such as emotional and psychological support for faculty, are emphasized as they help faculty members cope with day-to-day challenges that may lead to decreased passion for work (Yue, 2023: 98). Leaders who practice exemplary leadership understand the importance of consistent motivation and positive reinforcement, further cementing the attachment of faculty members to their work and motivating them to innovate and be creative (Sulpakar et al., 2022: 83). Hence, it is necessary to explore how these practices influence employee passion by examining the relationships between health Supporting Leadership and Exemplary leadership practices (Xiao et al., 2022: 302).

Since the academic context is a significant factor that influences the experience of faculty members (Maswanku, 2024:117), leadership practices that support the mental health of faculty members create a positive work environment, reduce stress and anxiety levels, and promote creativity and active participation (Wu et al., 2021:926), thus, one of the major axes government colleges should adopt to achieve their educational goals is to focus on employee passion at work through health-supporting leadership (Jacob et al., 2025:205).

From another perspective, it necessitates examining internal and external factors impacting employee passion at work, such as organizational culture, academic climate, and leadership style (Reyaz, 2024: 340), as previous literature suggests that leaders with effective communication skills and a transformative leadership style tend to foster motivating work environments, which leads to driving faculty members towards their passion in work (Eduzor, 2024: 17), and therefore, understanding how these factors interplay with health-supporting leadership practices can be leveraged to enhance academic performance and attain the strategic objectives of government colleges (Hardy et al., 2025: 1431).

This study indicates that Exemplary leadership practices can contribute to the improvement of academic work environment by increasing employee passion at work through health-supporting leadership, which is a significant step toward the improvement of the work environment of the government colleges, and exploring these relationships can bring about favorable results that lead to the development of government colleges and the improvement of educational quality, which refers to the outputs of the college and the reputation of the educational institution.

## **Part One: Research Methodology**

### **First: The Problem of Research**

Many government colleges lack effective leadership strategies that support the mental and physical health of faculty members (Dorris et al., 2021: 296), and although employee passion is important for achieving high performance and improving the quality of education, many faculty members suffer from low levels of passion due to work pressures and daily challenges, which leads to decreased interaction and innovation in their academic environments (Owhor, 2025: 23). While previous research has shown that health-supporting leadership serves as a critical mediator for employee passion, there is a need for research that examines how these practices impact the reality on the ground in government colleges (Hur et al., 2024:16982). Since employee passion at work may be eroded by the lack of clear and health-oriented exemplary leadership practices and may impact the academic climate and faculty satisfaction (Jones et al., 2023:475), and organizational culture and existing leadership orientations in government colleges are potential factors that shape employee passion, where faculty may experience insufficient recognition and support to realize their academic goals (Aulia et al., 2025:27), the study of how health-supporting leadership improves employee passion is an important topic to investigate (Dorris et al., 2022:311).

Alternatively, good mental health leadership is perceived as an underlying factor in increasing employee engagement, with leaders who engage in these practices being more able to inspire faculty members to achieve their academic goals (Peethambaran and Naim, 2023:545). However, the factors that mediate this relationship such as academic demands and work environment are not yet well understood. (Jansen van Vuuren et al., 2022:3). Emphasizing these factors and how they interact can help to devise strategies that can increase employee passion (Faluyi & Mboga, 2025:66). Consequently, the need arises for a thorough examination of the antecedents to the relationship between health-supporting leadership and employee passion at work to provide insights into effective strategies to enhance academic work environments, which would not only increase employee passion but would also improve academic outputs. Therefore, the research problem can be formulated as an important question: (Is there a role for Exemplary leadership practices in employee passion at work through the mediating role of health-supporting leadership among concerned faculty members?), and to address the raised problem, appropriate solutions must be proposed for the following questions:

1. What is the role of Exemplary leadership practices in enhancing employee passion at work among faculty members in government colleges?
2. How does health Supporting Leadership impact employee passion at work?
3. How can academic work environments be improved to foster Harmonious Passion and engagement among faculty members?
4. What challenges do faculty members face in achieving their Harmonious Passion and engagement under current leadership?

### **Second: The Importance of Research**

The role of research in highlighting the importance of Exemplary leadership practices in enhancing employee passion at work with multiple dimensions and how health Supporting Leadership impacts faculty performance in government colleges are well acknowledged as the research in this area contributes to understanding the relationship between employee passion and faculty performance in terms of academic performance which can help in developing effective leadership practices to improve the quality of education and faculty satisfaction with their jobs. Therefore, the purpose of this study is to develop a theoretical and practical framework to guide the development of leadership practices in educational institutions.

This research improves the body of knowledge about factors influencing employee passion and can lead to a better understanding of how to enhance work environments with health-supporting leadership. Exploring the influence of leadership on job passion can help identify best practices for leadership based on health-supporting methods for faculty members, thereby enhancing academic performance, which fortifies the reputation of government colleges and enhances the ability to attract outstanding educational talent. Thus, this research represents a key step toward the development of strategies for enhancing academic performance.

Moreover, the research also helps alleviate some of today's concerns with academic stress and faculty burnout, which will further increase the connection between leadership and employee passion by providing standardized tools for leaders to understand the needs of their employees so they can create the work environment that supports innovation and creativity to enhance student outcomes and develop curricula.

This study is also relevant to organizational culture in government colleges, and how a work culture that fosters passion and institutional loyalty can be built through the positive interaction of leadership and faculty members that reinforce a sense of belonging and the ability to achieve academic goals, thereby accomplishing the vision of the educational institution and its strategic goals.

### **Third: The Objectives of the Research**

The purpose of the current research is to measure the role of Exemplary leadership practices, represented by (Model Way, Inspire a Shared Vision, Challenge Process, Enable Others to Act, Encourage Heart), in employee passion at work, represented by (Harmonious Passion, Compulsive Passion), through the mediating role of health Supporting Leadership among a sample of faculty members in government colleges in the province of Qadisiya. The research also aims to identify the factors that contribute to enhancing Harmonious Passion and its utilization, and how effective leadership practices can contribute to improving the academic work environment. Through this objective, the research will be able to provide strategic insights on how to develop leadership methods that support mental and physical health, which positively impacts employee passion. The research aims to achieve several sub-objectives:

1. Identifying the role of Exemplary leadership practices in enhancing employee passion at work among faculty members in government colleges.
2. Measuring the impact of health Supporting Leadership on employee passion at work.
3. Explaining the device for improving moot work environments to improve Harmonious Passion and its use among faculty memberships.
4. Identifying the tests faced by faculty members in attaining their professional ambitions under the present leadership.

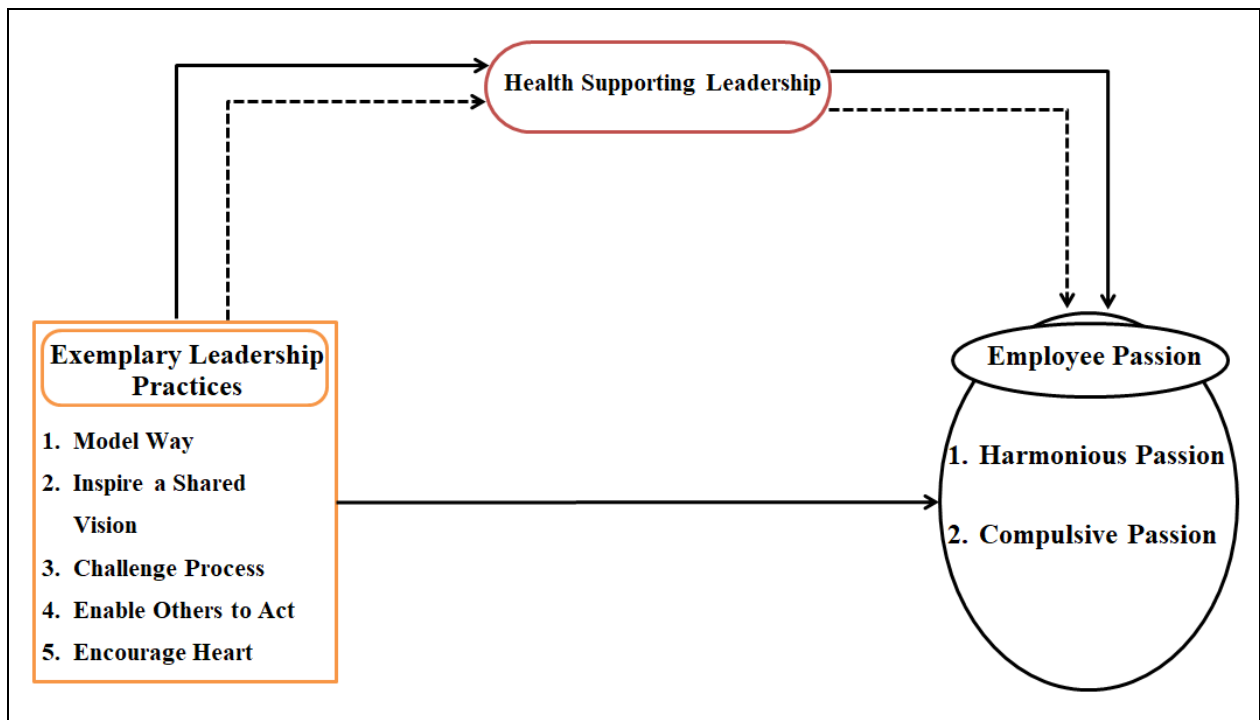
### **Fourth: The Hypothetical Scheme and Development of Hypotheses**

The process of classifying the research problem, location its objectives, and stress its importance to society and academic circles needs understanding the best ways to speech this problem and achieve the wanted goals. Therefore, it is vital to develop a theoretical model that reproduces the variables connected to the study:

**Independent variable:** Represented by Exemplary leadership practices, measured by five dimensions which are (Model Way, Inspire a Shared Vision, Challenge Process, Enable Others to Act, Encourage Heart).

**Mediating variable:** Includes health Supporting Leadership, measured as a one-dimensional variable.

**Dependent variable:** Encompasses employee passion at work, measured through two dimensions which are (Harmonious Passion, Compulsive Passion).



**Figure (1) is the hypothetical research diagram**

And through Figure (1), several hypotheses can be developed, which are:

**H1: There is a meaningful correlation between Exemplary leadership practices and health Supporting Leadership, and consequently:**

1. There is a meaningful correlation between Model Way and health Supporting Leadership
2. There is a semantic relationship between Inspire a Shared Vision and health Supporting Leadership
3. There is a semantic relationship between Challenge Process and health Supporting Leadership
4. There is a semantic relationship between Enable Others to Act and health Supporting Leadership
5. There is a semantic relationship between Encourage Heart and health Supporting Leadership

**H2: There is a meaningful relationship between Exemplary leadership practices and employee passion at work, and it extends to:**

1. There is a meaningful relationship between Model Way and employee passion at work in its aspects.
2. There is a meaningful relationship between Inspire a Shared Vision and employee passion at work in its aspects.
3. There is a meaningful relationship between Challenge Process and employee passion at work in its aspects.
4. There is a meaningful correlation between Enable Others to Act and employee passion at work.
5. There is a meaningful correlation between Encourage Heart and employee passion at work.

**H3: There is a meaningful correlation between health Supporting Leadership and employee passion at work, and it extends to:**

1. There is a meaningful correlation between health Supporting Leadership and Harmonious Passion.
2. There is a semantic relationship between health Supporting Leadership and Compulsive Passion.

**H4: Exemplary leadership practices have a semantic effect on health Supporting Leadership, from which it follows:**

1. Model Way has a semantic effect on health Supporting Leadership.
2. Inspire a Shared Vision has a semantic effect on health Supporting Leadership.
3. There is an emotional effect of the Challenge Process on health Supporting Leadership.
4. There is an emotional effect of the Enable Others to Act on health Supporting Leadership.
5. There is an emotional effect of the Encourage Heart on health Supporting Leadership.

**H5: There is an emotional effect of health Supporting Leadership on employee passion at work, and it branches out:**

1. There is an emotional effect of Health Supporting Leadership in Harmonious Passion.
2. There is an emotional effect of Health Supporting Leadership in Compulsive Passion.

**H6: There is an emotional effect of Exemplary leadership practices on employee passion at work through the mediating role of Health Supporting Leadership.**

#### **Fifth: Research Sample**

The research community in the government colleges of Al-Qadisiya governorate, which was represented by (the colleges of Al-Qadisiya University, which are in reality (12) researched colleges, colleges of Imam Kadhim, colleges of Polytechnic- Al-Qadisiya), while the research sample included faculty members of these colleges, (400) questionnaires were distributed, and (376) questionnaires were retrieved, of which (13) were defective, and (363) valid questionnaires for analysis, which indicates the cooperation of the colleges to answer the questionnaire, which indicates a response rate of (90.75%).

#### **Part Two: The Theoretical Aspect**

##### **First: Exemplary Leadership**

##### **1. The Concept of Exemplary Leadership**

It represents exemplary leadership, a business leadership theory that promotes the benefits of combining a set of management methods to meet the needs of different people within the same organization (Oberthür, 2021: 1156). It contradicts the more traditional view of the executive who might use the same leadership tactics across the entire organization without likely going down by listening to subordinates and other employees (Jänicke, 2019: 22).

Noted that (Miftahurrohmah et al., 2021:254) Exemplary leadership practices are primarily implemented by leaders from non-profit organizations, volunteer leaders, and leaders with multiple experiences. The model is not associated with gender or education level, but with the age of the leaders and leaders of "Enable Others to Act in the workplace"; as enabling others in the workplace is not only giving advantages to the work for collective work but also for customers, the public, and the environment.

And states that (Reineck,2009:2) exemplary leadership is necessary in creating the context where ethical impact occurs and expectations and commitments are effectively communicated and absorbed across the group. Exemplary leader behavior can inspire followers to become strongly committed to the mission, to make significant personal sacrifices for the mission, and to perform beyond the call of duty (Silva, 2017:65). And stated that (Salleh,2018:2) exemplary leadership theories focus on leaders who have extraordinary influence on their followers and, ultimately, on social systems, where they transform the followers' needs, values, preferences, and aspirations from self-interest to collective interest.

Exemplary leadership can be a strong moral role model when they provide their followers as attractive leaders with a model or potential self to develop towards it (Godden et al., 2021: 36), and create directed energy towards the goal for followers through observing the attractive model to imitate the leader's behavior through social learning processes (Litchka, 2016: 17), as studies indicate that by observing ethical leaders, leaders at lower levels will imitate the ethical leader's behavior, and studies have confirmed that exemplary leadership can significantly influence followers' values, beliefs, attitudes, and identity (Sulpakar et al., 2022: 82).

From the above, it can be said that exemplary leadership is a set of effective leadership behaviors and administrative patterns that leaders adopt with the aim of inspiring individuals, motivating them, and guiding them towards achieving common goals efficiently and effectively. These practices include establishing a clear vision, building trust, promoting ethical values, encouraging teamwork and innovation, in addition to empowering employees and developing their capabilities to ensure the improvement of both individual and organizational performance.

## **2. The Importance of Exemplary Leadership**

Through employing strategies that strongly advocate for exemplary leadership, a manager can possess the ability to handle a wide range of individuals, thereby creating a more centralized and innovative organization through a level of direct communication between him/her and employees at all levels (Darling-Hammond, 2007: 3). Additionally, the leader is free to place more or less focus on a specific task and also more or less focus on relationships with employees to enable them to concentrate on the element most needed to achieve the task successfully (Kouzes, 2003: 12). Posner (2016: 18) pointed out that building organizations requires the best balance in promoting leadership and followership skills, where good followership skills lead to the development of effective leadership. An organization's failure may be due to inefficient leadership and irresponsible followership, combined with the leadership role, making a culture of brave followership behavior inevitable, which will help organizations progress (Uranga, 2009: 35).

Active followers participate in continuous improvement for themselves and their organizations, and this behavior will lead to exemplary leadership, as Exemplary leadership practices develop individuals to be role models by aligning actions with values and working with responsibility in the organization (Strenacikova, 2021: 1882). Due to the wide range of variation in these factors, leadership options surrounding the leader are not entirely objective regarding the individual or group affected (Kouzes, 2010: 237), as well as a specific task or job, which completely opens the door to exemplary leadership style (Hughes et al., 2023: 1072).

## **3. The Dimensions of Exemplary Leadership**

The variable "Exemplary Leadership Practices" was measured according to five dimensions (Miftahurrohmah et al., 2021; Karim, 2023):

**a. Model Way:** Model Way can be applied by a leader through their ability to be a role model for others (Kouzes, 2012:3). Leaders who lead the way are often role models and build commitment through daily interactions that create progress and momentum. They possess a

leadership philosophy, set high standards, have a set of principles related to how they treat people, and set goals to make their organizations unique and distinctive (Posner, 2016:13).

**b. Inspire a Shared Vision:** Leaders who inspire a shared vision often make a difference by envisioning the future and creating an ideal and unique image of what the organization can become (Kouzes, 2012:3). Leaders can generate enthusiasm and excitement about a shared vision from others through honesty and skillful use of positive language and personal energy (Posner, 2016:13).

**c. Challenge Process:** Leaders who challenge the process often innovate and support new ideas and demonstrate a willingness to challenge systems through risk-taking and transforming new ideas into actions to advance the organization (Kouzes, 2012:3). Additionally, leaders are willing to learn from their mistakes, take responsibility, and not blame others (Posner, 2016:13).

**d. Enable Others to Act:** Leaders who repeatedly enable others to work use cooperation and empowerment, involve others in planning in an atmosphere of trust, and allow others to participate in making decisions to enable their followers to do their jobs, realize their potential, and become competent (Kouzes,2012:3). Additionally, leaders take into account the needs and interests of others and allow them to have ownership and accountability (Posner,2016:13).

**e. Encourage Heart:** Leaders who repeatedly encourage the heart use encouragement and motivation to achieve the goals their organizations have set. Effective leaders have high expectations for themselves and others (Kouzes,2012:3) and their credibility depends on their record of accomplishment, their commitment, and their daily proof of what and how things can be done. Often leaders link rewards and recognition to job performance (Posner,2016:13).

## **Second: Health Supporting Leadership**

### **1. The Concept of Health Supporting Leadership**

Supportive Leadership is a work environment that supports employee health, with leaders behaving in supportive ways, building a trust-based culture with open communication, and managing work stress in a healthy way (Lindert et al., 2023:739). This includes considering individual needs, providing resources, and healthy behaviors (Jiménez et al., 2017:1946). There is a strong connection between leadership and employee health and well-being, and research has found that a variety of leadership styles, including transformational and laissez-faire leadership, influence employee stress, burnout, well-being, health complaints, and other health and well-being outcomes that lead to organizational outcomes such as job satisfaction, productivity, and healthcare costs (Lindert et al., 2023:739; Schmidt, 2014:753). Additionally, leaders' comprehensive behaviors, which may explain the complex effects of multiple leadership styles, also influence employee well-being (Wu et al., 2021:926).

And although these studies have revealed the fundamental links between leadership and employee health and organizational success, they are not without limitations, as established leadership styles and comprehensive leadership behaviors have been developed to interpret overall leadership performance, yet studies that focus on leadership itself do not provide sufficient explanation for the deliberate actions leaders take to promote employee health and well-being. In the end, a leader who ignores the health problems of their followers may display desirable leadership styles or achieve high scores in comprehensive leadership evaluations, as these studies have primarily focused on employees' health and well-being as a precursor to results that focus on the organization, which may unintentionally portray employees' health and well-being as a means to an end rather than an essential organizational goal itself (Stein et al., 2021:603), and many organizational leaders today still dismiss their claimed commitments to employees' health, justifying exhausting work conditions as necessary for productivity (Mousa et al., 2021:41). It should be noted that recent research on leadership communication has emphasized the importance

of empathetic leadership communication in enhancing employees' resilience and reducing turnover intentions during difficult circumstances, as empathetic leadership communication involves leaders taking communicative actions to understand their followers' emotional states and build emotional bonds through empathetic language (Smith & Sinkford, 2022:1145). This comprises leaders honestly stating their concerns about their supporters' well-being (Singh et al., 2024:233).

## **2. The Importance of Health Supporting Leadership**

Supporting Leadership is regarded as one of the most important elements of contemporary work environments, as it positively influences the well-being of employees and the performance of organizations (Lindert et al., 2023:739). Leaders who practice this leadership style create a healthy and psychologically and physically safe work environment, and they reinforce the sense of appreciation and care that employees feel, which in turn reduces stress and fatigue and increases job satisfaction (Wu et al., 2021:926). Supporting Leadership also enhances productivity and organizational efficiency as employees under this leadership tend to be more engaged in their work, more committed, and more creative, and it leads to a positive organizational culture that facilitates open communication and collaborative problem-solving and promotes team morale (Wu et al., 2021:926).

Finally, another protective factor is health supporting leadership, which decreases the occurrence of absenteeism, occupational fatigue, and health issues due to work stress (Stein et al., 2021:603), so organizations need to train leaders to provide psychological support skills, stress management, and guidance and direction to ensure a healthy work environment that leads to sustained employee health and performance over time (Schmidt, 2014:753).

### **Third: Employee Passion at Work**

#### **1. The Concept of Employee Passion at Work**

Describes employee passion at work as a strong emotional and intellectual bond with the job, characterized by high levels of energy, perseverance, and creativity in job performance (Subramoniam, 2013: 2). And that (Imperatori,2017: 5) employee passion is a deep commitment and interest in the work that propels an employee to put forth the extra effort to accomplish the task at hand while remaining intrinsically motivated.

They described it as a recurring mental condition in which the employee is motivated to be a productive contributor and to be happy with daily accomplishments (Rodell et al., 2017: 1663). They defined it as that combination of individual commitment and organizational identification that provides a high level of intrinsic drive to perform beyond expectations (Hubner et al., 2020: 1113).

It is also the employee's intrinsic motivation to work with passion and high engagement that increases their challenge and value-creating capabilities (Crawford et al., 2022: 194), as well as a positive drive that motivates the employee to put their energy and skills into the creative process to fulfill their individual mission and organizational goals (Kadhim,2024: 3). Employee passion refers to a psychological and behavioral direction in which the individual perceives their work as a source of inspiration and motivation rather than a mere job requirement, as well as an emotional and professional energy that propels the employee to learn and grow and to contribute to the work environment (Bajaba et al., 2025: 156).

#### **2. The Importance of Employee Passion at Work**

One of the contemporary concepts that has attracted the attention of human resource studies and organizational behavior researchers is employee passion at work because it plays a critical role in both individual and organizational performance (Yulianeu & Yusuf, 2024:3). Passion is more than

job satisfaction or organizational commitment; it is the emotional and intellectual commitment to the work that motivates the employee to engage with it intrinsically and with renewed passion (Jachimowicz et al., 2022:1498). Employee passion has been considered to be a critical catalyst for creativity and innovation because it compels an employee to generate new ideas, always seek to improve their capabilities, and to persist in the face of adversity with a positive attitude (Tamammi & Alabadi, 2023:103). Employee passion is closely associated with organizational loyalty, which is reflected in lower turnover rates, more stable employment, and stronger relationships with the organization that lead to higher levels of prosocial organizational behavior.

Employee passion is a key component of a positive organizational culture, enhances a sense of cooperation and teamwork, and is vital to sustaining corporate excellence, so organizations must implement incentive and developmental strategies that enable this passion through empowerment, motivating the work environment, and involving employees in decisions (Jiatong et al., 2024:5).

### 3. Dimensions of Employee Passion at Work

The variable "EP" was measured rendering to two dimensions (Al-Mansi, 2023):

**a. Harmonious Passion:** In Harmonious Passion, the individual incorporates their professional or occupational activity in a way that is integrated with the rest of their life in a balanced and coherent way, and it results in intrinsic motivation coming from desire and free choice, with increased satisfaction and creativity without the conflict or psychological strain (Anagnostopoulos, 2024:3). The employee is motivated and engaged in their work, but they are also able to balance between work and their personal life, which affects performance quality and the ability to sustain contribution (Cho & Yoo, 2021:4506).

**b. Compulsive Passion (Compulsive):** This is a form of passion in which an individual feels driven to participate in their work activity, either because of intrapersonal pressure or extrapersonal demands, resulting in an over-identification with the activity (Yulianeu and Yusuf, 2024:5). While Harmonious Passion motivates sustained performance and hard work, this type of passion may conflict with other life domains and may even result in psychological distress or work-life imbalance (Yulianeu and Yusuf, 2024:5 ; Cho & Yoo, 2021:4506).

### Part Three: The Practical Aspect

#### First: Description and Coding of Research Variables

This step purposes to provide symbols that reflect the variables and subsections of the dimension tool, which facilitates the booklover's precise sympathetic of the results and provides a clear view of the objects the study seeks to travel. Thus, Table (1) clarifies the coding and account of the study variables.

Table (1) Coding and Description of Variables

Variables	Dimensions	NO.	code	Source
Exemplary leadership practices	Model Way	3	MY	Miftahurrohmah et al.,2021 ; Karim,2023
	Inspire a Shared Vision	3	ISV	
	Challenge Process	3	CP	
	Enable Others to Act	3	EOA	
	Encourage Heart	3	EH	
health Supporting Leadership	One-dimensional	7	HSL	Lindert et a.,2023
Employee Passion	Harmonious Passion	7	EHP	Al-Mansi,2023
	Compulsive Passion	7	ECP	

#### Second: Testing the Moderation and Reliability of the Measurement Tool

The results obtainable in Table (2) refer to the analysis of research variables, where a arithmetical test was applied to checked whether the data follow a usual distribution. The results showed a meaning level better than 0.05, indicating that the data imitate to a normal delivery. Accordingly, the null hypothesis was accepted, which states that the data derived from the study sample follow a normal model, while the alternative hypothesis was rejected.

The results in Table (2) revealed that the factor stability measurement tool reached (0.882), which is distributed among the variable Exemplary leadership practices, consisting of five dimensions, with a total of (15) paragraphs achieving stability (Cronbach's Alpha = 0.864). However, the stability of the dimensions varied between the lowest value (0.860) for the dimension Challenge Process (CP) and the highest value (0.915) for the dimension Model Way (MY), which showed the consistency of the questionnaire items. Meanwhile, the results of the stability of the mediating variable (health Supporting Leadership), consisting of seven paragraphs, achieved stability (Cronbach's Alpha = 0.877). On the other hand, the results indicated that the dependent variable (employee passion at work), consisting of two dimensions, with a total of (14) paragraphs, achieved stability (Cronbach's Alpha = 0.821). However, the stability of the dimensions varied between the lowest value (0.810) for the dimension Compulsive Passion (ECP) and the highest value (0.826) for the dimension Harmonious Passion (EHP), which showed the consistency of the questionnaire items.

**Table (2) Testing the Normal Distribution of Study Variables**

NO.	Kol-Smia	Sig.	Cronbach's Alpha			
MY	0.200	0.107	0.916	<b>0.864</b>	<b>0.882</b>	
ISV	0.131	0.086	0.873			
CP	0.214	0.116	0.860			
EOA	0.165	0.090	0.861			
EH	0.213	0.097	0.879			
HSL	<b>0.206</b>	<b>0.134</b>	<b>0.877</b>	<b>0.821</b>		
EHP	0.257	0.149	0.826			
ECP	0.223	0.139	0.810			

### Third: Testing the Exploratory Factor Analysis

One of the most significant statistical tests used in finding relationships between variables and latent factors is exploratory factor analysis, which seeks to determine what factors account for the variables, and the minimum statistical saturation value for the variables should be 0.60 (Chan et al., 2007). As Table (3) illustrates, the standardized saturation values for the paragraphs of the research variables are acceptable, the saturation value is greater than 0.60 and the significance level is less than 0.00001, as well as all paragraphs measuring that variable represent the variable and explain it.

**Table (3) Satency of the Exploratory Factor Analysis of the Research Variables**

Component Matrix							
NO.	ELP				HSL		HSL
MY1	<b>0.899</b>						
MY2	<b>0.819</b>						
MY3	<b>0.812</b>						
ISV1		<b>0.845</b>					
ISV2		<b>0.821</b>					
ISV3		<b>0.791</b>					
CP1			<b>0.817</b>				
CP2			<b>0.822</b>				

<b>CP3</b>			<b>0.926</b>					
<b>EOA1</b>				<b>0.821</b>				
<b>EOA2</b>				<b>0.827</b>				
<b>EOA3</b>				<b>0.814</b>				
<b>EH1</b>					<b>0.799</b>			
<b>EH2</b>					<b>0.902</b>			
<b>EH3</b>					<b>0.925</b>			
HSL1						0.810		
HSL2						0.886		
HSL3						0.806		
HSL4						0.866		
HSL5						0.791		
HSL6						0.926		
HSL7						0.905		
<b>EHP1</b>							<b>0.821</b>	
<b>EHP2</b>							<b>0.795</b>	
<b>EHP3</b>							<b>0.863</b>	
<b>EHP4</b>							<b>0.846</b>	
<b>EHP5</b>							<b>0.836</b>	
<b>EHP6</b>							<b>0.864</b>	
<b>EHP7</b>							<b>0.936</b>	
<b>ECP1</b>								<b>0.918</b>
<b>ECP2</b>								<b>0.766</b>
<b>ECP3</b>								<b>0.927</b>
<b>ECP4</b>								<b>0.859</b>
<b>ECP5</b>								<b>0.905</b>
<b>ECP6</b>								<b>0.914</b>
<b>ECP7</b>								<b>0.936</b>

#### Fourth: Statistical Description of the Variables

Table (4) shows that the faculty in these colleges are focused on enhancing Exemplary leadership practices (ELP) by a Mean score of (3.44) and a standard deviation of (0.41) with the emphasis on using the Challenge Process (CP) dimension with a Mean score of (3.47) and a standard deviation of (0.48) and a lack of interest in the Inspire a Shared Vision (ISV) dimension with a Mean score of (3.40) and a standard deviation of (0.53), showing that these colleges are providing the professional development opportunities that increase employee passion when they are offering more professional development opportunities and workshops.

Table (4) shows that there is a clear interest in health supporting leadership by faculty, with a Mean score of (3.46) and a standard deviation of (0.37), especially when adopting health supporting leadership 6 with a Mean score of (3.53) and a standard deviation of (0.79), and a low interest in health supporting leadership 2 with a Mean score of (3.39) and a standard deviation of (0.75). College provides psychological support to faculty and helps them to overcome challenges, leading them to feel a stronger passion and loyalty to the university.

As shown in Table (4), the teaching staff in the colleges have a higher mean score of (3.48) and a lower standard deviation of (0.37) in improving employee passion at work (EP) as a result of a higher mean score of (3.52) and a lower standard deviation of (0.40) in adopting the Harmonious Passion (EHP) dimension and a lower mean score of (3.47) and a lower standard deviation of (0.36) in the Compulsive Passion (ECP) dimension, reflecting that the teaching staff have a

tendency to innovate and create new ideas, thereby being directed toward creative thinking and generating new ideas to increase their passion and engagement in the teaching process.

**Table (4) Statistical Description**

No.	Mean	S.D *	No.	Mean	S.D	No.	Mean	S.D
<b>MY1</b>	3.40	0.73	<b>EH1</b>	3.43	0.82	<b>EHP4</b>	3.64	0.72
<b>MY2</b>	3.43	0.82	<b>EH2</b>	3.45	0.71	<b>EHP5</b>	3.60	0.68
<b>MY3</b>	3.53	0.69	<b>EH3</b>	3.42	0.74	<b>EHP6</b>	3.60	0.75
<b>MY</b>	<b>3.45</b>	<b>0.48</b>	<b>EH</b>	<b>3.43</b>	<b>0.47</b>	<b>EHP7</b>	3.49	0.63
<b>ISV1</b>	3.38	0.69	<b>ELP</b>	<b>3.44</b>	<b>0.41</b>	<b>EHP</b>	<b>3.52</b>	<b>0.40</b>
<b>ISV2</b>	3.40	0.73	<b>HSL1</b>	3.51	0.73	<b>ECP1</b>	3.40	0.73
<b>ISV3</b>	3.43	0.82	<b>HSL2</b>	3.39	0.75	<b>ECP2</b>	3.55	0.61
<b>ISV</b>	<b>3.40</b>	<b>0.53</b>	<b>HSL3</b>	3.50	0.72	<b>ECP3</b>	3.53	0.69
<b>CP1</b>	3.52	0.76	<b>HSL4</b>	3.40	0.73	<b>ECP4</b>	3.54	0.64
<b>CP2</b>	3.42	0.78	<b>HSL5</b>	3.43	0.82	<b>ECP5</b>	3.40	0.73
<b>CP3</b>	3.48	0.69	<b>HSL6</b>	3.53	0.79	<b>ECP6</b>	3.44	0.74
<b>CP</b>	<b>3.47</b>	<b>0.48</b>	<b>HSL7</b>	3.49	0.76	<b>ECP7</b>	3.44	0.69
<b>EOA1</b>	3.46	0.73	<b>HSL</b>	<b>3.46</b>	<b>0.43</b>	<b>ECP</b>	<b>3.47</b>	<b>0.36</b>
<b>EOA2</b>	3.40	0.73	<b>EHP1</b>	3.42	0.75	<b>EP</b>	<b>3.48</b>	<b>0.37</b>
<b>EOA3</b>	3.40	0.79	<b>EHP2</b>	3.46	0.72			
<b>EOA</b>	<b>3.42</b>	<b>0.48</b>	<b>EHP3</b>	3.40	0.73			

#### **Fifth: Testing Hypotheses and Path Analysis**

**H1: There is a significant correlation between Exemplary leadership practices and health supportive leadership.**

Table (5) shows that exemplary leadership practices (Exemplary) are strongly correlated with health supporting leadership (Health) with a strength of 0.962 at a statistical significance of 0.01, suggesting that an increase in the variable Exemplary leadership practices causes an equivalent increase in the variable health Supporting Leadership, and the strength of the correlation was stronger for some of the dimensions, ranging from 0.827 between dimension EOA and health supporting leadership to 0.908 between dimension EH and health supporting leadership. This indicates that when colleges focus on improving effective communication, the clarity of interaction between leaders and faculty is enhanced, and trust and motivation are increased, resulting in a more productive work environment.

**H2: There is a significant correlation between Exemplary leadership practices and employee passion at work.**

Results in Table (5) show that the relationship between Exemplary leadership practices and employee passion at work was significant with a strength of (0.953) at a significance level (0.01), which means that an increase in the Exemplary leadership practices variable results in an equal increase in employee passion at work, the strength of the relationship between these variables ranged from (0.773) between the Encourage Heart (EH) dimension and the Compulsive Passion (ECP) dimension to (0.856) between the Model Way (MY) dimension and the Compulsive Passion (ECP) dimension, showing that the colleges strive to help faculty achieve a balance between work and life, and that this balance helps them reduce stress and enhance their passion so that they can enjoy their personal and professional lives.

**H3: There is a significant correlation between health supportive leadership and employee passion at work.**

Table (5) also shows that health Supporting Leadership and employee passion at work are significantly related with a correlation of (0.959) at a meaningful level (0.01), meaning that the health Supporting Leadership variable causes an increase in employee passion at work. The strength of the relationship ranged from (0.878) between health Supporting Leadership and the Compulsive Passion ECP dimension to (0.890) between health Supporting Leadership and the Harmonious Passion EHP dimension, which demonstrates that the colleges value appreciation and recognition, which indicates that they accept exemplary leadership, and when the colleges use effective appreciation strategies, faculty members feel appreciated, and they are more passionate about their work.

**Table (5) Correlation Matrix**

	MY	ISV	CP	EOA	EH	ELP	HSL	EHP	ECP	EP
MY	1									
ISV	.863**	1								
CP	.776**	.714**	1							
EOA	.797**	.758**	.762**	1						
EH	.841**	.823**	.796**	.698**	1					
ELP	.841**	.817**	.889**	.883**	.814**	1				
HSL	.907**	.868**	.864**	.827**	.908**	.962**	1			
EHP	.818**	.796**	.841**	.853**	.800**	.904**	.890**	1		
ECP	.856**	.781**	.776**	.841**	.773**	.886**	.878**	.813**	1	
EP	.893**	.847**	.860**	.871**	.860**	.953**	.959**	.869**	.863**	1

**H4: There is a significant effect of Exemplary leadership practices on health supportive leadership.**

As seen in Table (6), there is a statistically significant effect of Exemplary leadership practices on health Supporting Leadership: one unit of change in Exemplary leadership practices results in (0.821) change in health Supporting Leadership, with a standard error of value of (0.080) and a critical value of (10.263), which can contribute to employee potential in the bank to increase their capabilities for Exemplary leadership practices, explaining (0.925) of the variance in health Supporting Leadership. This indicates that Exemplary leadership practices are considered a vital element in enhancing health Supporting Leadership, which means that colleges strive to foster a positive work environment that strengthens employee passion at work. Through Exemplary leadership practices, universities can promote a culture of cooperation and respect, which contributes to improving the performance of faculty members and increasing their job satisfaction.

**H5: There is a significant effect of health supportive leadership on employee passion at work.**

The results of Table (6) indicate the existence of a meaningful effect of health-supportive leadership on employee passion at work, showing that an increase in health-supportive leadership by one unit leads to an improvement of (0.881) in employee passion at work, accompanied by a standard error of value (0.075) and a critical value equal to (11.747). This, in turn, contributes to a weak development in employees' abilities at the bank to enhance their abilities regarding the health-supportive leadership variable, explaining an amount of (0.920) of the variance in employee passion at work. This indicates that the interest of the colleges in developing health-supportive leadership skills contributes to improving the interaction between leaders and employees, thereby this development helps in building strong relationships that contribute to raising the level of commitment and passion among faculty members.

**H6: There is an emotional effect of Exemplary leadership practices on employee passion at work through the mediating role of Health Supporting Leadership.**

It is evident from Table (6) that there is a total effect of Exemplary leadership practices on employee passion at work through the mediating role of health Supporting Leadership, which leads to the conclusion that an increase in Exemplary leadership practices with the presence of health Supporting Leadership contributes to a overall improvement in employee passion at work by an amount of (0.926), with a standard error of (0.071) and a critical value equal to (13.042), which leads to accepting the previous hypothesis by achieving a high indirect effect compared to the direct effect, which resulted in Exemplary leadership practices contributing through the mediating role of health Supporting Leadership in explaining (0.858) of the variance in employee passion at work, while the remaining value falls outside the study's boundaries, meaning there is a mediating effect of health Supporting Leadership between Exemplary leadership practices and employee passion at work, which contributed to a value congruence between the requirements of the colleges and faculty members, thereby motivating the selected sample to build a strong identity to preserve its employees.

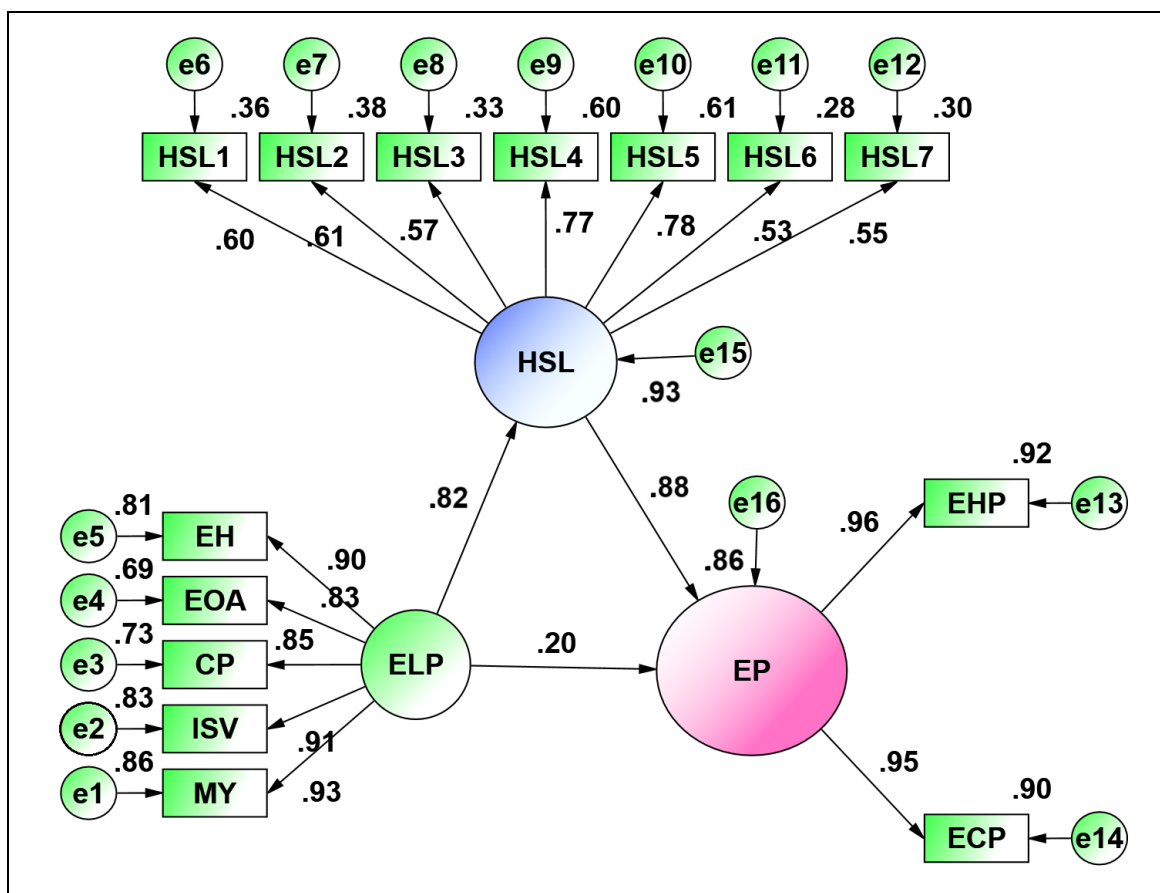


Figure (2) Path analysis of the effect of exemplary leadership practices on employee passion at work through the mediating role of Health Supporting Leadership.

**Table (7) Path analysis results of the effect of exemplary leadership practices on employee passion at work through the mediating role of Health Supporting Leadership.**

Path					Standard weights	standard error	critical value	R <sup>2</sup>	P
ELP		--->	HSL		<b>0.821</b>	<b>0.080</b>	<b>10.263</b>	<b>0.925</b>	<b>***</b>
HSL		--->	EP		<b>0.881</b>	<b>0.075</b>	<b>11.747</b>	<b>0.920</b>	<b>***</b>
ELP		--->	EP		<b>0.203</b>	<b>0.095</b>	<b>2.137</b>	<b>0.041</b>	<b>0.037</b>
ELP	--->	HSL	--->	EP	<b>0.926</b>	<b>0.071</b>	<b>13.042</b>	<b>0.858</b>	<b>***</b>

#### Part Four: Conclusions and Recommendations

##### First: Conclusions

1. The presence of a mediating effect of health-supporting leadership between exemplary leadership practices and employee passion at work, which contributed to a value congruence between the requirements of the colleges and their faculty members, thereby motivating the selected sample to build a strong identity for preserving their employees.
2. Colleges strive to foster a positive work environment that enhances employee passion at work; through exemplary leadership practices, universities can promote a culture of collaboration and respect, which contributes to improving the performance of faculty members and increasing their job satisfaction.
3. Colleges are concerned with developing health-supporting leadership skills, which improves the interaction between leaders and employees, thereby this development helps in building strong relationships that contribute to raising the level of commitment and passion among faculty members.
4. Colleges focus on the importance of appreciation and recognition, which reflects the acceptance of exemplary leadership; when colleges adopt effective appreciation strategies, faculty members feel valued, which enhances their passion for work and motivates them to achieve positive results.
5. Colleges try to balance work and life for faculty, reducing stress and allowing them to have passion to enjoy both their personal and professional lives.
6. Colleges strive for clear communication, which builds clarity in interactions between leaders and faculty members, and when colleges work to improve this communication, they are building trust and passion, which translates into more productive work.
7. Colleges emphasize leadership-based support, which psychologically supports faculty members, enabling them to overcome obstacles and become more passionate and loyal to the university.

##### Second: Recommendations

1. To create a sense of urgency to create special training programs to establish mechanisms to strengthen leader capacity to support faculty.
2. To create a healthy work environment that prioritizes the well-being of faculty by establishing mechanisms to provide the right spaces for study and rest.
3. To build a culture of appreciation and recognition for the work of faculty by establishing mechanisms to strengthen their sense of value and drive results, thereby increasing their passion for work.

4. Workshops to improve communication skills with faculty members, which involves developing mechanisms to hold workshops to train leaders in communication skills to build relationships with faculty members.
5. Encouraging innovation and creativity among faculty members, which involves developing mechanisms to support innovation, and therefore strengthening passion and engagement in the education process.
6. A need for psychological and social support for faculty members, which means developing mechanisms to help them reduce stress and increase levels of passion and commitment to work.
7. Developing policies that help faculty members achieve a balance between work and life, by developing mechanisms that will reduce levels of stress and increase passion and commitment to work.

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