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# **Effect of Happy Work Environment on Innovative Work Behaviours: Analytical Research in the Ministry of Higher Education and Scientific Research**

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**Abstract.** The current research aims to test the effect of a happy work environment on Innovative work behaviors, as a stratified random sample of (328) employees of the departments of the Ministry of Higher Education and Scientific Research was selected from the study population of (2229). Relying on the questionnaire in collecting data, the questionnaires suitable for statistical analysis were (322) questionnaires, as the happy work environment variable includes five dimensions: (credibility, respect, fairness, pride, true friendship), while the Innovative work behavior variable dealt with four dimensions (ability Providing Innovative solutions to problems, the ability to come up with new ideas and proposals, change, initiative, and the spirit of risk), and the idea of the research revolves around providing a happy work environment that contributes to and supports Innovative work behaviors. The researcher used several statistical methods to analyze the questionnaire results, including a simple linear regression coefficient. Simple and descriptive analysis using the program (SPSS.v23, AMOS.v23), and the hypotheses were proven correct by finding an effect of a happy work environment in its dimensions on Innovative work behavior in its dimensions. A set of results has also been reached, among which are doubts or concerns about the reliability of management information and procedures, as well as some gaps or deficiencies in the control processes and the audit system, it appears that the responsible management is not at a good level in managing work and fulfilling commitments and promises towards its employees, as well as being informed. On issues and tasks related to work, and from this perspective it is due to several reasons, including the managerial skills possessed by managers that are not sufficient or inconsistent with the specialty of the work assigned to them, and that management capabilities are limited and rely on performing their tasks in a normal or average manner without skill or exceptionality.

**Keywords.** Happy work environment, Innovative work behaviors, Ministry of Higher Education and Scientific Research

## **1- Introduction:**

There have been significant developments in management sciences, and terms of great importance have emerged at the organizational level. These terms include a happy work environment, job passion, and Innovative work behaviors. They are among the important topics in the field of human resources management and organizational psychology, as they affect

employee satisfaction and performance. Employees' creativity and social skills will be key to organizations' success, as engaged employees have been proven to be more Innovative, innovative, and emotionally invested in their work. However, we approach Innovative work behaviors through a happy work environment. We realize that the relationship with our work and our work environment makes it a wonderful and happier place to work. Therefore, since an individual can bring happiness from the workplace, the workplace has an impact on the lives of employees in their place of residence, and the opposite is also true, and what happens with happiness is full of depression and anger, thus, satisfaction in the workplace is an important requirement for both employees and supervisors to achieve higher rates. Performance according to the planned performance indicators based on scientific specifications and standards, at a time when only the numbers obtained are considered accurate (Mana and Buharawa, 2021: 390). Based on what was mentioned, the current research seeks to determine the level of availability of the research variables. (Happy work environment and Innovative work behaviors), by applying them in an educated educational environment and institutions represented by employees of the Ministry of Higher Education and Scientific Research, “higher and vocational education being an experience of the absolute necessity of creativity” (Lambriex-Schmitz et al., 2020:314).

## **2- Research problem:**

The problem crystallized for the researcher through his being an employee of the Research and Development Department/Ministry of Higher Education and Scientific Research. It is worth mentioning that employees and departments still follow traditional and routine methods that are interspersed with bureaucracy in providing services, and this applies to many public organizations. The public sector is often stigmatized by its critics as a rigid bureaucracy characterized by stagnation, inaction, and much less flexibility than the private sector (Phil-Thingvad and Klausen 2020:6). Initiative, creativity, and individual skills ensure the flow of creativity in the organization and are the decisive factor for success in all types of organizations, including public organizations, and it is important and necessary to provide optimal services with increased effectiveness and efficiency (Nurmalia and Widiasavi, 2023:8). Due to the presence of some poor working conditions, low level of professional quality and quality of life, lack of resources, as well as unfair practices in the workplace, such as not rewarding distinguished employees and ignoring their achievements or negatively under the slogans of teamwork, which leads to some of them being convinced that management is not fulfilling its promises, and thus not feeling... Confidence in the organization, lack of a sense of personal accomplishment, lack of guidance and support, and conflict between personal satisfaction and satisfaction with performance. The researcher notes that there are many organizational obstacles, literal adherence to laws, lack of trust and mismanagement of conflicts, in addition to employees' fear of failure and their feeling that their work is not valuable.

## **3- Research importance:**

The importance of the research is highlighted and evident through the important and vital topics that were addressed, which are as follows: -

1- The current study also derives its importance from being an important and motivating factor for researchers to conduct further research and studies on the topic that was addressed and applied in other public sectors.

2- The current study provides decision-makers and officials in the Ministry of Higher Education and Scientific Research with the scientific framework through which it is possible to

become familiar with the research variables that are related to Innovative work behaviors and address negative aspects through measures taken that work to pay attention to a happy work environment in its dimensions and increase the development of feelings among employees.

3- In addition to other knowledge, it represents a good knowledge fund related to administrative thought through its combination of the three variables (happy work environment, Innovative work behaviors) and deriving a set of results that can help in the development of the researched organization.

4- The current study is considered a complementary aspect to the previous cognitive efforts and an addition to the scientific library in the field of organization theory and organizational behavior, highlighting the contributions of some researchers in this field, while introducing the organization in question to those variables and the extent of their impact.

#### **4- Research aims:**

The main objective of the current research is to highlight the role that a happy work environment in influencing Innovative work behaviors, other objectives include:

1- Identifying the level of employing a happy work environment in Innovative work behaviors.

2- Diagnosing the level of application and the sample's interest in the research variables and identifying the most applied and influential dimensions, as well as their availability.

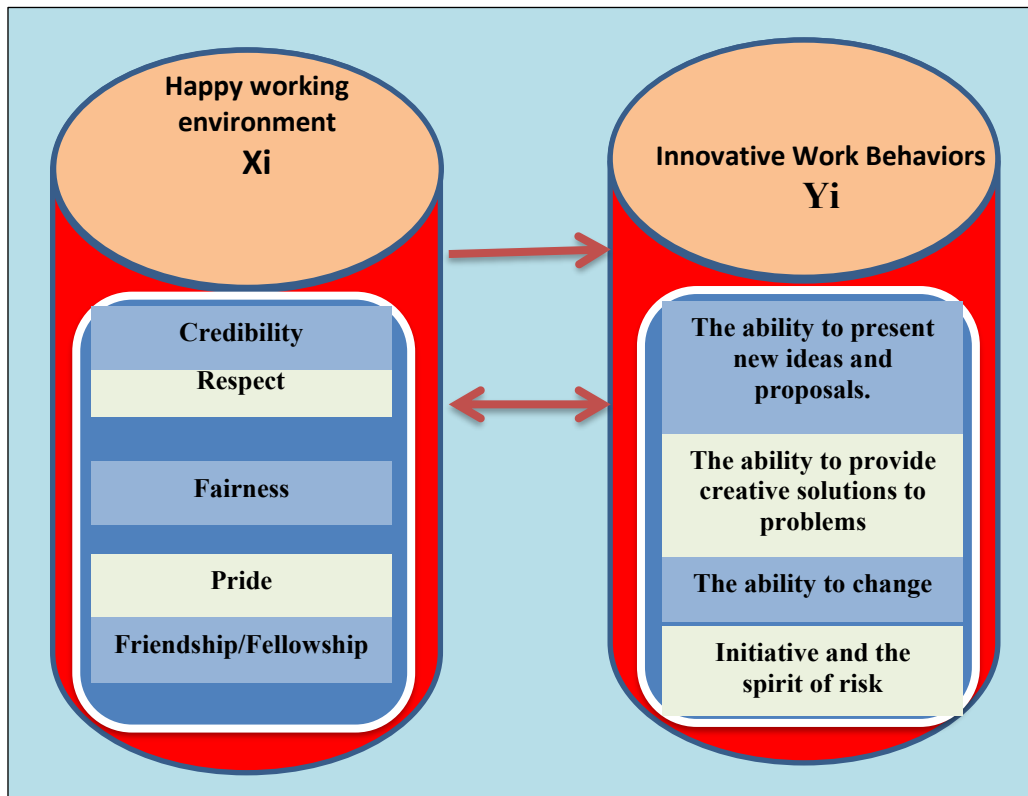
3- Shedding light on the impact of Innovative work behaviors on developing the work of the researched organization.

4- Providing a set of conclusions and recommendations for the researched organization based on the practical results.

5- Identifying the level of a happy work environment, its dimensions, and the influence it exerts in enhancing Innovative work behaviors.

#### **5- Hypothetical chart:**

A literature review of happy work environment, Innovative work behavior and professional passion led to the development of a hypothetical research plan created in light of the research problem and objectives. The researcher developed a preliminary plan that determined the variables of the research plan, and it included two variables, the independent variable represented by a happy work environment in its dimensions (credibility, respect, fairness, pride, true friendship), while the dependent variable is Innovative work behaviors in its dimensions (the ability to present new ideas, the ability to Providing Innovative solutions to problems, the ability to change, initiative and the spirit of risk) as shown in the figure(1)Below:



**Figure 1: Hypothetical research diagram: prepared by the researcher.**

**6- Research assumes: -**

Hypotheses arise from the questions posed and through what has been diagnosed with the research problem and in the context of intellectual and field trends through the main hypothesis:

- A happy work environment and its dimensions have a significant impact on Innovative work behaviors at a significant level (0.05), from which the following sub-hypotheses branch out: -

- The first sub-hypothesis states (A happy work environment and its dimensions have a significant effect on the dimension of the ability to present new ideas and proposals at a significant level (0.05).
- The second sub-hypothesis states (A happy work environment and its dimensions have a significant effect on the dimension of the ability to provide Innovative solutions to problems at a significant level (0.05).
- The third sub-hypothesis states (A happy work environment and its dimensions have a significant effect on the dimension of the ability to change at a significant level (0.05).
- The fourth sub-hypothesis states (A happy work environment and its dimensions have a significant effect on the dimension of initiative and the spirit of risk-taking at a significant level (0.05).
- The fifth sub-hypothesis states (the dimensions of a happy work environment collectively have a significant effect on Innovative work behaviors at a significant level (0.05)).

## **7- Research variables:**

### **A- Happy work environment**

The work environment directly affects the performance of individuals, which has naturally increased the interest of researchers and thinkers. Explained Oludeyi (2015:33) the work environment is the sum of the mutual relationships that exist between employees and employers in which employees work and includes the technical environment (tools, equipment, and technological infrastructure), the human environment (a network of formal and informal interaction between colleagues), and the organizational environment (of systems, procedures, practices, and values). And philosophies that operate under the control of management), while Fithri et al (2019) confirmed that they are all the conditions around the workplace that affect employees directly and indirectly, including lighting, temperature, circulating air, noise, color management, music, and security, and others. While the non-physical work environment includes all the conditions that occur at work and are related to relationships, whether relationships with superiors, with colleagues, or with subordinates, (Gouiran, 2010) explained it in terms of the workers' view of monitoring the environment in order to improve it as " Careful control of the work environment: environment, equipment, workforce, methods and materials that allow continuous improvement of the quality of work and the suitability of tools and procedures to the needs of productivity and personal comfort. As for its dimensions, they are:

- **Credibility:** It represents one of the important and main dimensions that are aligned with internal legitimacy, as it means trust in real results (Kasai, 2017:59), and it is gained through the support and assistance of employees by the organization that defines training courses as being friendly and honest for reaching the goals. This shows that acquisition is not only through the employees being qualified, but through support, communication, and openness (Fransen, 2018).
- **Respect:** Respect is a very important and most valuable and desirable element in work values, as it satisfies our basic human needs such as positive self-esteem and belonging. It differs from the moral climate has roots in Immanuel Kant's moral philosophy (2011) and is based on the philosophical argument of Immanuel Kant. That respect is a moral necessity (Robotham and Cortina, 2021).
- **Fairness:** The concept of fairness, which has been reviewed in many kinds of literature, is that employees' perception of the work environment in terms of wages, resources, and benefits, as well as a fair, equitable and balanced workload, treatment with respect, and leaders' behavior in an ethical manner, and it is the first reason for employees to leave the organization when they realize that fairness does not exist. (Zigarmi et al.,2009). Van Marrewijk (2004) stated that fairness consists of equality, impartiality, and justice, and represents the third element that contributes to trust in the workplace.
- **Pride:** It has great importance and benefits organizations by enhancing employee commitment, reducing the cost of turnover, and encouraging them to move forward towards increasing production and improving their performance. Organizations must make employees feel appreciated by involving them in the decision-making process, and addressing and enhancing the organization's values so that their employees can engage, maintain communication and honesty, and its purpose is to enhance the credibility of management (Pereira et al., 2021). Both Weerapaiboon and Tsaur (2016) referred to pride as a feeling of satisfaction, enjoyment, and happiness, and it is an important and motivating factor for employees who feel accomplished and recognized for their efforts, and it has an impact on job satisfaction and organizational commitment at work within the organization.

- Friendship: It represents the main source of employee satisfaction in the workplace and plays a fundamental role in meeting the requirements of social support, which is considered necessary and important in the life of every employee in organizations to maintain social communication, which relates to influences, whether positive or negative, such as enthusiasm, comfort, and loneliness, and whenever The more an employee perceives himself, the more he satisfies the feelings of colleagues, and it has a positive impact on emotional experiences (Authayarat and Umemuro, 2012). Waddington (2022) pointed out that true friendship and companionship are important and commonly used terms that have been cited by scholars before to explain specific temporal moments in the life of the working class, especially in the workplace.

### **B - Innovative work behaviors**

Differs (IWB) is about creativity that focuses on discovering and creating new ideas. Creativity involves generating new and useful ideas, while innovative work behavior entails a series of activities aimed at introducing, developing, modifying, adopting, and implementing existing ideas. innovative work behavior usually includes not only exploring opportunities for generating new ideas but also behaviors directed toward implementing change and new knowledge or improving work processes to achieve individual and organizational performance (Wahyudi, 2019). Leong and Rasli (2014) Generally, it represents the context of how individuals can facilitate the deliberate initiation and introduction of new and useful ideas, processes, products, or procedures, and therefore, IWB is interpreted as an accepted multi-stage process that includes the facilitation of idea generation and constructive alliance. And implementation, while recent studies have examined (IWB) from four interconnected groups of behavioral activities namely (1) problem recognition, (2) idea generation, (3) idea promotion, and (4) idea realization, which can enhance employees' ability to innovate. The first two activities consist of a problem identification and idea generation phase, representing the creativity-oriented work behavior phase as it is an integral part of the organization's work and success (Saaed et al., 2020) .As for its dimensions, they are:

- the ability to submit new ideas and proposals: Taking into unique consideration the amount of effort that employees dedicate to the effective production of new and useful ideas that, once implemented, aim to facilitate the achievement of envisioned future states (Montani et al.,2015). Employees who not only use their competencies but also demonstrate discretionary behavior, in turn, create and enhance the implementation of new ideas into practice (Shakil et al.,2021).
- The ability to provide innovative solutions to problems: Employees can enjoy higher levels of professional and personal well-being when they generate new solutions that improve the current organizational situation because they feel a sense of enhanced job control and personal accomplishment. New ideas also can enhance the learning capacity of the organization and facilitate the effectiveness of organizational changes (De Clercq and Belausteguigoitia,2021). Creativity in the workplace begins with generating ideas that include a pattern of activities such as critical thinking, identifying current and potential problems, exploring opportunities, identifying performance gaps, and searching for new methods and procedures. This is followed by application-oriented behaviors such as social activities to gain approval, build support, and then test, apply, and commercialize Innovative ideas in the organizational environment, known as idea implementation (Afsar and Badir, 2015).

- The ability to change: Change is inevitable in organizations today and is of utmost importance to study how change factors impact employee performance (Wanza and Nkuraru, 2016). The traditional transactional style of leadership behavior is insufficient in competing in the current dynamic business environment. Today's organizations require leaders who are bold enough to embrace change and motivate their employees to do the same. One of the characteristics of an effective leader is the ability to use innovative or unconventional strategies to achieve goals. These effective leaders do not hesitate to take calculated risks to achieve their vision. They are generally tolerant of their subordinates' mistakes and encourage them to treat mistakes as learning opportunities rather than outright failures (Pradhan and Jena, 2019).
- Initiative and risk-taking: It is essential to maximize the Innovative potential of individuals in every organization in this new era of the knowledge-based economy because new ideas and initiatives generated by individuals provide organizations with a competitive advantage by enhancing services and products and creating unique products (Dzimbiri and Molefakgotla, 2021). Atatsi et al (2021) indicated that employees who feel a strong connection to their organizations are more likely to take the initiative in their work, thus finding innovative ways to improve their work or performance.

**C - The relationship between a happy work environment and Innovative work behaviors** explained that the organizational climate is related to behavioral patterns, emotions, and attitudes towards the organization, which become common perceptions that affect organizational processes, such as decision-making, collective problem-solving, coordination, communication, control, organizational processes, and results. More than 30 years ago, Scott and Bruce (1994) found that innovative work behavior is positively related to employees' perceptions regarding their organizational support for creativity. Monica and Krishnaveni (2019) referred to a study by Bhatnagar (2012) that suggests that when employees are psychologically empowered, they are engaged and feel that they have self-worth, capabilities, skills, and confidence to persuade their work contexts more meaningfully by adding value and purpose (Contreras et al., 2020). While between De Clercq and Pereira (2020) relying on fair organizational procedures empowers employees and makes them more capable of implementing acquired ideas. It seems that when decision-making is fair, employees realize that the organizational environment is more protective of them, making them more willing to take advantage of their relational resources and engage in Innovative behaviors, such as developing new ideas and challenging the current situation.

## **8- Analysis of the research sample**

### **A- Description of the research community**

The research community was represented by employees of the office of the Ministry of Higher Education and Scientific Research in the ministry's departments, which total (8), in addition to the minister's office and the offices of the deputies. According to the latest statistics on 3/15/2023, there were (2229), from which a stratified random sample of (328) was selected from all the above departments. It was calculated according to the equation (Steven K. Thompson).

### **B- Sample size and adequacy**

To generalize the results to the researched population, it necessary first be ensured that the sample drawn from it is sufficient, as reliance was placed on the criterion (KMO) in determining the adequacy of the sample, as the extracted values must be greater than (0.50) to indicate its

adequacy. Bartlett's test was also relied upon to confirm the presence of the inter-correlation, which must be significant, and that the extracted matrix is not a matrix. mono, (Pallant, 2020:183-187), It is evident from the test results shown in Table () that all results were within the required standards.

**Table:1 test (KMO and Bartlett's)**

Key variables	KMO	The decision	Bartlett	Sig
Happy work environment	.924	Sample size is adequate	5352.953	0.000
Career passion	.877	Sample size is adequate	2841.197	0.000
Innovative work behaviors	.904	Sample size is adequate	3726.353	0.000

### Stability

The concept of stability generally refers to obtaining approximately the same results if the distribution of the scale is repeated, after a certain period, and the Cronbach coefficient is used in this, the value of which must be greater or equal to (0.70) to be considered acceptable, as is clear from the table (2) All extracted Cronbach coefficient values are greater than the set standard and are therefore considered good, meaning that the measures used in the study have good stability.

**Table:2 Stability test**

Metrics	Alpha Cronbach	The decision
Credibility	0.811	Good stability
Respect	0.806	Good stability
Fairness	0.803	Good stability
Pride	0.871	Good stability
Friendship	0.849	
Happy work environment	0.86	Good stability
The ability to present new ideas and proposals	0.844	Good stability
The ability to provide Innovative solutions to problems	0.86	Good stability
The ability to change	0.877	Good stability
Initiative and the spirit of risk	0.849	Good stability
Innovative work behaviors	0.889	Good stability

**D- Stability using (half splitting)**

To further ensure that the scale used has good reliability, the researcher resorted to relying on the split-half test, as when applying this method it was found that the coefficient (The Spearman-Brown score for the questionnaire reached (0.860), while the split-half coefficient for the questionnaire using the Guttman coefficient reached (0.855), which means that it has good stability with its various scales and can be adopted at different times.

**Table:3 "Test (Half split)"**

Cronbach's Alpha	Part 1	Value	.943
		N of Items	33a
	Part 2	Value	.934
		N of Items	32b
	Total N of Items		
Correlation between forms			0.755
Spearman- Brown Coefficient	Equal length		0.860
	Unequal length		0.860
Guttman Split-Half Coefficient			0.855

**9- Discussing the results of the descriptive analysis of the research variables**

**A- Happy work environment variable**

It includes a detailed description and diagnosis of the happy work environment variable with its dimensions mentioned above for all those dimensions, as well as a description and diagnosis of the variable in general.

As for the overall descriptive statistics for the happy work environment variable, table (4) below shows the results of the overall descriptive statistics for the happy work environment variable, which was measured through (5) five dimensions in the field, where the arithmetic mean of the variable was (3.260), the standard deviation (0.708), and the coefficient of variation (21.72), while the percentage of agreement was ( 65.2%) and the percentage of disagreement (34.8%), as the statistical results for the happy work environment variable according to the responses of the sample members indicate that it was at the average level, and the order of the dimensions is as follows(Pride 1, true friendship 2, honesty 3, fairness 4, respect 5), and we conclude from this that the dimensions of the above variable are available, but not at the required level. That is, there are some elements that contribute to the comfort and satisfaction of employees, and there are also some challenges that require opportunities for improvement, starting with enhancing communication between management and employees. Encouraging a culture of collaboration and recognizing efforts. It is also possible to conduct an employee survey to understand their problems and needs and work to meet them. By arranging the dimensions, the trust indicators (honesty, fairness, respect) ranked last. This shows that they need to enhance confidence and provide the necessary support that is, when they feel... Employees know that there is someone who supports them and believes in them, so they feel comfortable and confident to develop and demonstrate their abilities.

**Table:4** Summary of dimensions of the happy work environment variable

T	Dimensions of the happy work environment variable	Arithmetic mean	standard deviation	Coefficient of variation	AGREEMENT RATE	DISAGREEMENT RATE	Relative importance
1	Credibility	3.151	0.905	28.72	63	37	3
2	Respect	2.808	0.936	33.33	56.2	43.8	5
3	Fairness	3.106	0.947	30.49	62.1	37.9	4
4	Pride	3.669	0.695	18.94	73.4	26.6	1
5	True freindship	3.566	0.913	25.6	71.3	28.7	2
Happy work environment variable		3.260	0.708	21.72	65.2	34.8	

**B-Innovative work behavior variable**

It includes a detailed description and diagnosis of the happy work environment variable with its dimensions mentioned above for all those dimensions, as well as a description and diagnosis of the variable in general.

As for the overall descriptive statistics for the Innovative work behavior variable, table (5) below shows the results of the overall descriptive statistics for Innovative work behavior variable that was measured through (4) four dimensions in the field, where the arithmetic mean of the variable was (3.275), the standard deviation (0.722), and the coefficient of variation (22.05), while the percentage of agreement was ( 65.5%) and the percentage of disagreement (34.5%), as the statistical results for the Innovative work behavior variable according to the responses of the sample members indicate that it was at the average level, and the order of the dimensions was as follows(Initiative and risk-taking 1, Ability to generate new ideas and proposals 2, Ability to change 3, Ability to provide Innovative solutions to problems 4), and we conclude from this that the dimensions of the above variable are available, but not at the required level, as the ability to change and generate Innovative solutions item came at the last level, which It is necessary to focus on them in addressing problems and making appropriate decisions that are built on a correct scientific basis. It is possible to improve employees’ Innovative abilities through appropriate training and development programs and to enhance knowledge and skills in areas related to creativity to enhance the ability for Innovative thinking. It turns out that there are important influential factors that may be in A work environment that positively affects the ability of employees, and this represents a good start for exploring and enhancing their Innovative potential and achieving positive results at work and projects.

**Table:5** Summary of the dimensions of Innovative Work Behaviors variable

T	Dimensions of behavioral variables	Arithmetic mean	standard deviation	Coefficient of variation	AGREEMENT RATE	DISAGREEMENT RATE	ranking Dimensions
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	Innovative work						
1	The ability to present new ideas and proposals	3.379	0.814	24.09	67.6	32.4	2
2	The ability to provide Innovative solutions to problems	3.200	0.919	28.72	64	36	4
3	The ability to change	3.249	0.816	25.12	65	35	3
4	Initiative and the spirit of risk	3.274	0.776	23.7	65.5	34.5	1
	<b>Variable Innovative work behaviors</b>	<b>3.275</b>	<b>0.722</b>	<b>22.05</b>	<b>65.5</b>	<b>34.5</b>	

Source: program SPSS V.25

**C-Testing research hypotheses:**

Verifying and testing hypotheses about the research variables and their dimensions and identifying the nature of the direct and mediating influence relationships and whether they are consistent with what has been proposed with the intellectual model. Do the results provide support for the hypotheses that were formulated in the research or not? The research variables revolve around a happy work environment as an independent variable, and the Innovative work behavior variable as a dependent variable.

Which states: (The happy work environment and its dimensions have a significant impact on Innovative work behaviors at a significant level (0.05))

1- Note from the table (6(Below is the value of (The F) extracted from the happy work environment in work behaviors recorded (437.634), which is greater than the tabulated (F) value of (3.94) at a significance level (0.05), and this result represents sufficient support to accept the alternative hypothesis (the presence of a significant effect of the work environment on Innovative work behaviors), this means that whenever senior leadership is able to provide a supportive and motivating work environment, it will have a positive impact on enhancing employees and driving them towards adopting Innovative behaviors, granting them freedom of expression and presenting proposals aimed at developing work procedures, The value of the corrected coefficient of determination (Adj) reached (Adj R2) (0.576) This indicates that a happy work environment explains (57%) of the variables that occur in Innovative work behaviors, while the value of (t) extracted for the marginal slope coefficient for the variable of a happy work environment was (20.920), which is greater than the value of (t. ) The tabular value (1.984), indicates that the marginal slope coefficient ( $\beta$ ) for the happy work environment variable has a significant value of (0.775), meaning that a one-unit increase in the happy work environment will lead to an increase in Innovative work behaviors by (78%).

2- The value of (F) extracted between the dimensions of a happy work environment (credibility, respect, fairness, pride, true friendship) is (231.071, 337.350, 173.732, 97.694,

166.869) respectively, which represents greater than the tabular (F) value (3.94) at a significance level of (0.05), and based on this, the decision regarding the sub-hypotheses of the dimensions of a happy work environment is acceptable, which are as follows: -

**H11**= There is a significant effect of the credibility dimension on Innovative work behaviors (acceptance of the alternative hypothesis).

**H12**= There is a significant effect of the dimension of respect on Innovative work behaviors (acceptance of the alternative hypothesis).

**H13**= There is a significant effect of the fairness dimension on Innovative work behaviors (acceptance of the alternative hypothesis).

**H14**= There is a significant effect of the pride dimension on Innovative work behaviors (accepting the alternative hypothesis).

**H15**= There is a significant effect of the dimension of true friendship on Innovative work behaviors (acceptance of the alternative hypothesis).

This indicates that the more the organization's efforts to build trust between itself and its employees, interact with colleagues at work, and aid in presenting new ideas and finding ways to implement them, it contributes positively to enhancing Innovative work behaviors.

A- The value of the corrected coefficient of determination (Adj (R<sup>2</sup>)) for the dimensions of the happy work environment (0.417, 0.512, 0.350, 0.231, 0.341), respectively. This indicates that there is variation in interpreting the dimensions of the happy work environment for the Innovative work behavior variable, as the highest percentage was for the (respect) dimension, which is explained (51%) of the variables affecting Innovative work behaviors, while the lowest percentage was for the (pride) dimension explaining (23%) of the variables affecting Innovative work behaviors.

B- The value of (t) for the marginal slope coefficient between the dimensions of a happy work environment in Innovative work behaviors (15.201, 18.367, 13.181, 9.884, 12.918), respectively, which represents greater than the tabular (t) value of (1.984) at a significance level (0.05), and this indicates The marginal slope coefficient ( $\beta$ ) was found to be significant for the dimensions of a happy work environment and it has a real impact on Innovative work behaviors.

C- It is evident from the marginal slope coefficient ( $\beta$ ) for all dimensions of the happy work environment, which amount to (0.516, 0.552, 0.452, 0.502, 0.463), respectively. This indicates that there is a variation in the strength of the influence of the dimensions of the happy work environment on the Innovative work behavior variable, as it reached the highest effective strength of the (Respect) dimension was (0.552), that is, when increasing this dimension by one unit, it leads to an increase in Innovative work behaviors by (55%).

**Table:6** Impact Analysis to banish Happy Work Environment on Innovative Work Behaviors

Dependent variable	Dimensions of a happy work environment variable		(R)	(R2)	Adj (R2)	(F)	(t)	Sig	the decision		
Innovative work behaviors	Credibility	(α)	1.649	.648	.419	.417	231.071	15.201	0.000	Accept the alternative hypothesis	
		(β)	.516								
	Respect	(α)	1.724	.716	.513	.512	337.350	18.367	0.000	Accept the alternative hypothesis	
		(β)	.552								
	Fairness	(α)	1.871	.593	.352	.three hundred fifty	173.732	13.181	0.000	Accept the alternative hypothesis	
		(β)	.452								
	Pride	(α)	1.434	.484	.234	.231	97.694	9.884	0.000	Accept the alternative hypothesis	
		(β)	.502								
	True freindship	(α)	1.624	.585	.343	.341	166.869	12.918	0.000	Accept the alternative hypothesis	
		(β)	.463								
	Happy work environment	(α)	.748	.760	.578	.576	437.634	20.920	0.000	Accept the alternative hypothesis	
		(β)	.775								
	(N) = (322) / ( (F) tabular = 3.94 ) / ( (t) tabular = 1.984)										

**Source: Program outputs PSS V.25**

### 10- Conclusions

Through the practical aspect of the research, the following conclusions are reached:

1- The research results confirm the availability of the credibility dimension in the organization studied at a moderate level. This indicates that there are some doubts or concerns about the reliability of management information and procedures, as well as some gaps or inconsistencies in the control processes and review system, as it becomes clear that the responsible management is not at a good level in managing work and fulfilling obligations and promises. Towards its employees, as well as being aware of the issues and tasks related to the work. From this standpoint, there are several reasons, including the administrative skills possessed by the managers that are not sufficient or inconsistent with the specialty of the work assigned to them. Additionally, the management's capabilities are limited and depend on performing its tasks in an ordinary or average manner without... Brilliant or exceptional.

2- The research results showed that there is an average level of the respect dimension in the organization studied, and it indicates that there are some issues or challenges in the relationship between management and employees, whether through effective communication

that helps build trust relationships, and appreciation of work through their awareness of the efforts made by employees, which in turn Promotes respect and satisfaction.

3- The results of the research revealed that there is an average level of fairness dimension in the organization under investigation. This indicates that there are some provocations or issues regarding the treatment of employees and the distribution of opportunities and benefits in a fair manner, as it represents an essential matter for ensuring satisfaction and maintaining a positive work environment.

4- The research results showed that there is a good level of the pride dimension among the research sample, and this indicates that employees feel pride, pride, and belonging, but not at the level required to be fully prepared and with additional effort to support the goals and vision of the organization, and the level of pride reflects the confidence and general happiness of employees, and it is likely that there are benefits such as a new team spirit, collaboration, encouragement, and adherence to ethical principles, as monitoring and improving the level of pride is important for enhancing employee satisfaction and maintaining a high level of performance.

5- The research results showed a good level of true friendship among the research sample. This indicates that the level of true friendship is good among employees and represents the presence of cooperation and a strong team spirit among employees who work together and support each other, and this helps them to interact fruitfully, share knowledge and experiences, and collaborate in teamwork. There is also a strong desire to help, mutual support, and trust among employees, as it enhances effective communication, improves the level of work and productivity, provides opportunities for mutual learning and development, and encourages collaborative work practices and cooperation.

6- The statistical results revealed that the happy work environment variable was available at an average level according to the responses of the sample individuals, as the order of the dimensions was as follows (pride 1, true friendship 2, credibility 3, fairness 4, respect 5). We conclude from this that the dimensions of the above variable are available but not at the required level, meaning that some elements contribute to the comfort and satisfaction of employees, as well as some challenges require opportunities for improvement, starting by strengthening communication between management and employees, encouraging a culture of cooperation, and recognizing efforts. It is also possible to conduct an employee opinion survey that can help understand their problems and needs and work to meet them. Through the arrangement of the dimensions, the indicators of trust (credibility, credibility, Fairness, respect) are in the last ranks, and this shows that they need to enhance trust and provide the necessary support, that is, when employees feel that there is someone who supports them and believes in them, they feel comfortable and confident to develop and demonstrate their capabilities.

7- The statistical results clarified the availability of Innovative work behavior variable at an average level in the research sample, as the order of the dimensions was as follows (initiative and risk-taking spirit 1, the ability to present new ideas and proposals 2, the ability to change 3, the ability to provide Innovative solutions to problems 4), and this indicates that the dimensions of the variable the above are available, but not at the required level, as the ability to change and generate Innovative solutions came at the last level, which requires focusing on them in addressing problems and making appropriate decisions that are built on a correct scientific basis, and that the management's view of employees is not limited because they represent essential capabilities and not just a tool. To implement decisions and policies.

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