



**ANALYZING THE IMPACT OF EMPLOYEES' ORGANIZATIONAL
SUPPORT AND HAPPINESS IN THE WORKPLACE ON INNOVATIVE
WORK BEHAVIOR AND ORGANIZATIONAL CITIZENSHIP
BEHAVIOR: THE MEDIATING ROLE OF ORGANIZATIONAL
COMMITMENT**

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ABSTRACT

The purpose of this research is to analyze the effect of organizational support of employees and happiness in the work environment on innovative work behavior and organizational citizenship behavior: the mediating role of organizational commitment. In terms of the nature of the research, the present research is descriptive and in terms of the purpose of the research, it is a part of applied research. Statistical population in this research the statistical population in this research is the faculty members of The Southern Technical University in Iraq, whose number was equal to 315 people. In this research, Cochran's formula was used to calculate the sample size. The number of samples was equal to 173. The obtained results confirmed all research hypotheses.

KEY WORDS

Organizational behavior, organizational commitment, employee support, and citizenship behavior

Introduction

Every aspect of human life undergoes a drastic change due to the information revolution that defines organizational competitiveness. Innovative workers with creative ideas in problem solving and opportunity manipulation are essential company assets that successfully drive transformation by developing innovation. However, organizations that attempt to accelerate employee innovation as well as organizational behaviors toward specific changes inadvertently push them to create new solutions through innovative thinking and shrewd use of resources. Although innovative behavior and citizenship behavior have received much scholarly attention, most past works have focused solely on the effects of specific antecedents (leadership style, management strategy, and adequate resources for

skill development and employee productivity) with little emphasis on human cognition and emotions that influence Workers' innovation affects them (Khan and Abbas, 2022). Recent studies on employee emotions at work have created a new field of study by emphasizing the importance and importance of emotions, such as happiness, in the field of management. Yusai et al., (2020) stated that positive emotions like happiness can be felt when people remember experiences that facilitate or parallel their goals. Positive emotions potentially create the following work outcomes: commitment, innovative behavior, citizenship behavior, etc. According to the global model theory, happiness is a key component of mental and objective well-being (Wentgodet et al., 2003). Subjective well-being is determined by people's self-assessment of life satisfaction and happiness, while objective well-being is influenced by income, education, health, and other material and social resources that improve personal well-being. The popularity of the concept of happiness, which economies and accelerates societies, has led to the publication of the World Happiness Report by the United Nations (UN) in 2010 (Al-Shami et al., 2023)

On the other hand, the study of human resource management has become a process to provide solutions for the commercial impact of each company (Nadella and Rahadi, 2020). One of these solutions is the role of organizational citizenship behavior and the work behavior of innovators. Citizenship behavior and innovative behavior are due to the emergence of emotions Organizational support is created (Vidianingram, 2019).

In such a way that organizational support is able to provide comfort to employees to improve their quality based on the company's values and goals, which are determined for non-discrimination and development opportunities for employees and their work environment (John and Giuliana, 2020). When a good perception in When employees are embedded, they will have more commitment (Sotanto and Setiva, 2018) because, employee commitment occurs when there is alignment between values and goals between individuals and the company (Rita et al., 2018). According to the mentioned contents, this study seeks to analyze the impact of organizational support of employees and happiness in the work environment on innovative work behavior and organizational citizenship behavior: the mediating role of organizational commitment.

On the other hand, the study of Human Resource Management has become a trend to provide solutions for the business impact of any company (Nadella and rahadi, 2020). One of these solutions is the role of organizational citizenship behavior and innovative work behavior. Citizen behavior and innovative behavior are caused by the emergence of emotions, including organizational support(vidyaningram, 2019). In such a way that organizational support is able to provide the comfort of employees to improve their quality based on the values and goals of the company, which are set for non-discrimination and development opportunities for employees and their work environment(John wojoliana, 2020). When a good perception is embedded in employees, they will have more commitment (Sutanto and setiva, 2018) because, employee commitment arises when there is an alignment between values and goals between individuals and the company (Rita et al., 2018). In view of the above, this study seeks to analyze the impact of employee organizational support and happiness in the workplace on innovative work behavior and organizational citizenship behavior: the mediating role of organizational commitment.

2-Conceptual Model and research hypotheses

1- organizational support affects organizational commitment.

2- happiness in the workplace affects organizational commitment.

3- organizational commitment has a positive impact on innovative work behavior.

- 4- organizational commitment has a positive impact on organizational citizenship behavior.
- 5- organizational commitment mediates the relationship between organizational support and innovative work behavior.
- 6- organizational commitment mediates the relationship between organizational support and citizenship behavior.
- 7- Organizational commitment mediates the relationship between happiness in the work environment and innovative work behavior.
- 8- Organizational commitment mediates the relationship between happiness in the work environment and citizenship behavior

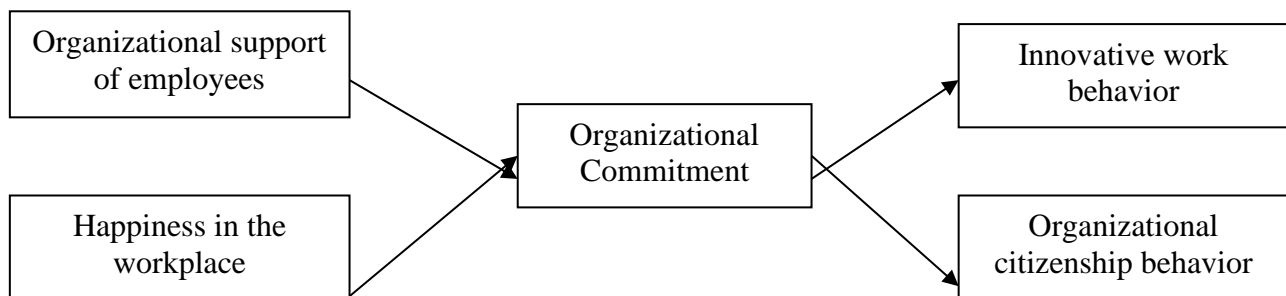


Figure (1) conceptual model of research

3- Research method

Considering that the purpose of this research is to analyze the effect of organizational support of employees and happiness in the workplace on innovative work behavior and organizational citizenship behavior: the mediating role of organizational commitment, therefore, the current research is descriptive in terms of the nature of the research and since the results of the research for other service sectors It can be used in terms of the purpose of the research, it is a part of applied research. This research is descriptive-survey based on the fact that it describes a situation or a series of conditions by using the field method (questionnaire). The statistical population in this research is the faculty members of The Southern Technical University in Iraq, whose number was equal to 315 people. In this research, Cochran's formula was used to calculate the sample size. The number of samples was equal to 173. In this research, in order to compile the theoretical foundations and literature of the research, the library method including the use of books, magazines, articles and master's and doctoral theses has been used and to collect the necessary data for testing the hypotheses from the field method and to collect the data. A questionnaire was used. The questionnaire includes two demographic sections and main questions.

Demographic questions or general questions include gender and history. In the main questions section, the respondents are asked to express their opinion from very little to very much in the answer letter which is arranged as a Likert scale. Table (1) shows the Likert scale and research variables, along with the dimensions and distribution of the questions related to each

Table (1) Likert spectrum

More low	low	medium	more	Very much	Selective option
1	2	3	4	5	Score

In this research, due to the standard nature of the questionnaire, its validity was implicitly confirmed. The convergent validity of the research was checked with the help of average variance expanded (AVE). Cronbach's alpha and CR composite reliability were used to measure the reliability of the questionnaire. Cronbach (1951) mentioned a high standard of 0.7 for Cronbach's alpha. Also, Frenell and Locker (1981) have expressed a high level of 0.5 for AVE and a high standard of 0.7 for CR. Data analysis tool is pls software and structural equation method. Structural equation modeling by PLS method is evaluated and interpreted in two stages. These stages include measurement model test and structural model test, in each of these stages indicators are reported; Below is an explanation of each of these steps: 1-Measurement model test: The measurement model test includes the check of convergent validity (at the level of factors and at the level of indicators or questions) as well as the check of auditory validity or validity. It is diagnostic (at the level of agents and at the level of reagents). 2- Evaluation of the structural model to investigate the relationship between the variables of the construct: after the test of the external model, the internal model that shows the relationship between the construct variables of the research and the structural equation of the structural equation model must be presented. By using the internal model, research hypotheses can be examined.

• Types of mediating influence

Three decades ago, Baron and Kenny (1986) presented an approach to mediation analysis that is still routinely used by many researchers. However, more recent research points to conceptual and methodological problems with Baron and Kenny's (1986) approach (e.g., Hayes, 2013). In this regard, our description is based on Zhao et al.'s (2010) synthesis of previous research on mediation analysis and relevant directions for future research.

The authors identify two types of disintermediation:

- No mediation, only direct: the direct effect is significant, but the indirect effect is not.
- No mediation without effect: direct and indirect effects are not significant.

In addition, they identify three types of mediation:

- Complementary mediation: the indirect effect and the direct effect are both significant and in the same direction.
- Competitive mediation: the indirect effect and the direct effect are both significant and in the opposite direction.
- Only indirect mediation: the indirect effect is significant but the direct effect is not

In this sense, Zhao et al.'s (2010) procedure is consistent with Baron and Kenny's (1986) concept of partial mediation and full mediation.

In fact, if the direct effect is not significant, we are facing the situation of only indirect mediation, but if in addition to the indirect effect, the direct effect is significant, we can distinguish complementary and competitive mediation:

In complementary mediation, the direct effect and the indirect effect are in the same direction. In

other words, the product of the direct effect and the indirect effect is positive. In competitive mediation, the product of direct effect and indirect effect is negative. Competing mediation supports the hypothesized mediating effect, but also suggests that another mediator may be present whose sign of the indirect effect is the same as the direct effect. It is important to note that in competitive mediation, the mediating construct acts as a suppressor variable, which significantly reduces the total effect of the first variable on the third.

The analysis process is as follows:

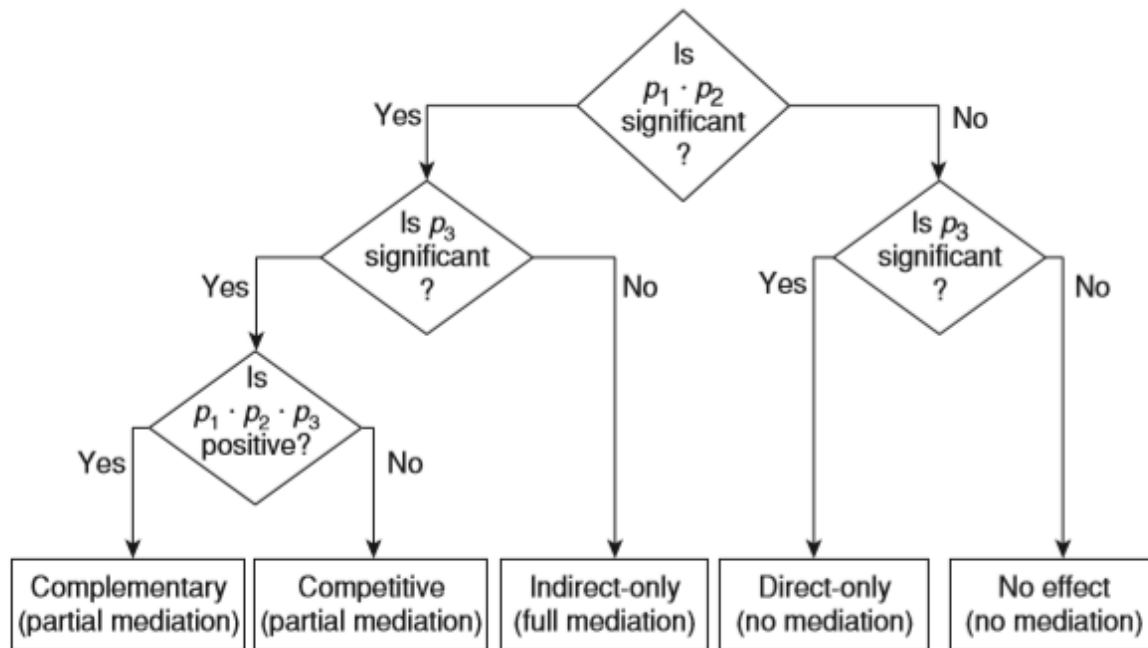


Figure (2) mediation analysis process (Hayer et al., 2021)

4-Data analysis

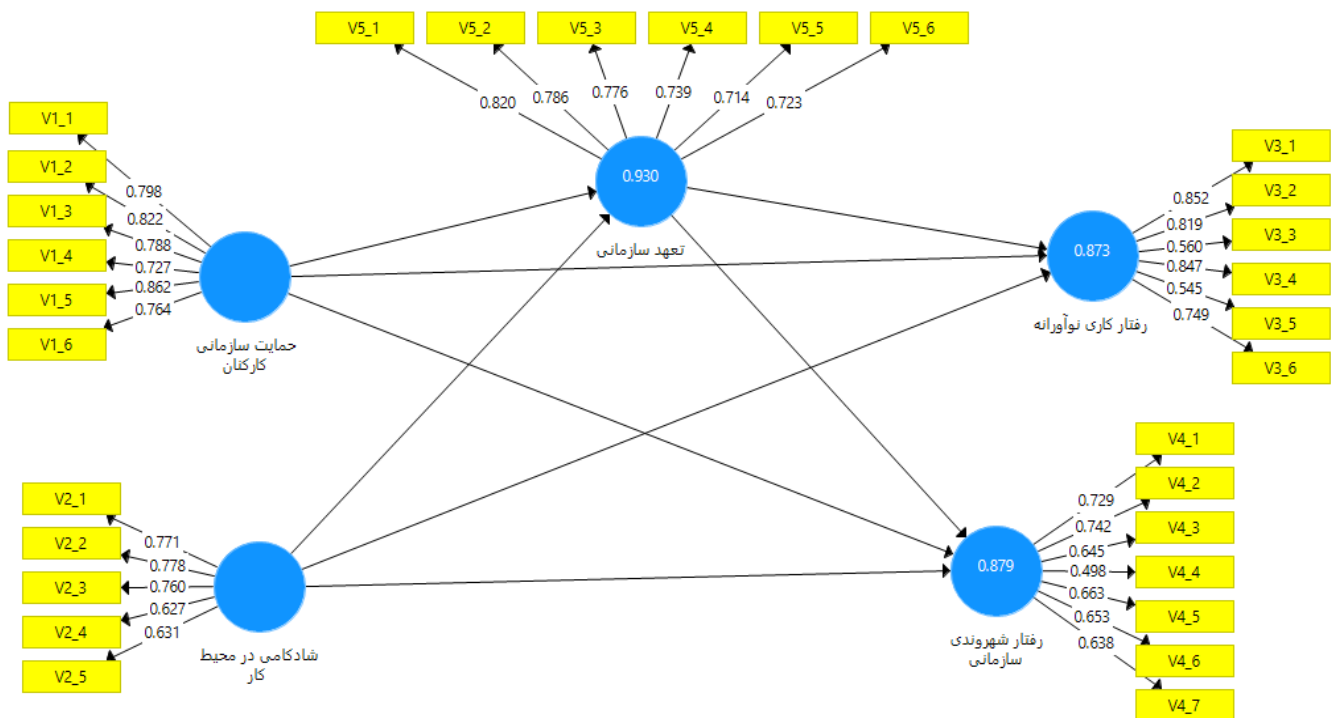
4-1-Demographic questions

Among the sample people, 14% were women and 86% were men. 21% had less than 10 years of work experience. 59% had work experience between 11 and 15 and 20% more than 15 years.

4-2- Inferential part

1-testing the measurement model

1-1- Convergent validity at the level of the indicators: To check the validity of each of the observed variables or items, the factor load of each observed variable must be more than 0.4

Figure (3) the result of factor loadings

Considering that the factor loadings of the questions related to the variables are above 0.4, it can be concluded that the items measure the data well.

1-2- Convergent validity at the level of hidden factors or variables using the mean of extracted variance

AVE: Fresnel and Locker (1981) recommend AVE values of 0.5 and more, and this means that the desired structure explains 50% or more of the variance of its items. Table (2) shows the results of examining the average variance extracted for each of the structures.

Table (2) investigation of convergent validity at the level of factors using extracted from the average variance

	Average Variance Extracted (AVE)
Organizational support of employees	0.632
Organizational Commitment	0.579
Organizational citizenship behavior	0.640
Innovative work behavior	0.548
Happiness in the workplace	0.514

Convergent validity (at the factor level) in all variables is more than 0.5, which indicates the appropriate validity of the measurement tool.

Cronbach's alpha and composite reliability criteria are also used to check the measurement models,

and the results can be seen in the following table:

Table (3) results related to Cronbach's alpha, composite reliability

	Cronbach's Alpha	Composite Reliability
Organizational support of employees	0.883	0.911
Organizational Commitment	0.854	0.891
Organizational citizenship behavior	0.778	0.839
Innovative work behavior	0.827	0.876
Happiness in the workplace	0.76	0.84

The results related to Cronbach's alpha and composite reliability are higher than 0.7 and can be confirmed.

2- To check the auditor's validity or diagnostic validity, Chin (1998) recommends two criteria:
2-1- Assessor validity or diagnostic validity at the level of items: the items or indicators of a construct should have the highest factor load on the construct have their own; It means to have the least sectional load on other structures. Giffen and Ashtrab (2005) suggest that the factor load of each item on its related construct should be at least 0.1 more than the factor load of the same item on other constructs.

Table (4) auditor validity or diagnostic validity at the level of items

	Organizational support of employees	Organizational Commitment	Organizational citizenship behavior	Innovative work behavior	Happiness in the workplace
V1_1	0.798	0.78	0.778	0.782	0.627
V1_2	0.824	0.804	0.768	0.802	0.644
V1_3	0.791	0.761	0.691	0.767	0.655
V1_4	0.727	0.704	0.666	0.656	0.59
V1_5	0.861	0.801	0.794	0.78	0.679
V1_6	0.76	0.649	0.686	0.61	0.452
V2_1	0.522	0.624	0.578	0.55	0.772
V2_2	0.565	0.614	0.57	0.602	0.773
V2_3	0.617	0.645	0.6	0.605	0.756
V2_4	0.524	0.58	0.541	0.461	0.635
V2_5	0.526	0.558	0.513	0.498	0.633
V3_1	0.85	0.838	0.844	0.853	0.654
V3_2	0.721	0.711	0.752	0.82	0.609
V3_3	0.475	0.406	0.404	0.559	0.409
V3_4	0.831	0.818	0.759	0.847	0.697
V3_5	0.464	0.451	0.522	0.544	0.414
V3_6	0.687	0.654	0.717	0.749	0.529
V4_1	0.628	0.701	0.74	0.614	0.618

V4_2	0.691	0.703	0.756	0.675	0.506
V4_3	0.609	0.626	0.634	0.609	0.561
V4_4	0.46	0.457	0.492	0.42	0.415
V4_5	0.595	0.548	0.658	0.606	0.409
V4_6	0.545	0.545	0.641	0.527	0.339
V4_7	0.491	0.506	0.64	0.531	0.456
V5_1	0.747	0.821	0.734	0.731	0.66
V5_2	0.704	0.786	0.78	0.697	0.673
V5_3	0.591	0.776	0.721	0.614	0.666
V5_4	0.667	0.739	0.598	0.627	0.531
V5_5	0.694	0.714	0.628	0.612	0.641
V5_6	0.714	0.723	0.647	0.62	0.68

Considering that the items or indicators related to each construct have the highest factor load on their construct (at least 0.4) and the least cross-sectional load on other constructs (at most 0.4), it can be concluded that the validity Diagnosis is established at the level of items.

2-2- Validity or diagnostic validity at the level of factors or divergence of constructs: the square root of AVE of a construct must be more than the correlation of that construct with other constructs. This indicates that the correlation of that structure with its indicators is more than its correlation with other structures (Syed Abbaszadeh et al., 2011).

In the following, the validity of the assessment or the diagnostic validity can be seen at the level of the factors or the divergence of the structures:

Table (5) auditory validity or diagnostic validity at the level of factors or divergence of constructs

	Organizational support of employees	Organizational Commitment	Organizational citizenship behavior	Innovative work behavior	Happiness in the workplace
Organizational support of employees	0.795				
Organizational Commitment	0.748	0.761			
Organizational citizenship behavior	0.621	0.528	0.656		
Innovative work behavior	0.532	0.504	0.524	0.74	
Happiness in the workplace	0.77	0.645	0.584	0.661	0.717

According to the method of Fornell and Larker, the elements on the diameter of the matrix must be larger than the values listed in the cells below them in order to realize the divergent validity of the second case (at the level of the structure). According to the above table, it can be seen that in all cases the diagonal elements are larger than the values listed below them, it can be concluded that the validity of the criterion is established at the level of the factors.

4-5- Test of research hypotheses

In the form of a structural model, hypotheses were tested and the direction of the structural model was evaluated. Each path corresponds to one of the assumptions of the model, and the numbers on the arrows show the coefficient of the path. Each hypothesis is tested by examining the sign, size, and statistical significance of the path coefficient (beta) between each variable and the dependent variable. The path coefficient shows the direct effect of one structure on another structure. The higher the path coefficient, the greater the predictive effect of the hidden variable compared to the dependent variable. Considering the results of the study of the relationships between independent and dependent structures using the relevant coefficient, it is possible to examine the significance of the effects between the research structures. In order to investigate the significance of the path coefficient or beta, the significance of the t-value for each path coefficient should be considered.

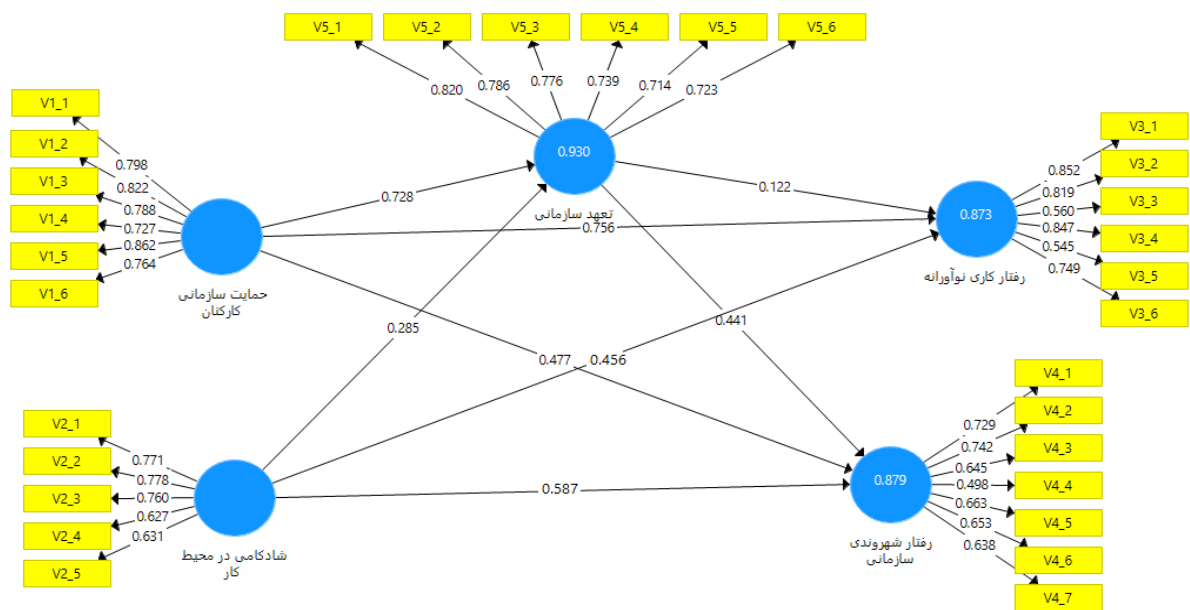


Figure (4) The tested model of the research (regression coefficient and R square) of the hypotheses

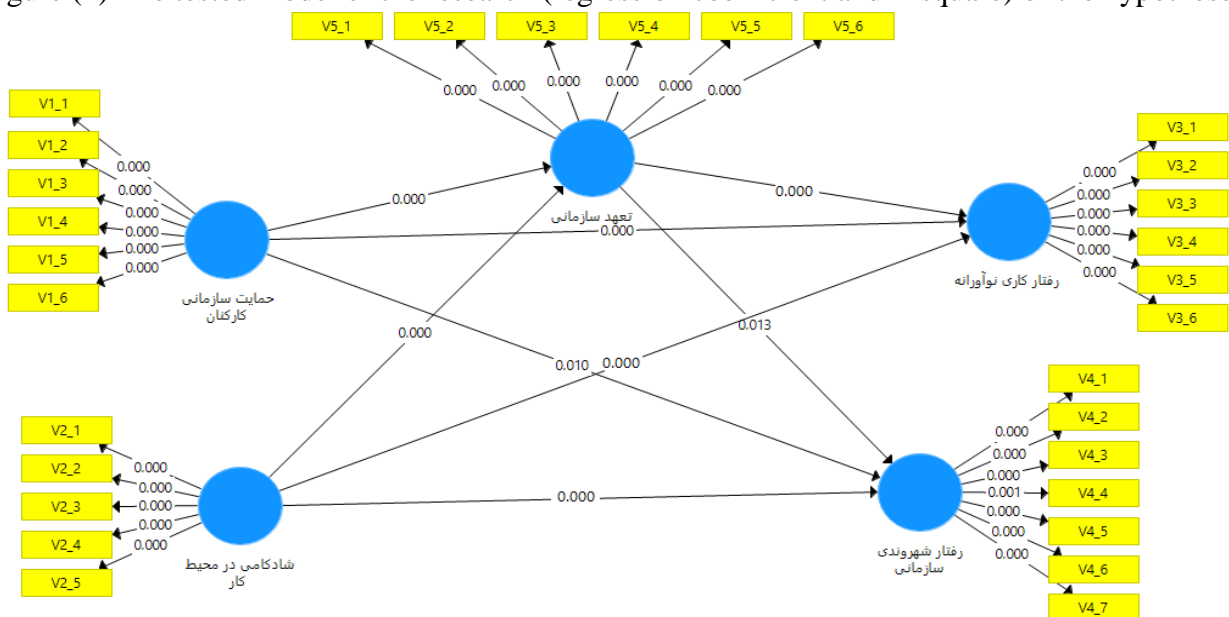


Figure (5) The tested research model (P values) of the hypotheses

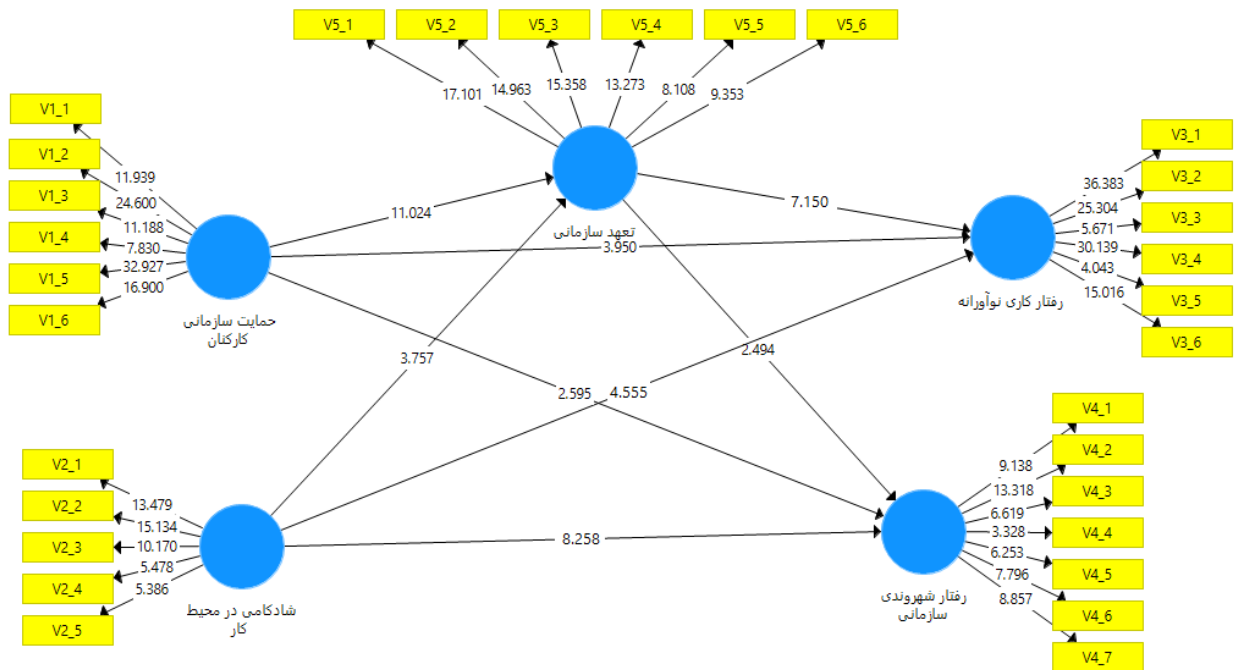


Figure (6) The tested research model (T values) of the hypotheses

According to the output of the software, the level of significance in all hypotheses was less than 0.05. This means that just as the beta value is not equal to zero in the statistical sample, this value is not equal to zero in the statistical population, and it shows the confirmation of the hypotheses. In the first hypothesis: the beta value equal to 0.728 was obtained, which means that the impact of employees' organizational support on employees' organizational commitment is 72%, which means that 72% of changes in organizational commitment are related to employees' organizational support; To confirm the hypothesis, the value of the t statistic must be greater than 1.96. In the output of the software, this value is equal to 11.02. Therefore, it can be said that this hypothesis is confirmed. In the second hypothesis: the beta value is equal to 0.285 were obtained, which means that the effect of happiness in the work environment on organizational commitment is 28%, which means that 28% of changes in organizational commitment are related to happiness in the work environment; To confirm the hypothesis, the value of the t statistic must be greater than 1.96. In the output of the software, this value is equal to 3.75. Therefore, it can be said that this hypothesis is confirmed. In the third hypothesis, the beta value equal to 0.122 was obtained, which means that the impact of organizational commitment on innovative work behavior is 12%, which means that 12% of the changes in innovative work behavior are related to organizational commitment. ; To confirm the hypothesis, the value of the t statistic must be greater than 1.96. In the output of the software, this value is equal to 7.15. Therefore, it can be said that this hypothesis is confirmed. In the fourth hypothesis, the beta value equal to 0.441 was obtained, which means that the beta value is 0.44 was obtained, which means that the impact of organizational commitment on organizational citizenship behavior is 12%, which means that 44% of changes in citizenship behavior are related to organizational commitment; To confirm the hypothesis, the value of the t statistic must be greater than 1.96. In the output of the software, this value is equal to 4.55. Therefore, it can be said that this hypothesis is confirmed. In the fifth hypothesis, the mediating role of organizational commitment in the relationship between organizational commitment and the relationship between organizational support and innovative work

behavior was examined. To investigate this issue, the indirect effect of organizational support and innovative work behavior should be investigated first. This effect was equal to 0.114, which was significant at the 95% level. Therefore, the first condition was confirmed. In the second stage, the direct effect of organizational support and innovative work behavior should be checked, which can be seen in the output, which is equal to 0.75 and is significant. Thus, the total effect equals 0.864 is obtained, which was also significant. Therefore, the mediating effect of organizational commitment in the relationship between organizational commitment and the relationship between organizational support and innovative work behavior is confirmed, and because a significant direct effect was obtained, it can be said that this effect is partial. In the sixth hypothesis, the mediating role of organizational commitment in the relationship Between organizational commitment, the relationship between organizational support and citizenship behavior was investigated. To investigate this issue, the indirect effect of organizational support and innovative work behavior should be investigated first. This effect was equal to 0.122, which was significant at the 95% level. Therefore, the first condition was confirmed. In the second step, the direct impact of organizational support and citizenship behavior should be checked, which can be seen in the output, which is equal to 0.477 and is also significant. In this way, the total impact is equal to 0.599, which was also significant. Therefore, the mediating effect of organizational commitment in the relationship between organizational support and citizenship behavior is confirmed, and because a significant direct effect was obtained, it can be said that this effect is partial. In the seventh hypothesis, the mediating role of organizational commitment in the relationship between happiness in the work environment and innovative work behavior were investigated. To investigate this issue, the indirect effect of organizational support and innovative work behavior should be investigated first. This effect was equal to 0.130, which was significant at the 95% level. Therefore, the first condition was confirmed. In the second step, the direct effect of happiness in the work environment and innovative work behavior should be checked, which can be seen in the output, which is equal to 0.456 and is also significant. In this way, the total effect is equal to 0.586, which was also significant. Therefore, the mediating effect of organizational commitment in the relationship between happiness in the work environment and innovative work behavior is confirmed, and because a significant direct effect was obtained, it can be said that this effect is partial.

In the eighth hypothesis, the mediating role of organizational commitment in the relationship between happiness in the work environment and citizenship behavior was investigated. To investigate this issue, the indirect effect of happiness in the work environment and citizenship behavior should be investigated first. This effect was equal to 0.110, which was significant at the 95% level. Therefore, the first condition was confirmed. In the second step, the direct effect of happiness in the work environment and citizenship behavior should be checked, which can be seen in the output, which is equal to 0.587 and is also significant. In this way, the total effect is equal to 0.697, which was also significant. Therefore, the mediating effect of organizational commitment in the relationship between happiness in the work environment and citizenship behavior is confirmed, and because a significant direct effect was obtained, it can be said that this effect is partial.

5- Result

The purpose of this research was to analyze the effect of organizational support of employees and happiness in the work environment on innovative work behavior and organizational citizenship behavior: the mediating role of organizational commitment. In terms of the nature of the research, the present research was descriptive and in terms of the purpose of the research, it was a part of applied

research. The statistical population in this research The statistical population in this research is the employees of the Southern Technical University in Iraq, whose number was equal to 315 people. In this research, Cochran's formula was used to calculate the sample size. The number of samples was equal to 173. The results confirmed all research hypotheses. The results of this research are consistent with the results of the studies of Al-Shami et al. (2023) and Sumarjo and Supriadi (2023).

Companies need to develop a good system in the application of human resource management, a system that takes into account the innovative behavior and citizenship behavior of employees. In this regard, considering the role of organizational support and the feeling of happiness, followed by organizational commitment, has an effect on achieving such a system. Despite much research on the effects of happiness at both individual and organizational levels, most studies have emphasized their impact on employee performance, retention, or organizational performance. The current work is a pioneer in examining the relationship between happiness and innovative behavior and citizenship behavior, and this behavior in organizations. The result of the research extended the theory with empirical evidence on how happiness and organizational support significantly influence innovative work behavior and citizenship behavior of employees through positive emotions and psychological resources. These findings also model theory. Jahani extended Vandegut, Merrick, and Andersen (2003) with an understanding of how happiness in the workplace brings about positive individual and organizational outcomes.

Second, this study contributed to social exchange theory with new evidence of the mediating effect of organizational commitment on the relationship between happiness and innovative behavior and citizenship behavior. Notably, professors who are happy at work tend to engage in innovative behavior, such as exploring Unique teaching methods or development of new research ideas. Therefore, the mediating effect of organizational commitment emphasized the central role of positive work environment in facilitating innovation in universities. This area of study is important to inform organizations about the most effective strategies to encourage employee creativity and innovation and to emphasize the importance of prioritizing employee happiness and support to facilitate innovation and the right behaviors in the workplace. Finally, the current work proposes a model that shows that organizational happiness and support influence innovative work behavior and citizenship behavior through the mediating effect of organizational culture, which future researchers can address.

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