

How to Cite:

Abbasi, M. K., & Waseem, S. N. (2023). Impact of the mediated role of employee morale on innovative work behavior in context of healthcare sector; Pakistan. *International Journal of Health Sciences*, 7(S1), 2498–2514. <https://doi.org/10.53730/ijhs.v7nS1.14477>

Impact of the mediated role of employee morale on innovative work behavior in context of healthcare sector; Pakistan

Marium Khan Abbasi

Karachi University Business School, University of Karachi
Corresponding author email: mkz.16@hotmail.com

Dr. Syeda Nazneen Waseem

Karachi University Business School, University of Karachi
Email: Nazneen_waseem@yahoo.com

Abstract---This study aimed to investigate the impact of various factors on employee morale and well-being in an organization. A survey was conducted among 294 employees from different health care organizations, and statistical analysis was performed using Sem PLS. The results showed that task complexity, innovative climate, and social cohesion had a significant positive impact on employee morale and well-being, while job stress had a negative impact. Perceived fairness also played a significant role in enhancing employee morale and well-being in context of healthcare sector. Mediator variables, such as innovative work behavior and task complexity, positively impacted the relationship between independent and dependent variables. The study has important implications for policy and theory, highlighting the significance of task innovation, social cohesion, and perceived fairness for improving employee morale and well-being. In our research, limitations include the lack of exposure to the healthcare workplace among some participants and the inability to control employee turnover and training effects. Future research could explore the impact of technology on employee morale and well-being in organizations.

Keywords---Innovative climate, social cohesion, job stress, employee morale, private health sector; Smart PLS.

1. Introduction

Employee morale is the employee perspective concerning the workplace environment they are working in and its impact on their performance. It has been analyzed by Rahman et al. (2022) that employee morale is directly associated with

the high morale of employees has resulted in increased engagement of employees, enthusiasm, and a more committed relationship with organizations. It has been found that the complexity of the task assigned to employees working in an organization has a direct relationship with the well-being of employee working.

Employee morale is also strongly linked with innovative work behavior that results in higher productivity and achievement of the goals and objectives of the organization. The idea and creativity that the employees provide to achieve the organization's targets and goals help them work differently and in an innovative climatic environment.

However, to motivate employees, it is important for the deters to motivate them and increase their morale to help them achieve their goals and targets within the given time frame. It has been found that most people working in a negative work environment suffer from depression and anxiety that indirectly reduces their productivity and causes a loss of interest in the workplace.

This is directly related to an organization's increased and enhanced reputation in the business market and strong competition for competitors. On the other hand, in comparison to the performance of employees and their mind will, various features are responsible for providing a positive and innovative climate for employees. These include democratic leadership, a high response from the leaders, teamwork, and social cohesion between employees and their leaders. Additionally, social cohesion between employees tends to increase the relationship between employees, resulting in increased support and collective achievement of goals and objectives. This research have objectives to analyze the impact of employee morale on innovative work behavior and job stress. To demonstrate the effect of employee morale and well-being due to high job stress and recommend solutions for improving the innovative working of employees through special cohesion. To determine the relationship between task complexity and innovative climate enhance employee innovative work behavior and employee wellbeing.

2. Literature review

2.1 Impact of Employee Morale on Innovative Work Behavior

Employee morale is found to be significant in terms of motivation and support that are found to be provided by managers and leaders that results in increased productivity of employees and hence enhanced performance of employees. In contrast, another research has strong argument and claimed that intrinsic motivation is essential to boost employee positivity, and their work behavior has been found to improve (Norouzinik et al., 2022) projected. However, employee morale is found to be directly linked with the achievement of company goals with the help of employees' active and inspiring performance (Naizam et al., 2021; Grošelj e al., 2021). On the other hand, it has been examined that employee morale is strongly associated with decreased turnover as the employees are fewer However highlighted an important aspect of care and motivation of employees by management that tends to impact positive attitude in them (Vihari et al., 2022). This has been found to increase the responsibility of employees with respect to

training provided to them in the form of gaining the knowledge and skills required (Ali et al., 2020; Verma & Kesari, 2020).

2.2 Effect of Employee Morale and Wellbeing Due to High Job Stress

The employees are found to be negatively impacted by work stress that abruptly hinders their performance. It has been examined that employees are intended to be associated with the morale of employees that tends to decrease job stress (Vuong, 2022). In contrast, it has been examined by the research of Phan et al. (2022) that employees experience job stress due to excessive workload; however, the motivation provided to them in terms of motivation and support helps them to divert their attention towards the work. However, employees who are not motivated are found to reflect depression and anxiety that negatively impacts the well-being of employees (Salem et al., 2022).

2.3 Solutions for Improving Innovative Working of Employees Through Social Cohesion

Many interventions can help employees improve their organizational performance concerning innovative work behavior (Vuong, 2022). However, it has been analyzed that policies may help determine the improvement in employees and that will help them work innovatively in enhancing social cohesion (Jyoti, 2022). On the other hand, it has been analyzed in past study that social cohesion is a significant element in achieving the company's collective targets and goals. Social cohesion is also helpful for the goals and objectives of a team as well as employees' teamwork that result in the accomplishment of goals and targets (Shore & Chung, 2022). In contrast, Kosurko also claimed from their study that focusing on goals and objectives tends to play an essential role to bring innovation to their work and ideas that will help them to improve the reputation of their company (Kosurko et al., 2022).

2.4 Employee Morale on Innovative Work Behavior in Perceived Fairness

Employee morale is also found to be directly impacted by perceived fairness from their leaders that resulting in the overall performance of employees. In contrast, equality is an important element that determines the performance of employees as well as their engagement within an organization (Chung, 2022). On the other hand, when employees are treated fairly during their employment, it brings positivity in them that directly impacts their performance and achievement of targets and goals of the organization (Kaputa et al., 2022), from their research, evaluated that. On the other hand, it has been evaluated by the past study that appropriate behavior is intended to be linked with employees' satisfaction, and they are found to be actively involved in their employment (Si Dah et al., 2022). However, increased satisfaction is linked with the performance of employees and results in enhanced performance of the organization than the competitors.

2.5 Effect of Employee Morale in innovative work behavior and job stress

It has been found that the pandemic had to impact directly on the employees when the lockdown resulted in working from home and resulted in a high level of distraction, resulting in poor performance of the employees. On the other hand, it

has been analyzed that it tends to affect employee morale positively and significantly impact their performance (Bourini et al., 2022). In contrast, it has been examined by the study (Sofiyan et al., 2022), who stated that employees are found to be more creative and focused when they have low job stress and are found to work with more devotion. However, it has been analyzed that employees show behavior and engagement with more attention and hard work that they show towards their work (Kaymakçı et al., 2022). On the other hand, low employee morale has been observed due to excessive workload that causes them to work ineffectively and negatively impacts their performance (Kim, 2022).

2.6 Relationship Between Task Complexity and Innovative Climate in Innovative Work Behavior

The complexity of tasks is directly related to the innovation in the work concerning the stress employees have when they are exposed to some challenge within the organization. Transformer leadership is found to help employees reach their targets and goals and overcome the problems they face during their employment (Purwanto, 2022) that. On the other hand, it has been found that organizations are responsible for creating and providing an environment that encourages employees to work with more efficiency and dedication. In comparison, it has been evaluated from the research conducted by Deng those employees, when provided with a better environment, are more focused and concentrated on their tasks and can easily face issues during their employment (Deng et al., 2022). Task complexity is another issue raised and explained by the study in a way that significantly causes and negative impact on the performance of an employee (AlEssa & Durugbo, 2022).

2.7 Positive Impact of Task Complexity and Innovative Climate on Employee Wellbeing

According to the literature review, employees are more motivated and positive when they work with good leadership that helps them achieve their goals and complex targets (Jia et al., 2022). On the other hand, it has been found employees work with more devotion under the leadership of motivated leaders that have them Complex and achieve their problematic tasks thereby, help them to incorporate difficulties with strategic Decisions. The positive behavior of employees tends to be more related to the organization's performance than competitors, which causes them to be rewarded and recognized. However, another study highlights the importance of a positive climate in an organization in a decreased turnover of employees from the company. Leadership has promoted positive and improved collaboration of work within the team also evaluated the impact of training on the innovation of work on employees as they are more trained with respect to the training provided by the organization's management (Koroglu & Ozmen, 2022).

2.8 Resource based theory

The resource-based theory states that businesses have an advantage over rivals because of precious resources that are challenging to replace (Barney, 1991).

Many people confuse the term strategic resources than an organization can provide that think about money or any valuable asset but resources-based theory emphasize that besides these valuable assets strategic human resources is the most important resources that organization can have. A strategic resource is something that a renowned firm has with itself in the form of irreplaceable staff that rivals find difficult to replicate. Strategic resources are assets that are priceless, uncommon, difficult to copy, and unreplaceable. Working with resource-based theory can help to boost employee moral since the most strategically placed human resources will have the greatest impact.

2.9 Signaling theory

We can examine the connection between an employer's moral and its existing and potential employees' innovative work behavior using Signaling Theory. The signaling theory can be applied to behavior to explain how it develops when two parties (individuals or organization's) have access to different kinds of information. In other words, it acknowledges that there is an interaction relationship between an employer and employee as a component of employer wellbeing, which starts even before an employee joins the company.

3. Research methodology

3.1. Research method and hypothesis

The proposed model shows the relationship between employee morale and innovative work behavior, job stress, wellbeing, social cohesion, perceived fairness and task complexity are moderating variable, as shown in Fig. 1. Similarly, the

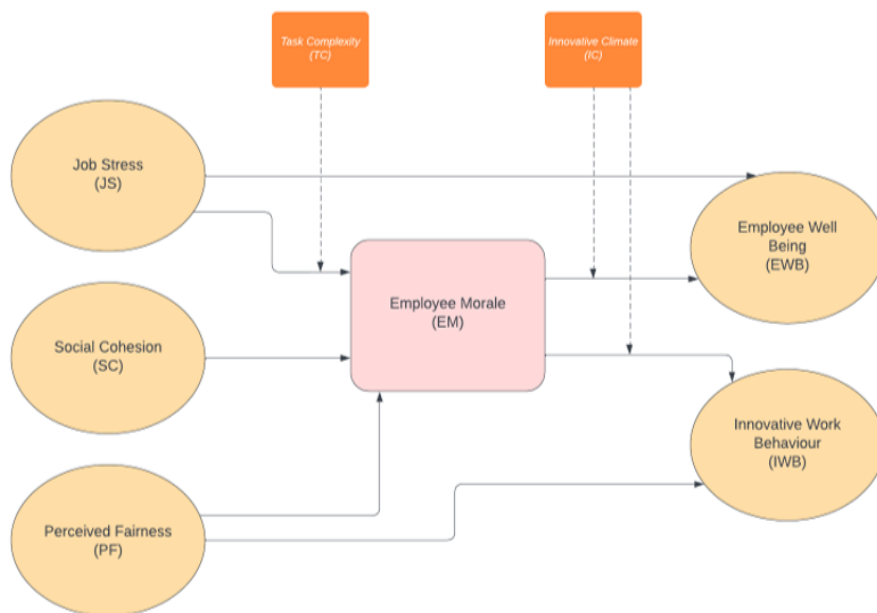


Figure. 1 Research model

3.2 Hypotheses

This study hypothesized a direct relationship between independent and dependent variable (employee morale) along moderating effects of task complexity with respect to mediator effect of innovative climate the following hypotheses were developed:

- H1:** Job stress has a significant impact on employee morale.
- H2:** Job stress has a negative impact on employee morale.
- H3:** Social cohesion has a significant effect on employee morale.
- H4:** Social cohesion has a negative impact on employee morale.
- H5:** Perceived fairness has a positive effect on employee morale.
- H6:** Perceived fairness has a negative impact on employee morale.
- H7:** Task complexity has a moderator effect between employee morale and well-being.
- H8:** Task complexity does not have a moderator effect between employee morale and well-being.
- H9:** there is a mediating effect between job stress and task complexity
- H10:** there is no mediating effect of job stress and job complexity.
- H11:** The innovative climate plays a moderating role in innovative work behavior.
- H12:** The innovative climate does not play a moderating role in innovative work behavior.
- H13:** Job stress has a significant impact on the employee well being
- H14:** Job stress has a negative impact on employee well-being.
- H15:** Social cohesion has a positive impact on employee well-being.
- H16:** Social cohesion has a negative impact on employee well-being.
- H17:** Perceived fairness has a positive impact on employee well-being.
- H18:** Perceived fairness has a negative impact on employee well-being.
- H19:** Innovative climate has a moderating effect on employee morale and well-being.
- H20:** Innovative climate has a negative moderating effect between employee morale and well-being.

3.3 Research design

The current research design will adopt a quantitative research methodology that will analyze the hypothesis with the help of relating different variables (Bauer & Scheim, 2019). The quantitative research design is intended to include numerical statistics and involve the sampling method. The quantitative research design will help the researcher to conduct survey questions and analyses the impact of dependent variables on independent variables (Mishra & Alok, 2022). The reason behind not selecting a qualitative research design is the statistical data analysis using SPSS to know about the relationship between the independent and independent variables (Abarantye et al., 2019).

The current research will choose 294 participants who will be either not working or employed at various departments at various companies will be included in the survey. The current study will utilize the questionnaire to evaluate different variables with further division of gender, education, and experience for asking about the impact of employee morale on employee well-being.

The target population that will be selected in the conducting research will include males and females from undergraduates to doctorates working in various departments such as human resources, finance, marketing, research and development, and engineering departments.

The statistical technique includes the smart pls that will carry out an analysis of the results and data screening (Pongton & Suntrayuth, 2019). Similarly, the Smart pls tends to assist the researcher in evaluating the actionable sights from the given data. Similarly, the software is found to help in evaluating the precise and concise information from the given data. This helps in analyzing the hypothesis more accurately to obtain the desired results (Pham et al., 2019). Inclusion exclusion criteria

The respondents included in the research will be selected randomly and will not disclose their identities. Similarly, the researcher will be responsible for keeping the identity of the participants confidential as well as they will be allowed to leave the research at any time by informing the researcher. Moreover, the current research will also exclude the participants who will be speaking English or Urdu to obtain the desired findings to evaluate the results.

4. Results

4.1 Descriptive Analysis

Table 1 Descriptive analysis of gender

Gender			
		Frequency	Percent
Valid	.00	1	0.3
	Male	151	51.4
	Female	142	48.3
	Total	294	100.0

The statistical data of the gender revealed that 151 males were found to participate in the research indicating 51.4% of their involvement. On the other hand, 142 female respondents were found to participate in the research reflecting 48.3% of males participated in the research. The overall statistics, including 294, were found to participate in the research showing 100% response of participants in the research.

Table 2 Descriptive Analysis of Education

Education			
		Frequency	Percent
Valid	.00	1	.3
	Undergraduate	76	25.9
	Graduate	65	22.1
	Postgraduate	82	27.9
	Doctorate	70	23.8
	Total	294	100.0

The above table indicates the educational demographics of the participants involved in the research indicating the analysis of the role of employee well-being in innovative climate and other factors. As the table indicates that 76 undergraduates were found to provide answers to the questions asked during the survey. Whereas 65 respondents who participated in the research were graduates and working professionally. Similarly, the descriptive frequency also highlighted 70 respondents who were doctorates and answered the given question. The relative percentages indicate that 25.9% of undergraduates, 22.1% of graduates, and 23.8% of respondents were found to be doctorates and participated in the research. Moreover, the table also showed 82 participants presenting 27.9% of postgraduates that were found to be actively involved in the research.

Table 3 Descriptive Analysis of the Working Department

Working Department			
		Frequency	Cumulative Percentage
Valid	.00	1	.3
	Human Resource	33	11.6
	Marketing	39	24.8
	Finance	43	39.5
	Research & Development	44	54.4
	Engineering	39	67.7
	Others	49	84.4
	I do not work	46	100.0
Total		294	

The above table tends to show that the working departments of various participants tended to be involved in the research. The table tends to reflect those 33 participants presenting a percentage of 11.6%, were found to working in the human resource department, while 39 participants belonged to the marketing department indicating 24.8% of the research. Similarly, the finance department contributed 43 participants indicating 39.5% in analyzing the impact of employee-mediated roles in the organizations. Additionally, the 44 participants, with the corresponding percentage of 54.4% of the research department, were found to contribute to the research by answering the survey questions. The engineering department also facilitated the 39 participants in the study, which involved 67.7% of the overall research. However, other departments also facilitated the research with the 9 participants' contribution, which resulted in a cumulative percentage of 84.4%. Moreover, 46 participants were found to be unemployed and did not find to work anywhere.

4.2 Model for measurement

Table 4 Validity and Reliability

	Cronbach's Alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	The average variance extracted (AVE)
IWB	0.880	0.981	0.876	0.82
EM	0.722	0.912	0.918	0.76
JS	0.876	0.872	0.894	0.68
TC	0.721	0.723	0.768	0.72
IC	0.719	0.903	0.874	0.562
EWB	0.729	0.862	0.882	0.614
SC	0.804	0.748	0.756	0.782
PF	0.768	0.931	0.902	0.71

4.3 Cronbach's Alpha

The table above has indicated that all variables have acceptable validities that indicate that these variables have internal consistencies. The variable innovative work behavior has a validity of 0.82; employee morale has a validity of 0.76. The innovative climate has a value of 0.562, job stress has a validity of 0.68, task complexity has a validity of 0.72, employee well-being has a validity of 0.614, social cohesion with a validity of 0.782, and perceived fairness with 0.71. respectively. The values mentioned above indicate that all the variables have a consistency that indicates that all variables are reliable and valid concerning the hypothesis. However, the variables having validity less than 0.7 indicates that the variable is poorly consistent and has poor relationships with other variables.

4.4 Composite Reliability

Composite reliability is defined as the alternative methods that are being used for monitoring the internal consistency of the variables and their reliability concerning the error variance in the variables (Saputra et al., 2019). The normal range of the composite reliability includes 0.759 to 0.948 that, which indicates the high rate of reliability of the measures. From Table 4 above, it has been identified that all the variables, including those in the research, have values within the range of given data indicating that internal reliability is consistent.

4.5 Average Variance Extracted

The average variance extracted includes the process of validating the variables that reflects the dependency of the variables on each other (Cherif, 2020). The value of the average variance extracted is found to be 0.586 to 0.82, indicating that all variables are highly interrelated and show a strong construct. The overall values of Table 4 indicate that all the variables are highly constructive, with their high interdependency on each other indicating reliability and validity.

4.6 Discriminant validity

Table 5 Discriminant Validity

	EM	EWB	IC	IWB	JS	PF	SC	TC	IC x EM	TC x JS
EM										
EWB	0.697									
IC	0.738	0.708								
IWB	0.696	0.457	0.518							
JS	0.458	0.706	0.385	0.152						
PF	0.686	0.805	0.776	0.602	0.285					
SC	0.756	0.876	0.848	0.569	0.356	0.426				
TC	0.506	0.505	0.392	0.602	0.364	0.596	0.451			
IC x EM	0.300	0.426	0.364	0.202	0.074	0.274	0.437	0.290		
TC x JS	0.102	0.334	0.260	0.149	0.146	0.223	0.430	0.310	0.091	

Discriminant validity is defined as the subcategory of construct validity that aims to highlight the strength of the variables included in the study (Hu et al., 2020). It has been found that discriminant variables having a value less than 0.85 tends to show improved discriminant validity of the variables used in the research. Table 5 tends to indicate the discriminant validity of the variables used in the research to show their strength variables. The values are found below the matrix showing that all variables possess good discriminant variables. The above table also indicates the highest value of 0.876 of the variable employee morale on social cohesion, showing that the variables have weak interdependency on each other. Similarly, the innovative work behavior and innovative climate impact on employee morale have the lowest value of 0.202, which shows the strongest interdependency of the variable on each other. In the same way, perceived fairness and innovative climate have a moderate relationship, as indicated by the value of 0.776. The overall analysis of the above tables has found that all variables are not highly correlated and hence show weak to a strong relationship of different variables with each other.

4.7 Fornell-larcker criterion

Table 6 Fornell-Larcker Criterion

	EM	EWB	IC	IWB	JS	PF	SC	TC
EM	0.673							
EWB	0.725	0.585						
IC	0.669	0.714	0.595					
IWB	0.607	0.342	0.478	0.797				
JS	-0.265	-0.432	-0.234	0.074	0.854			
PF	0.533	0.536	0.657	0.437	-0.071	0.731		
SC	0.542	0.496	0.672	0.319	0.007	0.718	0.665	
TC	0.228	-0.055	0.194	0.483	0.242	0.347	0.144	0.728

The Fornell-Larcker matrix is a technique that is used to compare the correlations and average variance extracted (AVE). It has been found that the Fornell-Larcker criterion is significant in terms of analyzing the discriminant validity of the variables that are correlated with each other. It is determined using a square matrix consisting of the intercorrelation of constructs with the variance explained by each variable in diagonal elements. According to Hajiali et al. (2022), the discriminant validity of diagonal elements is defined as the square correlations between pairs of constructs that are absent on the diagonal. To analyze the discriminant validity, the comparison of square roots of construct variance that are diagonal with constructs that are absent on diagonals is calculated.

4.8 Structural Equation Model (SEM)

In the current research, the variables include innovative and behavioral employee morale, job stress, task complexity, innovative climate, employee well-being, social cohesion, and perceived fairness. Structural equation model explain relationship among all, shown in figure 2. Employee morale has a high correlation value of 0.673, indicating that it strongly correlates with employee well-being. However, employee morale is found to have a negative correlation with job stress indicating a value of -0.265. Similarly, employee morale is moderately correlated with innovative climate, reflecting a value of 0.669.

Employee well-being is another variable found in the research and has a value of 0.725, showing that it has strong correlations where innovative climate and a moderate correlation with Social Cohesion. The value shows the mediating effect of job stress and task complexity - 0.265 and 0.228, respectively, indicating that job stress and task complexity correlate; job stress is indirectly proportional to task complexity. The innovative climate is found to have a value of 0.595 and shows an arm moderating effect on employee morale and well-being. This indicates that employee morale is increased due to the innovative work climate provided to the Employees working in an organization.

Innovative behavior also tends to show a strong correlation with employee morale and a moderate correlation with innovative climate, which has a weak relationship with employee well-being. It has been analyzed from the table that job stress is found to have negative correlations with all the variables; however, the weakest relation has been observed with innovative work behavior.

Social Cohesion is also found to have a moderate relationship with employee morale and employee helping, as shown by the table reflecting the value of 0.542 and 0.496, respectively. Additionally, social cohesion is also shown to have a strong correlation with innovative climate, which is the weakest relationship between job stress and innovative behavior. The same variable has shown a relationship with perceived fairness, showing that social cohesion between employees is strongly affected by perceived fairness of the leaders. The task complexity is also shown to have a weak relationship with all other constructs showing a weak relationship between them. However, there is the weakest relationship between employee and task complexity which is indicated by the value of -0.055.

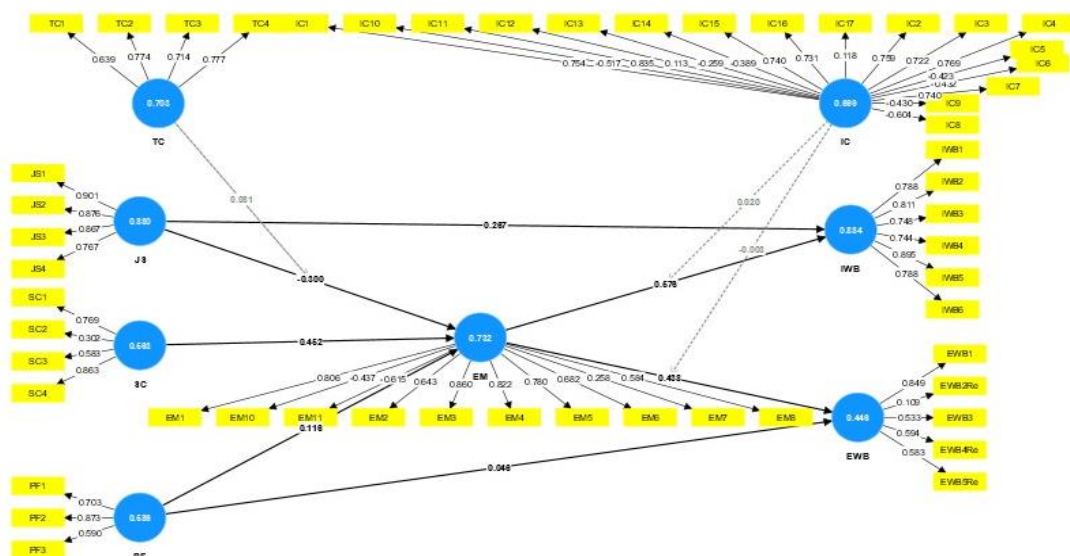


Figure 2 SEM model

5. Conclusion

The chapter has concluded that employee morale is highly impacted by various factors, including task complexity, innovative climate, and social cohesion. The discussion mentioned above has also concluded the importance of innovative work behavior and innovative climate in response to the survey conducted by the researcher to analyze the importance of employee well-being. The research has conducted the statistical analysis using Smart pls that has resulted in improved performance of employees whilst working in various departments, and their perspective about the employee morale has been concluded in the research. The

conclusion has also identified that employee morale is decreased due to the job stress that might have resulted in the compromised performance of the employees working within health care sector. Additionally, the research has concluded from the findings that employee morale is also found to be impacted by job stress and perceived fairness, which may result in the poor performance of the employees as well as their decreased morale to give their best performance in health care sector.

The research has concluded the overall response of 294 employees involved in the research that was being conducted to analyze the dependency of the dependent variables on independent variables. Moreover, the research has also concluded the importance of social cohesion concerning the acceptance of the hypothesis, indicating the high dependency of dependent variables on the independent variables. Additionally, the mediator variables are also found to enhance the impact of dependent variables and independent variables by positively impacting the two variables. The current research has also concluded the importance of employee morale and employee well-being on perceived fairness.

They have been found to significantly impact the employee's performance upon receiving equal treatment from their leaders in light of the literature review conducted by other researchers. The findings of the current features have concluded that employee morale and well-being on various factors, such as social cohesion, job stress, and perceived fairness, help improve employee performance within an organization. It has been concluded from the research that task complexity and job stress are directly linked with increasing employee morale in terms of making them capable of overcoming the challenges they face during their work.

It has been concluded from the research that employee morale and well-being are found to be directly proportional to other variables that include job stress and social cohesion that helps in building self-confidence in the employees as well as make them capable of achieving the desired target and goals of the organization. Moreover, the current research has also concluded that innovative work environments and employee well-being are improved by social cohesion and perceived performance, which helps improve employee morale and enable them to achieve an organization's goals and objectives.

5.1 Policy implication

It has been found from the study that the research has important implications for innovative work behavior and task complexity on employee morale and will be working in an organization. The findings have also summarized that social cohesion is another major factor that strongly impacts employee morale and well-being. Moreover, the study has also concluded that all the variables had a significant correlation with each other and between the dependent and independent variables. The mediator variables were found to significantly impact the dependent and independent variables by enhancing the role of task complexity and innovation or climate on employee well-being in health care sector.

5.2 Theoretical implication

The study has been found to create a significant implication for the available literature on employee morale and well-being on various factors such as innovative work behavior, task complexity, social cohesion, and perceived fairness. The study has found to provide evidence that will incorporate the contribution of task Innovation and innovative climate and its impact on employee well-being and morale. Moreover, the study is also found to contribute to understanding the various factors such as task complexity and job stress and their impact on the performance of employees in health care sector. Moreover, the study will also help to know about social questions and perceive fairness that is being received by employees by their leaders to achieve their targets and objectives.

5.3 Limitations

One of the major limitations identified in this study includes the environment of participants who are unemployed and did not have any exposure to the workplace and its impact on employee welding. Moreover, there was data collection by involving the participants who were unemployed and educated and did not have much familiarity concerning professionalism and experience. Moreover, the study also failed to control various factors, including employee turnover and the effect of training on employee morale and well-being whilst working in an organization.

5.4 Ethical considerations

The current research involves the participation of human subjects. The participants belonged to various working departments, including the engineering and Human Resources departments, to collect the desired data by conducting survey questions. The study also kept the confidentiality of the participants that was being conducted and their opinion being observed. The current research was found to involve participants who were willing to participate in the research and were allowed to leave the research at any point.

5.5 Future research recommendations

The future could help select random participants that could help obtain more diverse data. Similarly, the research would have been more effective in analyzing the acts of employee morale and will be on innovative work climate as well as perceive fairness. Moreover, future research can also be assistive in using that Technology and its impact on an organization with its corresponding role on employee morale and well-being.

References

- Abarantyne, I., Naidoo, V. & Rugimbana, R. (2019). The impact of psychological contracts employee engagement at a University of Technology. *SA Journal of Human Resource Management*, 17(1), 1-11.
- AlEssa, H.S. & Durugbo, C.M. (2022). A systematic review of innovative work behavior concepts & contributions. *Management Review Quarterly*, 72(4),

- pp.1171-1208. Koroglu, Ş. & Ozmen, O., 2022. The mediating effect of work engagement on innovative work behavior & the role of psychological well-being in the job demands-resources (JD-R) model. *Asia-Pacific Journal of Business Administration*, 14(1), 124-144.
- Bauer, G.R. & Scheim, A.I. (2019). Methods for analytic inter-categorical intersectionality in quantitative research: discrimination as a mediator of health inequalities. *Social Science & Medicine*, 226, 236-245.
- Bourini, I., Al-Boreeni, B.A.D. & Jamal, M. (2022). Empirical evidence of faculty well-being & innovative behavior in the educational sector: assessing the moderating role of organizational justice & innovative leadership. *International Journal of Innovation Management*, 26(01).
- Cherif, F. (2020). The Role of human resource management practices & employee job satisfaction in predicting organizational commitment in the Saudi Arabian banking sector. *International Journal of Sociology & Social Policy*, 40(7/8), 529-541.
- Chung, H. (2022). A Social Policy case for a four-day week. *Journal of Social Policy*, 51(3), 551-566.
- Hajiali, I., Kessi, A.M.F., Budi&riani, B., Prihatin, E. & Sufri, M.M. (2022). Determination of Work Motivation, Leadership Style, Employee Competence on Job Satisfaction, & Employee Performance. *Golden Ratio of Human Resource Management*, 2(1), 57-69.
- Jia, K., Zhu, T., Zhang, W., Rasool, S.F., Asghar, A. & Chin, T. (2022). The linkage between ethical leadership, well-being, work engagement, & innovative work behavior: the empirical evidence from the higher education sector of China. *International Journal of Environmental Research & Public Health*, 19(9), 5414.
- Jyoti, J. (2022). Fun at workplace & intention to leave: role of work engagement & group cohesion. *International Journal of Contemporary Hospitality Management*, 34(2), 782-807.
- Kaputa, V., Loučanová, E. & Tejerina-Gaite, F.A. (2022). Digital transformation in higher education institutions as a driver of social-oriented innovations. *Social innovation in higher education*, 61-85.
- Kaymakçı, R., Görener, A. & Toker, K. (2022). The perceived overqualification's Effect on innovative work behavior: Do transformational leadership & turnover intention matter? *Current Research in Behavioral Sciences*, 3, p.100068.
- Kim, K. (2022). Supervisor leadership & subordinates' innovative work behaviors: Creating a relational context for organizational sustainability. *Sustainability*, 14(6), 3230.
- Kosurko, A., Herron, R.V., Grigorovich, A., Bar, R.J., Kontos, P., Menec, V. & Skinner, M.W. (2022). Dance wherever you are: The evolution of multimodal delivery for social inclusion of rural older adults. *Innovation in Aging*, 6(2).
- Mishra, S.B. & Alok, S. (2022). *Handbook of research methodology*.
- Norouzinik, Y., Rahimnia, F., Maharati, Y. & Eslami, G. (2022). Narcissistic leadership & employees' innovative behavior: mediating roles of job embeddedness & job engagement. *Innovation*, 24(3), 355-380.
- Phan, X., Ngo, H., Nguyen, T., Pham, D., Truong, N., Pham, N. & Do, T. (2022). The effects of dynamic employee capabilities, fintech & innovative work behavior on employee & supply chain performance: Evidence from Vietnamese financial industry. *Uncertain Supply Chain Management*, 10(4), 1305-1314.

- Pongton, P. & Suntrayuth, S. (2019). Communication satisfaction, employee engagement, job satisfaction, & job performance in higher education institutions. *Abac Journal*, 39(3), 90-110.
- Purwanto, A. (2022). Tourist satisfaction & performance of tourism industries: how the role of innovative work behavior, organizational citizenship behavior? *Journal of Industrial Engineering & Management Research*.
- Purwanto, A., Purba, J. T., Sijabat, R., & Bernarto, I. (2021). The role of transformational leadership, organizational citizenship behaviour, innovative work behaviour, quality work life, digital transformation & leader member exchange on universities performance. *Linguistica Antverpiensia*.
- Rahman, M.F.W., Kistyanto, A. & Surjanti, J. (2022). Do cyberloafing & person-organization fit affect employee performance? The mediating role of innovative work behavior. *Global Business & Organizational Excellence*, 41(5), pp.44-64.
- Salem, N.H., Ishaq, M.I., Yaqoob, S., Raza, A. & Zia, H. (2022). Employee engagement, innovative work behavior, & employee wellbeing: Do workplace spirituality & individual spirituality matter? *Business Ethics, the Environment & Responsibility*.
- Saputra, W., Giyarsih, S. R., & Pitoyo, A. J. (2019). Effects of Disruptive Innovation on the Employment Status & Income of Migrants & Non Migrants Engaging in Online Transportation, the City of Palembang. In *Proceeding of the International Conferences on Information System & Technology (CONRIST)* (Vol. 261, p. 6).
- Shore, L.M. & Chung, B.G. (2022). Inclusive leadership: How leaders sustain or discourage workgroup inclusion. *Group & Organization Management*, 47(4), 723-754.
- Si Dah, N., Siripipatthanakul, S., Phayaphrom, B. & Limna, P. (2022). Determinants of Employee Innovation: A Case of NGOs & CSOs in Mae Sot, Thai-Myanmar Border. *International Journal of Behavioral Analytics*, 2(1).
- Sofiyan, S., Agustina, T., Siahaan, R., Simatupang, S. & Sudirman, A. (2022). Testing the relationship between employee engagement & employee performance: The urgency of self-efficacy & organizational justice as predictors. *KnE Social Sciences*, 425-440.
- Sofiyan, S., Sembiring, R., Danilwan, Y., Anggriani, R. & Sudirman, A. (2022). Innovative Work Behavior & Its Impact on Teacher Performance: The Role of Organisational Culture & Self Efficacy as Predictors. *Journal of Education Research & Evaluation*, 6(1).
- Vuong, B.N. (2022). The Influence of servant leadership on job performance through innovative work behavior: does public service motivation matter? *Asia Pacific Journal of Public Administration*, 1-21.
- Vihari, N.S., Yadav, M. & P&a, T.K. (2022). Impact of soft TQM practices on employee work role performance: role of innovative work behaviour & initiative climate. *The TQM Journal*, 34(1), 160-177.
- Verma, B.K. & Kesari, B. (2020.) Does the morale impact on employee turnover intention? An empirical investigation in the Indian steel industry. *Global Business Review*, 21(6), 1466-1488.
- Grošelj, M., Černe, M., Penger, S., & Grah, B. (2020, June 3). Authentic & transformational leadership & innovative work behaviour: the moderating role of psychological empowerment. *European Journal of Innovation Management*, 24(3), 677-706. <https://doi.org/10.1108/ejim-10-2019-0294>

Koroglu, E., & Ozmen, O. (2021, August 25). The mediating effect of work engagement on innovative work behavior & the role of psychological well-being in the job demands-resources (JD-R) model. *Asia-Pacific Journal of Business Administration*, 14(1), 124–144. <https://doi.org/10.1108/apjba-09-2020-0326>