تأثير الرفاهية النفسية على سلوك العمل الإبداعي
دراسة على المديريات العامة في إدارة زاخو المستقلة

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تأثير الرفاهية النفسية على سلوك العمل الإبداعي دراسة على المديريات العامة في إدارة زاخو المستقلة

The effect of psychologic Well-Being on Innovative Work Behavior: A study on General Directorates of Zakho Independent Administration

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المستخلص:

تستكشف هذه الدراسة تأثير الرفاهية النفسية في تعزيز سلوك العمل الإبداعي من خلال دراسة وجهات نظر الموظفين العاملين في المديريات العامة لإدارة زاخو الذاتية في إقليم كردستان العراق. وكان الهدف الأساسي هو معرفة تأثير الرفاهية النفسية في تعزيز سلوك العمل الإبداعي ضمن السياق المحدد للبيئة الإدارية. أجريت الدراسة في المديريات العامة باستخدام المنهج الوصفي والتحليلي. تم استخدام الاستبانة كأداة أساسية لجمع البيانات. تم إجراء تحليل البيانات باستخدام كل من SPSS v26 و Smart PLS v 4.1.0.9 (82) إجابة صحيحة من إجمالي 105 استبيانات موزعة. وجدت النتائج أن هناك علاقة إيجابية قوية ودالة إحصائيًا بين الرفاهية النفسية وسلوك العمل الإبداعي. تلعب الرفاهية النفسية دورًا محوريًا في تعزيز فعالية الهياكل الإدارية من أجل توفير بيئة مناسبة تسمح للموظفين بالإبداع وتطوير عملهم من أجل خدمة العملاء بشكل أفضل. في حين أن هذه النتائج مقنعة في سياق الدراسة، إلا أنه من الضروري توخي الحذر عند تعميمها على الإعدادات الإدارية الأخرى. يُوصى بإجراء المزيد من البحوث للتعمق في الفروق الدقيقة للرفاهية النفسية عبر سياقات متنوعة. تساهم هذه الدراسة في تقديم رؤى قيمة لقادة المنظمات الذين يسعون إلى تحسين الأداء من خلال الرفاهية النفسية. من خلال فهم والاستفادة من العوامل التي تؤدي إلى الرفاهية النفسية، يمكن للمنظمات تعزيز نتائج أفضل وتحقيق سلوك إبداعي.

الكلمات المفتاحية: الصحة النفسية، سلوك العمل المبتكر، إقليم كردستان العراق.

Abstract:

This study explores the effect of psychological well-being in promoting innovative work behavior by studying the perspectives of employees working in the general directorates of the Zakho Autonomous Administration in the Kurdistan Region of Iraq. The primary goal was to know the effect of psychological well-being in enhancing creative work behavior within the specific context of the administrative environment. The study was conducted in general directorates using a descriptive and analytical methodology. The questionnaire was used as the primary tool for collecting data. Data analysis was performed using both SPSS v26 and Smart PLS v 4.1.0.9 (82) correct answers were collected from a total of 105 distributed questionnaires. The results found that there is a strong and statistically

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significant positive relationship between psychological well-being and innovative work behavior. Psychological well-being plays a pivotal role in enhancing the effectiveness of administrative structures in order to provide a suitable environment that allows employees to be creative and develop their work in order to better serve customers. While these findings are compelling in the context of the study, caution is necessary when generalizing them to other administrative settings. Further research is recommended to delve into the nuances of psychological well-being across diverse contexts. This study contributes valuable insights for organizational leaders seeking to improve performance through psychological well-being. By understanding and benefiting from the factors that lead to psychological well-being, organizations can promote better results and achieve creative behavior.

Keywords: Psychological Well-Being, Innovative Work Behavior, Kurdistan Region of Iraq.

Introduction

In today's rapid and dynamic workplace, understanding creative work behavior is important to corporate success. One of the most important aspects influencing creative work behavior is psychological well-being. According to research, employee well-being is critical in fostering creativity and innovation inside firms.

The importance of psychological well-being in the workplace has grown over the last 20 to 30 years, since physical labor has been replaced by mental labor, and the more a person works cognitively, the more psychological stress they experience at work. A certain amount of stress at work is important for creativity and performance, but if it reaches a certain level, it has a detrimental impact on both the employee's and the organization's performance. Employee productivity and creativity are boosted by competition, but when an employee is under too much pressure, his or her well-being suffers. Aryan & Kathuria, 2017).

Psychological well-being encompasses a variety of dimensions, including independence, competence, and relationship fulfillment. Employees that experience pleasant psychological states are more likely to participate in innovative job practices. Autonomy and competence satisfaction, in particular, serve as mediators between perceived social influence and creative outputs. This shows that meeting workers' psychological needs might boost their inventive inclinations inside the organization (Papachristopoulos et al., 2023).

Employees' psychological well-being is a crucial factor that can influence their innovative behaviors at work. According to Awan and Stoat (2014), psychological happiness refers to an individual's happiness and satisfaction with life. This concept has received significant attention in behavioral research and practice, driven by the belief that a mentally healthy workforce is more productive and resilient to change (Wright and Huang, 2012). This perspective is consistent with the findings of Islam et al. (2020) who emphasized the strong relationship between mental health and achieving organizational goals.

Examining the relationship between psychological health and innovative and proactive behavior of employees is crucial since proactive behaviors are essential to improving individual and organizational productivity in today's unpredictable environment (Baer & Frese, 2003). For example, success in enacting creative behaviors requires energy and a large number of resources, and in this sense, it is clear that safety and psychological health are the main drivers that provide the necessary energy. As a result, energy allows the individual to acquire more specific resources that support proactive behaviors in the face of work challenges (Parker et al., Strauss, 2010; Hakkanen et al., 2011).

Organizations want to maintain their innovative employees, because once their skills and competencies are strong, they will work innovatively and thus contribute to the success of the organization. Additionally, organizational

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innovation is also a complex phenomenon that allows and provides an opportunity for the organization to continuously pursue advanced environmental and technological capabilities while maintaining its competitiveness in the market. Psychological well-being is also important to organizational performance since individuals who are psychologically and emotionally connected to the workforce may work creatively and uniquely (Shahid et al., 2016).

One critical, but often overlooked, factor is psychological well-being. Employees' psychological well-being significantly impacts their motivation, creativity, and overall work performance. However, the relationship between psychological well-being and innovative work behaviour in the General Directorates of Zakho Independent Administration remains underexplored. Understanding this relationship could provide valuable insights into how to foster a more innovative and productive work environment.

The study of psychological well-being as a vital part of organizational behavior in public sector organizations is limited, but has been highlighted as a potential area for future behavioral studies. As a result, the study aimed to examinate the role of psychological well-being in enhancing the creative behavior of public directorates in the city of Zakho in the Kurdistan region of Iraq.

2. Literature Review

2.1 Psychological Well-being

physical wellness definitions often incorporate multiple qualities. First and foremost, PWB is a subjective experience. This suggests that people have a high degree of PWB because they believe they do. Second, PWB takes into account the relative presence and absence of happy and negative emotions. In particular, and in line with the peripheral paradigm, PWB is frequently operationalized as recording both positive and negative affective states on a single axis. The high or positive pole indicates the positive to negative competence-based view of PWB, with pleasure-based adjectives such as "happy" and "delightful." Alternatively, low or negative. The pole is based on negative adjectives like "sad." And, "sorrow." Cropanzano& Wright, 2004).

Psychological well-being includes an individual's self-evaluation regarding basic human needs and interactions, including positive relationships, emotions, competencies, and life meaning and purpose (Diener et al., 2010). It is essential that leadership prioritizes the psychological state of both teachers and staff. In addition, mental health significantly affects innovative behavior in the workplace (Zhou et al., 2020). Individuals who have a positive view of themselves in terms of human needs and relationships tend to have higher levels of psychological well-being (Enwereuzor et al., 2020). Well-being is an umbrella term that covers subjective, social, physical, psychological and health-related activities. It can be explored through two main perspectives: the hedonic approach, which equates well-being with pleasure and the fulfillment of human aspirations, and other approaches that may focus on broader aspects of well-being. Mahipal and Sheena (2019) claim that positive mental health is defined by high levels of satisfaction and enjoyment towards their work.

Psychological well-being is a concept that originated in the 1980s. Deci and Ryan (2008) defined psychological well-being as happiness in both one's personal and professional lives, as well as optimal competence. Psychological safety is defined as life going well, with the individual feeling happy and doing excellently (Hubert, 2009; Chanker and Sims, 2018).

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2.2 Innovative Work Behaviour

The term "innovative work behavior" describes a set of employee behaviors that improve their daily performance and have a significant impact on their ability to think creatively (Zhou et al., 2020). De Jong and Den Hartog (2010) describe innovative work behavior (IWB) as the intentional introduction and implementation of new ideas, procedures, and methods within individuals, work teams, and organizations. In order to increase individual and organizational performance, IWB refers to the process of problem solving, generating and evaluating new and useful ideas as well as the behaviors required to generate, modify, and implement ideas (Afsar et al., 2015). Recently, academics and researchers have become interested in IWB because it has been shown to improve workers' psychological processes and achieve better results for the organization (Afsar & Badir, 2017).

IWB is supposed to provide creative and thereby advantageous consequences for people, communities, or organizations (Bos-Nehles, 2017). These innovative outcomes might range from the creation of new production techniques and management systems to the expansion and revitalization of existing goods, services, protocols, and processes (Crossan & Apaydin, 2010). IWB is a critical component that enables any group to achieve corporate goals (Waheed et al., 2017; Purwanto, 2020). As a result, it should be carried out in a sustainable manner by both profit-driven and non-profit groups. One of the non-profit organizations that should use IWB is a public one. Public organizations are distinguished by their various processes and rules, which give a high level of control while limiting flexibility [8,9].

Recently, innovative work behavior has been the subject of much research and analysis, especially in the commercial and creative sectors (Rulevy & Parahyanti, 2016; Leong & Rasli, 2014; Woods et al., 2018; De Spiegelaere, 2017 and Al-Omari, 2017). Research on creative and innovative work practices in service organizations is very rare. The employees were at different administrative levels, and two levels were taken, namely the executive and the leadership, the subject of this study. We examined three features of innovative work practices implemented by all employees in the general directorates of the Zakho Autonomous Administration.

2.3 Psychologic Well Being and Innovative Work Behavior

A variety of research have demonstrated the importance of psychological well-being in improving creative work behavior. Studies (Sema et al., 2022; Herri & Lukito, 2023). demonstrate a positive and substantial association between psychological well-being and innovative work behavior, implying that workers with greater psychological well-being are more likely to engage in innovative activities.

Sangar (2014) discovered that psychological empowerment and role satisfaction are important predictors of creativity, whereas Carmeli (2007) highlighted the mediation function of organizational identity in the link between work difficulty and creative behavior. They argue that organizational identity mediates the association between work difficulty and innovative endeavors. This demonstrates the importance of the work environment in encouraging innovation.

In addition, Kark (2009) emphasized the importance of psychological safety in instilling sentiments of vitality, which motivate participation in creative activity. Agarwal (2017) elaborated on this, identifying psychological capital and psychological safety as mediators in the association between high-performance work systems and creativity implementation. Moreover, Fritz et al. (2010) investigated the idea of psychological detachment from work during non-work hours and its implications for well-being and job performance. Their findings show that mental detachment from work might help replenish lost resources and increase general well-being, perhaps enhancing innovative behavior.

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Furthermore, the findings of Wang et al. (2022) study's show a strong positive correlation between employees' innovative behaviors and workplace well-being, indicating that encouraging innovation can improve workers' general job satisfaction and health. Overall, the relationship between psychological well-being and creative work behavior is complicated and diverse. However, it is obvious that psychological well-being is important in encouraging innovative work behavior and may be impacted by a variety of factors, including leadership styles and organizational support for innovation.

Therefore, in light of the above discussion, one main hypothesis was proposed that falls within the framework of the relationship between employees' psychological well-being and creative behavior:

H1: Psychological Well-being has positive and significant effects on innovative work behavior.

H1a: Job Satisfaction significantly affects innovative work behavior.

H1b: Emotional experience affects innovative work behavior.

H1c: Work Purpose and Meaning significantly affect innovative work behavior.

3. Research Methods

3.1 Methodology

In this study, the quantitative descriptive survey research design was employed to elicit adequate information to answer the research questions of the study. as it uses a survey questionnaire to collect data. The questionnaire consists of four sections. Section (a) focuses on the demographic profile of respondents, while sections (b), (c), and (d) use a five-point Likert scale for respondents to indicate their levels of agreement with statements related to the study. The independent variable is Psychological Well-being (PW), which consists of three constructs: Job Satisfaction (JS), Emotional Experience (EE), and Work Purpose and Meaning (WPM) with a total of 12 items. The dependent variable is Innovative Work Behavior (IWB), which consists of four components: Opportunity Exploration (OE), Idea Generation (IG), Idea Promotion (IP) and Idea Implementation (IM) with a total 4 items.

Questionnaires are distributed on employees working at the general Directorates of Zakho independent administration. Data analysis includes the use of (for data entry and descriptive analysis in Section A. In addition, partial least squares structural equation modelling (PLS-SEM) is used for comprehensive data analysis, with SmartPLS software facilitating examination of reliability, validity, convergent validity, and composite reliability (CR)., discriminant validity, and hypothesis testing.

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3.2 Proposed model Conceptual Framework

Based on previous literature and arguments, as well as the study's objectives, questions, and hypotheses, a study model was created in which a group of variables from the current study were highlighted to provide a preliminary visualization of the set of correlations and influence in the relationship between the study variables. The current study's major goal is to look at the function of psychological well-being in supporting innovative work behavior, specifically in the Zakho independent Administration's general directorates. To empirically analyses the model, the researcher utilized Smart PLS software (version 4.1.0.4) to perform partial structural equation square modelling (PLS-SEM) (Ringle et al, 2015). Figure 1 depicts the study's proposed model.

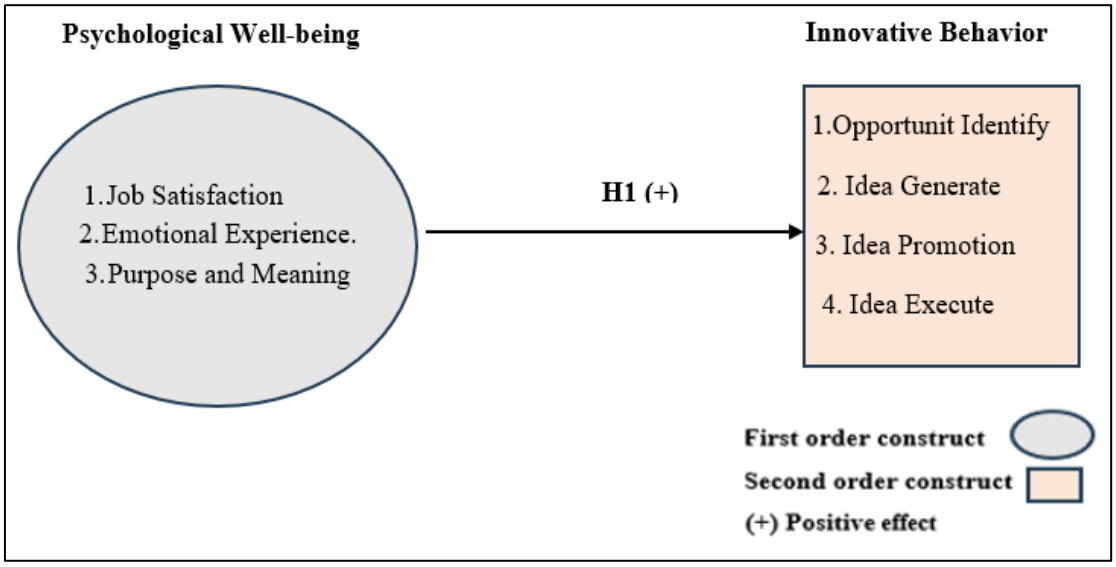

Figure 1. Proposed Model Prepared by researcher

3.3 Data collection and sample selection

The data was used to achieve the objectives of the study, as samples were obtained using questionnaires. Arabic and Kurdish, the two most common languages among individuals and institutions in the Kurdistan Region, were used to provide clarity to participants. A number of employees in the general directorates of the Zakho independent Administration participated in this study as intentionally sample. Of the 105 questionnaires produced, 82 were collected and determined to be valid for analysis. After data collection, responses were categorized and analyzed using SPSS (V.26) and SmartPLS (V.4.1.0.9). The analysis steps are described in depth in the next section.

IV. Data Analysis and Results

The research models for this study were evaluated using partial least squares structural equation modeling (PLS-SEM) and SmartPLS software (version 4.1.0.9). After conducting a measurement model review and structural model analysis to consider potential links between variables, the validity and reliability of the study measures were assessed. Better knowledge of the relationships within the model is ultimately enhanced by this two-step technique, which has

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advantages over one-step assessments in that it allows precise measurement of each component and produces more robust and reliable data.

4.1 Demographic of Respondent Profile

The demographic data of the sample includes gender, age, years of employment, educational qualifications, job title, and experience in the current position, as detailed in Table 1. The study surveyed 82 employees from various general directorates within the Zakho Independent Administration in the Kurdistan Region. The respondent characteristics of the questionnaire, as detailed in Table 1, show a fairly balanced gender distribution among the 82 participants, with 52.4% male and 47.6% female. The age distribution indicates that nearly half of the respondents (46.3%) are between 31 and 40 years old, followed by 24.4% both for those aged 30 and less, and 41 to 50 years, with only 4.9% being 51 years and over. In terms of job experience, a majority of respondents (63.4%) have 10 or more years of experience, 25.6% have between 6 to 9 years, and 11% have less than 5 years. Regarding educational qualifications, over half of the respondents (53.7%) hold a Bachelor's degree, 30.5% have a Diploma, 13.4% have completed secondary education, 2.4% hold a Master's degree, and none have a Doctorate. These demographic characteristics provide a comprehensive overview of the study's participant profile, offering valuable insights into the composition of the surveyed employees.

Table 1 Respondents profiles

Respondent characteristics		Frequency (N = 82)	Percentage (%)
Gender			
	Male	43	52.4
	Female	39	47.6
Total		82	**%100**
Age			
	30 and less	20	24.4
	31–40 years	38	46.3
	41–50 years	20	24.4
	51 and over	4	4.9
Total		**82**	**%100**
Job Experience			
	Less than 5 years	9	11
	6-9 years	21	25.6
	10 and over	52	63.4
Total		**82**	**%100**
Qualification			
	Secondary	11	13.4
	Diploma	25	30.5

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	Bachelor	44	53.7
	Master	2	2.4
	Doctorate	0	0
Total		**82**	%**100**

Source: Prepared by the researcher based on the results of (SPSS. 29)

4.2 The Descriptive Analysis

The descriptive statistics for the latent variables measured in the study are presented in Table 2. The constructs examined include Psychological Well-being and Innovative Behavior, each assessed through several dimensions.

For Psychological Well-being, the mean scores were 3.5183 for Emotional Experience (with a standard deviation of .94834), 3.5915 for Work Affect (with a standard deviation of .92171), and 3.8384 for Purpose and Meaning (with a standard deviation of .68535). The overall mean for Psychological Well-being was 3.7035, with a standard deviation of .68090.

In terms of Innovative Behavior, the mean scores were 3.6738 for Job Opportunity (with a standard deviation of .79027), 3.7561 for Idea Generation (with a standard deviation of .82680), 3.6677 for Idea Promotion (with a standard deviation of .80513), and 3.7512 for Idea Execution (with a standard deviation of .73270). The overall mean for Innovative Behavior was 3.6494, with a standard deviation of .73420. These results indicate moderate to high levels of psychological well-being and innovative behavior among the respondents, with relatively consistent scores across the different dimensions of each construct.

Table 2 Descriptives statistics for Latent Variables

Constructs	N	Mean	Std. Deviation
Psychological well-being			
Job Satisfaction	82	3.5183	.94834
Emotional Experience	82	3.5915	.92171
Purpose and meaning	82	3.8384	.68535
Total	82	3.7035	68090.
Innovative Behavior			
Opportunity identifies	82	3.6738	.79027
Idea generation	82	3.7561	.82680
Idea promotion	82	3.6677	.80513
Idea executive	82	3.7512	.73270
Total	**82**	**3.6494**	**.73420**

Source: Prepared by the researcher based on the results of (SPSS. 29)

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4.3 Assessment of Measurement Model

Researchers should take into account internal consistency, content validity, convergent validity, and discriminant validity in addition to the reliability of individual items when assessing a Model's measurments, according to Hair et al. (2020), Hair et al. (2021), and Hensler et al. (2009). The following is how the outcomes are presented:

4.3.1 Internal Consistency Reality

Factor loadings were used to perform an indicator reliability study. The internal consistency stability of the redesigned scale was investigated in this study using the composite reliability coefficient. The choice was made because the composite reliability coefficient yields ratings that are less biased than Cronbach's alpha. Composite reliability considers the distinct contributions of each item, as opposed to Cronbach's alpha, which is based on the assumption that each item contributes equally to a particular variable (Götz, Liehr-Gobbers, and Krafft, 2010; Hair et al., 2019).

Cronbach's alpha values in the current study ranged from 0.607 to 0.922, over the recommended threshold of 0.7. However, it's important to recognize that Cronbach's alpha might exaggerate or underestimate the dependability of the scale. The composite reliability technique, which takes into account different factor loadings for each indication, produced findings for comparable internal consistency reliability. In particular, strong dependability is indicated by a Cronbach's alpha value of 0.70 or above, whereas a value of 0.60 or below indicates insufficient internal consistency. Both Bagozzi and Yi (1988) and Hair et al. (2011) consider a composite reliability coefficient of 0.7 or above to be appropriate for evaluating a given construct's dependability. Details about the dependability of internal consistency are presented in Table 3.

Table3 Loading, composite reliability and average variance extracted (AVE)

Construct (Item)	Code	Factor Loading	Alpha. C	rho. A	Composite Reliability	(AVE)
Job Satisfaction	JS1	0.810	**0.861**	**0..872**	**0.906**	**0.707**
	JS 2	0.877				
	JS 3	0.881				
	JS 4	0.791				
Emotional Experience	EE1	0.824	**0.839**	**0.841**	**0.892**	**0.674**
	EE 2	0.805				
	EE 3	0.841				
	EE 4	0.814				
Meaning and Purpose	MP1	0.777	**0.729**	**0.758**	**0.794**	**0.654**
	MP 2	0.761				
	MP 3	0.736				
	MP 4	0.791				
Opportunity Identifies	OI 13	0.736	**0.854**	**0.878**	**0.898**	**0.642**
	OI 14	0.784				
	OI 16	0.741				
Idea Generation	ID19	0.753	**0.886**	**0.917**	**0.917**	**0.691**

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	ID 20	0.765				
Idea Promotion	IP22	0.796	**0.893**	**0.917**	**0.923**	**0.708**
	IP 23	0.809				
Idea Executive	IE25	0.753	**0.876**	**0.896**	**0.912**	**0.676**
	IE 26	0.718				
	IE 27	0.758				
	IE 28	0.794				

Source: Prepared by the researcher based on the results of (SPSS. 29)

All the average variance extracted (AVE) value, which ranges from 0.523 to 0.694, all fall within the recommended cutoff of 0.50 (Hair et al., 2010). Table 3 and Figure 2 provide composite reliability coefficients for each of the independent variables in the research. Composite reliability coefficients for the latent variables range from 0.607 to 0.922, as shown in Table 3. Bagozzi and Yi (1988) and Hair et al. (2011) reported that this scale had good reliability and positive internal consistency.

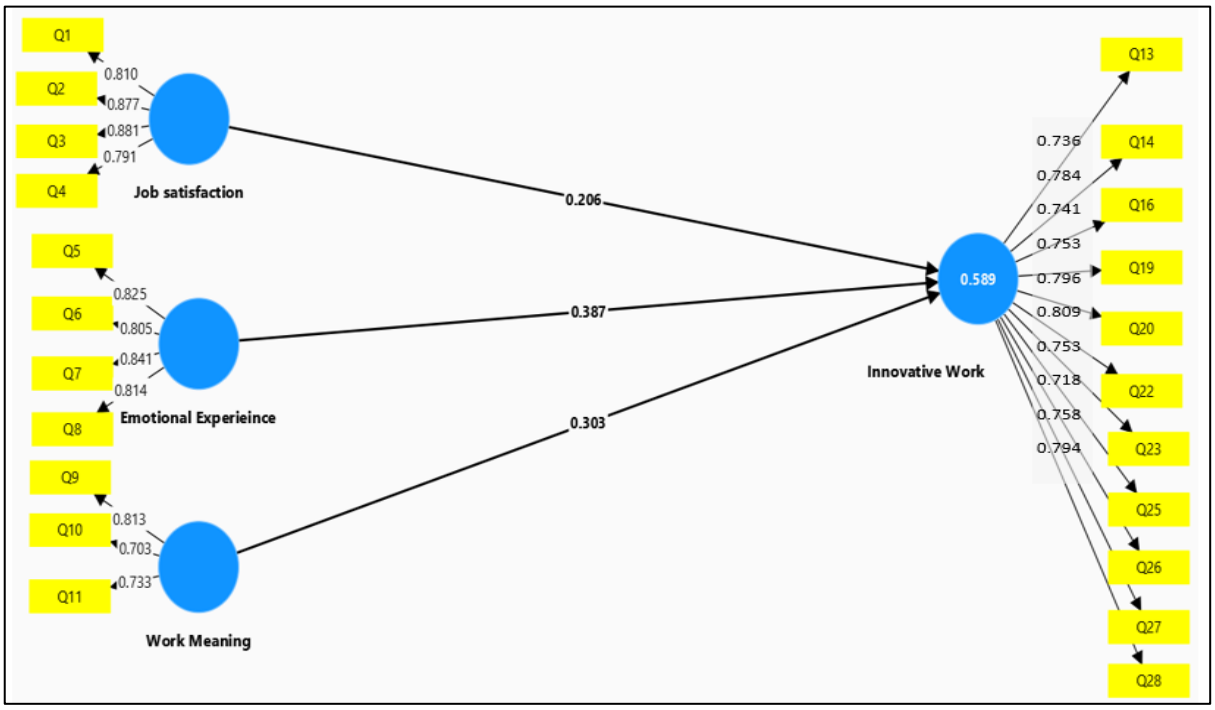

Figure2. Estimation valid model

4.3.2 Discriminant Validity

In order to ensure discriminant validity, it must be proven that each concept within the latent variable differs from the concepts in the other latent variables. Good discriminant validity is demonstrated when the average variance extracted (AVE) value for each outlier construct (placed on the diagonal) exceeds the correlation between that construct and the other constructs (placed below the diagonal) (Afthanorhan et al., 2021). The Fornell-Larcker criteria, as shown in

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Table 4, assess discriminant validity by comparing the square root of the AVE to the correlations between the latent variables.

Table 4 Discriminant validity (Fornell and Larcker Criterion).

Constant	JS	EE	PM	OI	IG	IP	IE
JS	**0.821**						
EE	0.638	**0.778**					
PM	0.538	0.545	**0.783**				
OI	0.519	0.637	0.650	**0.797**			
IG	0.700	0.607	0.429	0.495	**0.841**		
IP	0.593	0.625	0.629	0.666	0.598	**0.744**	
IE	0.511	0.568	0.430	0.550	0.590	0.549	**0.751**

Note. JS (Job Satisfaction), EE (Emotional Experience), PM (Purpose and Meaning), OI (Opportunity Identification), IG (Idea Generation), IP (Idea Promotion), IE (Idea Execute).
Source: Prepared by the researcher based on the results of (SPSS. 29)

4.4.1.Hypothesis Test

To reduce type II error, bootstrapping was used to test hypotheses for the structural model in this work using one-tailed tests rather than two-tailed tests (Latan et al., 2018). As indicated in Table 5, the procedure comprised 5,000 samples with bias correction and acceleration (BCa) (Latan et al., 2017; Hair et al., 2017). In order to continually forecast the route pattern in datasets with modest variations, bootstrapping is a resampling technique that uses random samples of data (with replacement) (Hair et al., 2017).

Chen (1998) recommended that, because PLS-SEM is a non-parametric approach, researchers should assess the procedures of bootstrapping to get statistical significance. P-values and t-values, among other crucial outcomes, may be obtained by using SmartPLS's bootstrapping algorithm to determine whether the route coefficients are significant. If the null hypothesis is correct, the p-value indicates the likelihood of getting a t-value that is at least as severe as the observed value. Stated differently, the p-value represents the likelihood of incorrectly rejecting a valid null hypothesis (that is, presuming a significant route coefficient when none exists) (Hair et al., 2017, p. 206). Significance levels are indicated as follows: ***P < 0.001, **P < 0.01, *P < 0.05, with the rule of thumb being that t-values greater than 1.96 are considered significant. From the bootstrapping results of the structural model, the following hypotheses can be derived:

H1 Psychological well-being significantly affects innovative work behavior

Table 5 shows that the R squared value for innovative work behavior (IWB) of 0.68 suggests that the psychological well-being (PW) dimensions taken into consideration in this study may account for 58% of the variance in IWB, with

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the remaining 42% related to We don't talk about other factors here. The correlations between the study variables stated above are shown in Table 5, along with the relevant T statistics and p values.

The major hypothesis, according to which psychological well-being has a considerable impact on innovative work behavior, is supported by the findings of hypothesis testing and structural model evaluation, which are summarized in Table 5. H1 first suggested that creative work behavior is significantly influenced by psychological well-being. Strong support for H1 is indicated by the route coefficient, T value, and p value (β = 0.749, t = 19.580, p = 0.000).

Table 5 Hypotheses Results

Hypotheses	Relationship	Beta	standard D.	T-Statistics	P-Values	Decision	R^2
H1	Psychological well-being -> IB	0.749	0.039	19.580	0.000	**Supported**	**0.58**
H1A	Job satisfaction -> IB	0.222	0.099	3.746	0.000	**Supported**	
H1B	Emotional Experience -> IB	0.371	0.118	1.880	0.050	**Supported**	
H1C	Purpose and meaning -> IB	0.294	0.099	2.975	0.0001	**Supported**	

Source: Prepared by the researcher based on the results of (SPSS. 29)

At the partial level (see Table 5), the results indicate positive and significant effects of leadership maturity on organizational performance (β=0.325, t=7.245 p=0.000). Thus, H1a is supported. Furthermore, this study assumed that planning and implementation have an important impact on organizational performance, and the results of the study indicated significant effects (β=0.185, t=6.135, P=0.004). As a result, H1b is approved. The current research assumed that there is a significant effect of processes and tools on organizational performance (β=0.225, t=7.345, p=0.000). Hence, H1C is supported. Moreover, the results indicate that people and culture have significant effects on organizational performance (β=0.360, t=4.678, P=0.000). Hence H1d is supported. Moreover, the analysis result showed significant effects of structure and model on organizational performance (β=0.280, t=5.702 P=0.002) with these results supporting H1e. Finally, the results showed significant effects of innovation on organizational performance (β=0.78, t=6.357 P=0.000).

V. Discussion

This study examines the effect of psychological well-being on innovative work behavior. The results of present study found PW is positively linked with IWB, supporting the main hypothesis. (Samma and Zhao, 2020) studied workplace violence and creative work behaviors. The study found that supportive leaders boost staff morale and inventiveness, leading to improved work behavior. The positive relationship observed between psychological well-being and innovative work behavior aligns with privious studies (Jia et al., 2023; Sema et al., 2022; Herri & Lukito, 2023), which emphasize that strategic alignment enhances overall organizational effectiveness and performance.

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In addition, research indicates that people who are engaged at work exhibit more innovative behavior. However, the findings of this study showed that PW had a positive impact on IWE. Some previous research backs up our conclusions. Rasool et al. (2022) investigated the relationship between the workplace environment and long-term work performance. According to the study, work involvement facilitates the change from regular to creative work. Janssen (2000) discusses how workers' perspectives on effort-reward fairness and job demands affect their commitment to engage in creative work practices. The findings show that greater levels of job satisfaction and perceived justice are connected with more inventive behavior, lending credence to the idea that psychological well-being is an important aspect of encouraging workplace innovation.

Moreover, well-being-oriented management has been recognized as a human resource intervention that improves employee well-being, leading to improved information sharing and, ultimately, increasing innovative behavior (Putra& Pramusiwi, 2023). Furthermore, Rasulzada (2009) found a significant association between organizational creativity and innovation and individual psychological well-being, with organizational characteristics like climate and work resources also playing a role. These findings highlight the necessity of improving psychological well-being in the workplace to encourage creative job behavior. More importantly, Karani and Mehta (2022) indicated that supervisor and coworker support has been demonstrated to positively contribute to psychological contract fulfillment, which in turn promotes job engagement, eventually leading to better creative thinking and general well-being in the workplace. Overall, there is a significant link between psychological well-being and innovative work behavior, emphasizing the importance of psychological well-being in the workplace for increasing innovation and efficiency.

VI. Implications, limitations and Future Directions

The study conducted at the General Directorates of Zakho Independent Administration illustrated that there was a positive relationship between psychological well-being on innovative work behavior. Organizations should emphasize their workers' psychological well-being through developing positive workplace settings that encourage independence, skills, and overall satisfaction, since these interventions may dramatically boost creativity and innovative behavior. Encouraging prosocial behaviors at work is critical, with management recognizing and encouraging activities that benefit others. Ethical leadership is particularly important because it promotes employee well-being and, as a result, drives innovative behavior; leaders should model ethical conduct and foster supportive environments. However, the study's emphasis on the General Directorates of Zakho Independent Administration may limit the conclusions' generalization to other organizational contexts, and the use of cross-sectional data limits causal inferences. In addition, depending on self-reported data provides common method bias, suggesting that future studies should employ objective measurements or multi-source data. Future directions include conducting longitudinal studies to investigate the dynamic relationship between psychological well-being and innovative work behavior over time, looking into additional mediators like work engagement and job satisfaction, and investigating how cultural differences affect the relationship between well-being and innovation.

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VII. Conclusion

This study emphasizes the significance of psychological well-being in encouraging innovative behavior within the General Directorates of Zakho Independent Administration. Creating a pleasant work atmosphere that values autonomy, competence, and compassion is critical for fostering creativity and innovation. Encouraging prosocial behaviors and ethical leadership strengthens this benefit, as these aspects combined boost employee well-being and encourage innovative thinking. Emphasizing a strong interactive mindset in development ensures a psychologically safe environment, which not only enhances individual positive states but also fosters appreciative behaviors such as creativity, learning and innovative work behavior. Therefore, organizations and supervisors must focus on building relationships based on justice and providing a psychologically safe environment, which ultimately benefits both employees and the organization as a whole.

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Conflicts of Interest

The author declares no conflict of interest.

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Appendix

University of Zakho
The college of administration and economics
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S./ Questionnaire Form

The Honorable employees working in the General Directorates of the Zakho independent Administration.

Good greeting...

The purpose of designing this instrument is to create a robust tool for measuring variables pertinent to the research titled "The Effect of Psychological Well-Being on the Innovative work Behavior: A Field Study in a Sample of General Directorates in the Independent Administration of Zakho, Iraq." It is with great pride and respect that we request your assistance in completing the index sections.

Please be assured that all information provided will be treated with the utmost confidentiality and integrity. The data collected will be used exclusively for research purposes, and there will be no need to disclose any personal identifiers. Your participation is invaluable and will significantly contribute to the success of our research mission.

Please tick a mark (✓)in front of the statement that represents your point of view.

Researcher:

Zeravan Bashar Ahmed 07518087346

Zeravan A. Omar 07504027294

First Part: General information for respondents on the questionnaire:

1. **Gender:** Male ( ) Female ( ).
2. **Age:** less than 30 ( ) 31-40 ( ) 41-50 ( ) 51and over ( ).
3. **Qualifications:** Secondary ( ) Diplom ( ) bachelor( ) Master ( ) Doctorate ( ).
4. **Job Experience:** Less than 5 years ( ) 6-9 ( ) 10 and over ( ) .

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Second part: Research variables

1. Dimensions of psychological well-being:

A group of dimensions represented by (job satisfaction, emotional experience in the workplace, and purposeful or meaningful work), which are dimensions used to measure the psychological well-being of employees and to describe the employee's psychological health and his general performance within the environment or workplace, and are described as a combination of feeling good and working effectively and efficiently.

Statement	*Strongly Agree*	*Agree*	*Neutral*	*Disagree*	*Strongly Disagree*
A. Job satisfaction: It is one of the main dimensions of psychological well-being that refers to an individual's general sense of satisfaction and accomplishment derived from his job.					
1. The organization provides a work environment that supports employees through positive physical conditions and the promotion of good relationships between colleagues and supervisors.					
2. The compensation and benefits offered by the organization are fair, competitive, and meet the needs of employees.					
3. The organization provides ample opportunities for professional growth, skill development and career advancement to its employees.					
4. The organization actively supports employees to achieve a healthy balance between their work and personal life responsibilities.					
B. Emotional experience in the workplace: It is another crucial dimension of psychological well-being that includes a range of emotions that employees feel in their work environment. It includes both positive and negative emotions, and how these emotions affect overall mental health, job performance, and interpersonal relationships at work.					
5. Organizational culture promotes feelings of enthusiasm, motivation and joy among employees.					
6. The organization provides resources and support to help employees manage and respond effectively to work-related stress and emotional challenges.					
7. The organization fosters a supportive environment where employees feel they can receive emotional and psychological support from colleagues and supervisors alike.					
8. The overall emotional climate of the organization is positive, encouraging and supportive, and contributes to the well-being of employees.					

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3. Purposeful or meaningful work: It is a crucial third dimension of psychological well-being, which reflects the extent to which individuals perceive their work as important and valuable. .C					
9. The organization's mission and values align well with the personal values and beliefs of its employees, enhancing their sense of integrity and loyalty.					
10. The work the organization does has a meaningful and positive impact on society, which its employees recognize and appreciate.					
11. Employees often feel a sense of accomplishment and satisfaction with the work they do within the organization.					
12. Employees feel that their work is connected to the larger mission and goals of the organization, giving them a sense of purpose and direction.					

2. Dimensions of innovative work behavior

Innovative work behavior (IWB) is a process that involves intentionally creating, introducing, and applying new ideas within a work role, group, or organization to improve performance. This dimension consists of four main components:

Statement	*Strongly Agree*	*Agree*	*Neutra*	*Disagree*	*Strongly Disagree*
A. Exploring opportunities: This involves identifying and searching for new opportunities for innovation. Employees engage in sc anning the environment, recognizing trends and identifying potential areas for improvement or new possibilities.					
13. The organization actively encourages employees to seek new opportunities and directions that can benefit our operations and strategic goals.					
14. Our organization regularly scans the business environment for potential areas for improvement or innovation, ensuring we stay ahead of industry changes.					
15. Employees are supported to be proactive about identifying new capabilities that can enhance our work processes and outcomes.					
16. The organization values and implements strategies to stay informed of industry developments and considers their potential applications within our operations.					
Idea generation: This element refers to the process of brainstorming and coming up with new ideas. It involves thinking creatively, solving problems, and proposing new ways to approach tasks or improve processes. .B					
17. The organization fosters a culture where employees are encouraged to frequently come up with new and innovative ideas to improve our products, services and operations.					
18. Brainstorming sessions are held regularly, and employees are actively encouraged to contribute creative solutions.					
19. There is a strong emphasis on thinking differently and exploring different ways to solve problems or improve existing					

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processes within the organization.					
20. The organization supports and encourages employees to freely share their ideas and build on each other's suggestions to find innovative solutions.					
Promoting the idea: Once the ideas are generated, this stage involves defending them and getting support from others. It includes presenting ideas persuasively, building coalitions, and obtaining the necessary buy-in from colleagues and stakeholders. **.C**					
21. The organization provides platforms and opportunities for employees to effectively communicate and defend their innovative ideas to colleagues and supervisors.					
22. The organization has strong support for employees to develop the skills needed to persuade others and gain support for new ideas					
23. The organization encourages and facilitates the presentation of ideas in compelling ways to gain buy-in from key stakeholders.					
24. The organization provides platforms and opportunities for employees to effectively communicate and defend their innovative ideas to colleagues and supervisors.					
25. Communication and coalition building within the organization are promoted to support and enhance the implementation of innovative ideas.					
Implementing the idea: The last element involves putting new ideas into practice. This includes planning, implementing and improving innovative ideas to ensure that they are effectively integrated into the organization's operations and lead to the desired improvements. **.D**					
26. The organization actively involves employees in the planning and implementation stages of new ideas, ensuring that their contributions are valued and benefited from.					
27. There are structured processes in place to ensure that new ideas are effectively integrated into our working practices and processes.					
28. The organization is responsible for providing the resources and support necessary for the successful implementation of innovative solutions.					
29. Emphasis is placed on pursuing new ideas, taking measures to ensure they are implemented, evaluated and refined as needed to achieve desired results.					