



## The Role of Happiness at Work in Moderating the Effect of Work Engagement and Organizational Justice on Innovative Work Behaviour of Region SCA in Indonesia

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### ABSTRACT

**Purpose** – The purpose of this study was to analyse the direct influence, work involvement, organizational justice, and happiness at work on the innovative work behaviour of the State Civil Apparatus (SCA), and also the role of happiness at work as a moderating variable on the influence of work involvement and organizational justice on work behaviour innovative.

**Aims(s)** – The role of job happiness as a moderating variable on the influence of work involvement and organizational justice on the innovative work behaviour of Regional SCAs in Indonesia.

**Design/methodology/approach** – The samples obtained were 243 SCA working in the Regional Government sector. Questionnaires were delivered directly by the research team to the respondents. The analytical method used is the structural equation model and PLS to test the hypothesis.

**Findings** – The results of the study show that work involvement, organizational justice, and happiness at work have a direct effect on innovative work behaviour. Happiness at work cannot play a moderating role in the effect of job involvement and organizational justice on SCA innovative work behaviour.

**Limitations of the study and implication for managerial SCA** – The limitations of this study are only focused on looking at the effect of WE, OJ, and HAW on IWB SCA. Especially the role of HAW as a moderating variable is not supported. This research contributes to social exchange theory more specifically in developing the implementation of human resource management that work involvement, organizational justice, and work happiness as multidimensional variables have been empirically proven to increase IWB SCA in local government organizations. This makes a practical contribution that empirically the level of WE, OJ, and worker happiness substantially influence their IWB.

### KEY WORDS

innovative work behavior, happiness at work, work engagement, organizational justice, SCA

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## 1 INTRODUCTION

In Indonesia, the State Civil Apparatus (SCA) is an employee who works for government agencies, both at the central and regional levels. SCAs are selected and appointed to carry out governmental tasks and are paid based on statutory regulations. Referring to Law Number 5 of 2014 concerning State Civil Apparatus, SCA is a profession for civil servants and government employees with work agreements who work in government agencies. Thus, the meaning of SCA is all government employees, both those in the civil service and those working for the government under work agreements.

According to the Government Regulation of the Republic of Indonesia number 38 of 2017 about Regional Innovation, regional SCAs are expected to be able to take the initiative in carrying out government and development tasks known as innovative work behaviour to be competitive and successful.

The implementation of regional innovation is based on the principles of increasing efficiency, improving effectiveness, improving service quality, not causing conflicts of interest, oriented to the public interest, carried out openly, fulfilling the value of decency, and the results can be accounted for not for self-interest. Therefore, innovative work behaviour is also very important to support national development from the regions.

Innovative work behaviour (IWB) is urgently needed to deal with the rapidly changing global external environment (Shanker et al., 2017). In addition to changes in the external environment, IWB can also be significantly influenced by the internal environment, such as employee work involvement (Spiegelaere et al., 2016). With much attention focused on the work involvement domain (WE), many researchers have agreed that WE is a strong factor influencing innovative work behaviour and organizational success. (Kim & Park, 2017; Vithayaporn & Ashton, 2019).

IWB can also be influenced by organizational justice (OJ) as stated by Pakpahan et al. (2020) and Inoue et al. (2009) that the application of organizational justice that is evenly distributed to all members has a significant effect on IWB. In the relevant literature, although there are a number of variables that influence IWB, in this study the influence of OJ on IWB is elaborated, because the perception of employee justice has a significant value for the organization. Employees tend to behave in different ways when responding to the implementation of OJ in the workplace (Özer et al., 2017). OJ is viewed as a crucial component in organizations because, according to the theory of justice, workers frequently compare the effort or contribution they make to the outcomes they experience (Gibson et al., 2009). These conditions will have an impact on employee engagement, which is crucial for an organization's success (Pillai & Asalatha, 2013; Prativi & Yulianti, 2020).

Excitement and hope (happiness) are uplifting feelings that catalyze individuals to consider and take in new information to enhance innovation and creative thinking (Al-shami et al., 2023). Furthermore Diržytė et al. (2021) explained that happy employees produce innovative ideas and new methods for task completion. Research result Tan et al. (2021) shows that there is a positive and significant relationship between happiness and the capacity to generate new ideas or innovative work behaviour. Optimistic employees often exhibit the flexibility and innovation that tend to recognize and spark creative ideas, learn new information, and optimize innovative work behaviour (Bani-Melhem et al., 2022).

Despite a wealth of studies on how important happiness is in work engagement and innovation behaviour (Coo & Salanova, 2018; Bibi et al., 2022; Al-shami et al., 2023), however, the moderating effect of happiness on the relationship between OJ and WE on the IWB of employees in the government sector is still lacking. The importance of employee IWB has been recognized empirically, especially in Western countries, however, the authoritarian management style associated with an innovative culture has been nearly neglected in other Asian countries as it is not a new phenomenon (Al-shami et al., 2023). Although various local government organizations in Indonesia have intensify IWB through bureaucratic reform, research on the impact between HAW, OJ, WE, and IWB in various regions is lacking. Regardless of the encouragement of scientists conducting studies on happiness at work whose significance in facilitating innovative behaviour, work engagement, and organizational justice controls for this relationship. It turns out that this condition leaves a knowledge gap in the moderating effect of HAW on the influence of OJ, WE on IWB.

This study examines more deeply the condition of regional SCA in North Maluku Province, which is the happiest province in Indonesia. Therefore. This study aims to bridge the gap in the literature on the direct effect of WE and OJ on IWB and explore the impact of HAW's role in moderating the effect of WE and OJ on IWB in a new research model that has not been reviewed by previous researchers. The results of the study offer two main theoretical contributions as follows: (i) expand and build theory with a model that justifies how the interaction of HAW with WE and OJ expands employee IWB in local government organizations of developing countries; (ii) expand social exchange theory by analysing the correlation between aspects of WE, OJ, and IWB in a new research global model that describes HAW as a moderating effect.

## **2 THEORETICAL FRAMEWORK AND HYPOTHESES**

### **2.1 WORK ENGAGEMENT ON INNOVATIVE WORK BEHAVIOUR**

Work engagement is expressed by excitement, commitment, and absorption (Schaufeli et al., 2002; González-Romá et al., 2006). WE can be defined as the high levels of vigor and mental fortitude displayed while working, the readiness to put out effort, and the persistence level when the work is challenging. Involvement employees have high levels of energy, and are enthusiastic about their work (Bakker et al., 2008). The majority of scientists concur that involvement has both an energy and an identity component. Thus, involvement is expressed by high levels of enthusiasm and strong identification with one's work (Bakker & Leiter, 2010).

Involvement in innovative behavior includes behavior related to the innovation process, namely the creation of ideas, the promotion of ideas, and the realization of ideas, with the goal of producing innovation. Employee innovation is said to cover a broader range of behaviors than creativity (Anderson et al., 2014). This can be defined as innovative work behavior to initiate roles in working in groups or organizations by developing new and useful ideas that are implemented in the form of processes, products, or procedures. The results of previous studies indicate that WE positively and significantly influence IWB (Agarwal, 2014; Spiegelaere et al., 2016; Kim & Park, 2017; Vithayaporn & Ashton, 2019). With so much attention from researchers on WE factor, it has been agreed that WE is a strong factor influencing IWB and organizational success. Therefore, it can be put forward the following hypothesis;

H1: WE has a positive and significant effect on IWB.

### **2.2 ORGANIZATIONAL JUSTICE ON INNOVATIVE WORK BEHAVIOR**

OJ emphasizes the decisions of leaders, perceptions of equity, effects of fairness, and the relationship between the individual and his work environment and describes the individual's perception of fairness in the workplace (Akram et al., 2016). OJ focuses on the impact of leadership decision-making, perceived quality, effects of fairness, and the relationship between individual and situational factors and explains individual perceptions of fairness in organizations related to the reactions given to these perceptions (Banerjee & Banerjee, 2013). OJ can be a factor for employees to provide the best results in their organization, one of which is by coming up with innovative ideas that can be used to achieve work targets. This can be achieved if employees are given support, a good environment, and fairness in an organization (Kurniawan & Ulfah, 2021).

IWB can be defined as the deliberate development, introduction, and implementation of new ideas in work roles, groups, or organizations that suit the needs of the organization (Momeni et al., 2014); (Akram et al., 2020). Innovative employees can contribute to the innovation process of an organization including government institutions (Kurniawan & Ulfah, 2021).

IWB can be positively and significantly influenced by OJ (Akram et al., 2020; K. & Ranjit, 2021; Kurniawan & Ulfah, 2021). Previous research also explained that distributive justice and interactional justice have a significant effect on innovative behaviour (Nazir et al., 2019; Kurniawan & Ulfah, 2021).

H2: OJ has a positive and significant effect on IWB.

### **2.3 HAPPINESS AT WORK ON INNOVATIVE WORK BEHAVIOR**

In carrying out work, a person as one of the resources working in an organization not only needs to get commensurate material reciprocity but also needs happiness or positive feelings that have an impact on satisfaction (Setiawan et al., 2020). Uchida et al. (2004) defines happiness as the ratio of positive feelings higher than negative feelings. Therefore, positive and affective emotional and psychological states as a marker of happiness. Happiness can encourage people to act creatively through IWB.

Research Pryce-Jones and Lindsay (2014) demonstrated that happy employees are twice as productive, six times more energetic, only 1/10 times as likely to feel sick, and intend to stay twice as long with the organization as unhappy employees. Such positive emotions encourage employee engagement to set

effective strategies, earn fair wages, and inspire others to act creatively through IWB. The empirical research results show that HAW has a positive and significant effect on IWB (Haase et al., 2012; Bani-Melhem et al., 2022; Al-shami et al., 2023). Happy employees are more efficient, generate more innovative ideas, and develop more effective work routines. The reviewed theories and empirical evidence produce the following hypotheses:

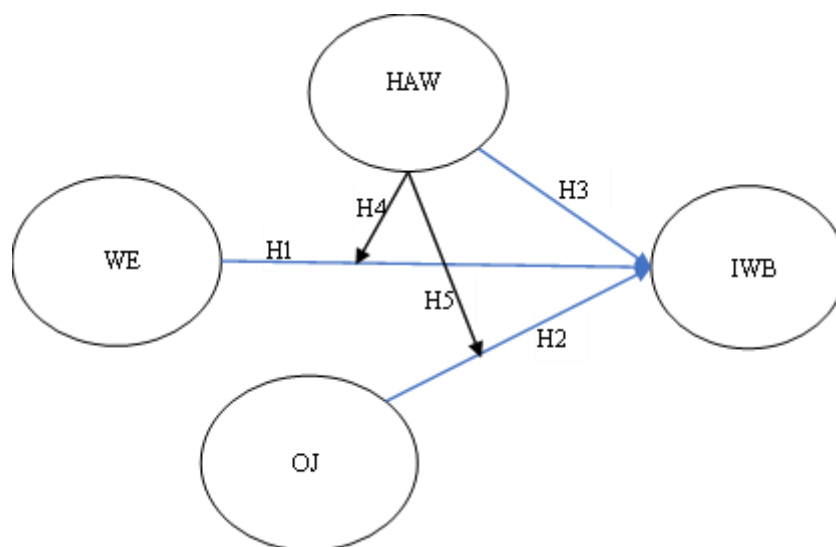
H3: HAW has a positive and significant effect on IWB

H4: HAW moderates the effect of WE on IWB

H5: HAW moderates the effect of OJ on IWB

Based on the introduction description, literature review, and hypothesis development, the following research model figure can be drawn:

Figure 1. Framework Model



Source: own illustration

### 3 RESEACH DESIGN

#### 3.1 SAMPLING AND MEASUREMENT

Questionnaires were delivered directly by the research team to local government SCAs in Ternate City, West Halmahera, North Halmahera, Tidore City Islands, and Central Halmahera, North Maluku Province. There were 301 respondents who sent back questionnaire answers, 58 questionnaires that were missing valid and could not be processed. The remaining 243 are stated as valid data and can be analyzed. The results of the tabulation of demographic data on respondents obtained 50.8% were male and 49.2% female. In relation to age, most of the respondents were aged between 41 to 50 years (38.6%), followed by employees aged between 31 and 40 years (26.2%), more than 50 years (23.5%) and the rest aged 21 to 30 years (11.7%). Furthermore, regarding the level of education, the majority of respondents were doctoral, master and undergraduate graduates, 73.4%, and high school and diploma graduates, 26.6%.

Measurement of variables responded to by respondents using a five-point Likert scale (strongly disagree = 1 to strongly agree = 5). The main variables in this study consist of four parts, namely: work involvement, organizational justice, innovative work behavior, and job happiness. The questionnaire was used to measure respondents' responses which were sourced from direct quotations of literature which were used as references and had been used in previous studies. Test the validity of the questionnaire using the outer model test with convergent and discriminant validity measurements. In the first stage, invalid item values were removed from the data so that in the next stage, items with valid and reliable values were obtained for further analysis.

### 3.2 DATA ANALYSIS

The tool for analyzing data uses SmartPLS 3.2.9 full version software and is also used to test hypotheses. Evaluation of the model in PLS is done by evaluating the measurement model (outer model), namely, testing the reflective validity and reflective reliability indicators. Indicators that do not meet the loading factor requirements are eliminated and are not included in the next stage of the analysis. To find out how good the value is obtained, convergent validity is used by considering factor loading > 0.60 and average variance extracted (AVE) > 0.5 (Chin, 1995). The reliability test can be seen in Cronbach's alpha value and the composite reliability value. A construct is said to be reliable if the value of Cronbach's alpha and the value of composite reliability > 0.7 (Hair et al., 2019). This analysis was carried out in two stages of testing, namely determining the convergent and discriminant validity of the second-order indicators on the variables HAW, WE, and OJ embedded two stage approach (Hair et al., 2019). The test results can be seen in Table 1.

Table 1. Indicator HAW, IWB, OJ, and WE Second Order reflective

Variable	Dimension	CODE	Indicator	Loading Factor	Loading Factor Dimension
HAW	Trust in the work environment	HAW 1	Believe in what you do	0.794	0.967
		HAW 2	Mutual trust among colleagues	0.861	
		HAW 3	Trust the leader	0.896	
	Self-esteem at work	HAW 4	Employees respect each other	0.990	0.954
		HAW 5	Colleagues help each other solve work problems	0.977	
		HAW 6	Good social relations among colleagues	0.964	
	Comfortable in the work environment	HAW 7	Work equipment	0.357	0.964
		HAW 8	Adequate room temperature	0.860	
		HAW 9	Good explanation	0.791	
IWB		IWB 01	Attention to interesting issues outside of routine work	0.741	-
		IWB 02	Efforts to improve work results	0.795	
		IWB 03	Looking for new methods and ways of working	0.792	
		IWB 04	Generate original solutions	0.770	
		IWB 05	A new way to get work done	0.645	
		IWB 06	New ideas get enthusiasm from co-workers (Team work)	0.814	
		IWB 07	Contribute to the implementation of new ideas	0.734	
		IWB 08	Explain innovative ideas well	0.720	
WE	Actively participate in work	WE 01	Take part in various tasks	0.833	0.817
		WE 02	Active participation in carrying out the tasks of the institution	0.914	
		WE 03	Engage in current work	0.789	
	Show work	WE 04	Be actively involved personally	0.734	0.860
		WE 05	This job is everything	0.782	
		WE 06	Regretting oversight of work	0.865	
	Seeing work as important to self-esteem	WE 07	Able to carry out important tasks	0.764	0.868
		WE 08	Very strong attachment to work	0.869	
		WE 09	This work is essential for self-existence	0.800	
	Mental and emotional engagement	WE 10	Develop ideas	0.724	0.784
		WE 11	Strive for the advancement of the institution	0.894	
		WE 12	Interests centered on work	0.801	
	Responsibility	WE 13	Complete the tasks that are the responsibility	0.871	0.797
		WE 14	Placing tasks more than anything else	0.810	
OJ	Distributive Justice	OJ 01	Performance appraisal of the work performed	0.884	0.843
		OJ 02	Give the right value	0.848	
		OJ 03	Assessing contributions to the organization	0.834	
		OJ 04	Performance evaluation has been allowed	0.713	

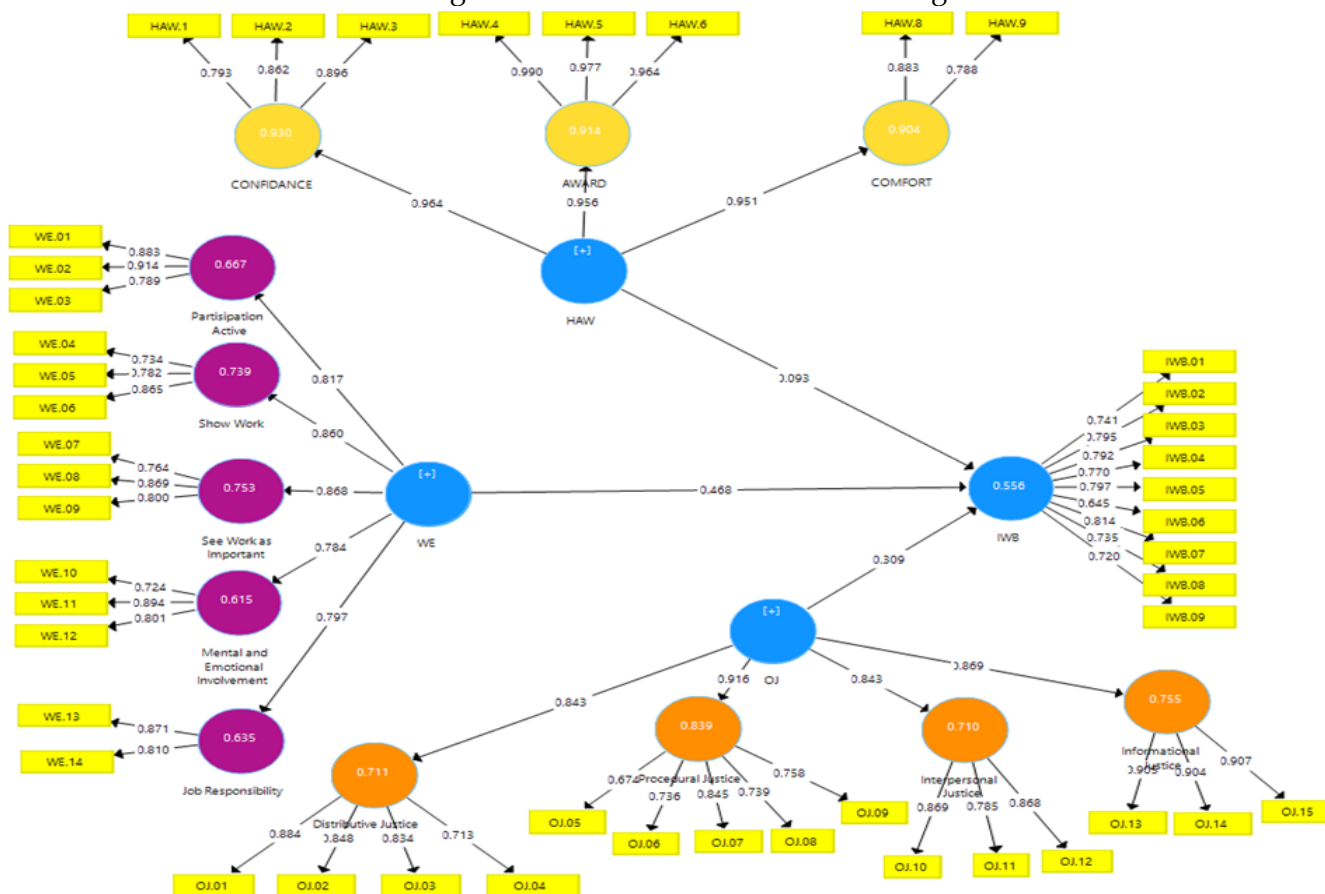


Procedural Justice	OJ 05	Assessment procedures based on accurate information	0.674	0.916
	OJ 06	There are other influences from the assessment procedure	0.736	
	OJ 07	Procedures are applied consistently	0.845	
	OJ 08	The procedure was free from response bias	0.739	
	OJ 09	Uphold ethical and moral standards	0.758	
Interpersonal Justice	OJ 10	The supervisor treat subordinates politely	0.869	0.843
	OJ 11	The supervisor treat subordinates with dignity.	0.758	
	OJ 11	The supervisor treat subordinates with respect.	0.868	
Informational Justice	OJ 12	Leaders communicate honestly	0.905	0.869
	OJ 13	The supervisor explains the procedure thoroughly	0.904	
	OJ 14	The supervisor's explanation of work procedures is logical and easy to understand	0.907	

Source: Research Result Data (2023)

And then results of the convergent validity analysis of the first stage of the reflective indicator in terms of the outer loading score obtained one indicator having a value of <0.60, namely 0.357. The indicator can be declared unable to measure the variable in question. Then proceed with the second stage of the calculation by removing indicators that have a loading factor value of less than 0.60, which can be seen in Figure 2.

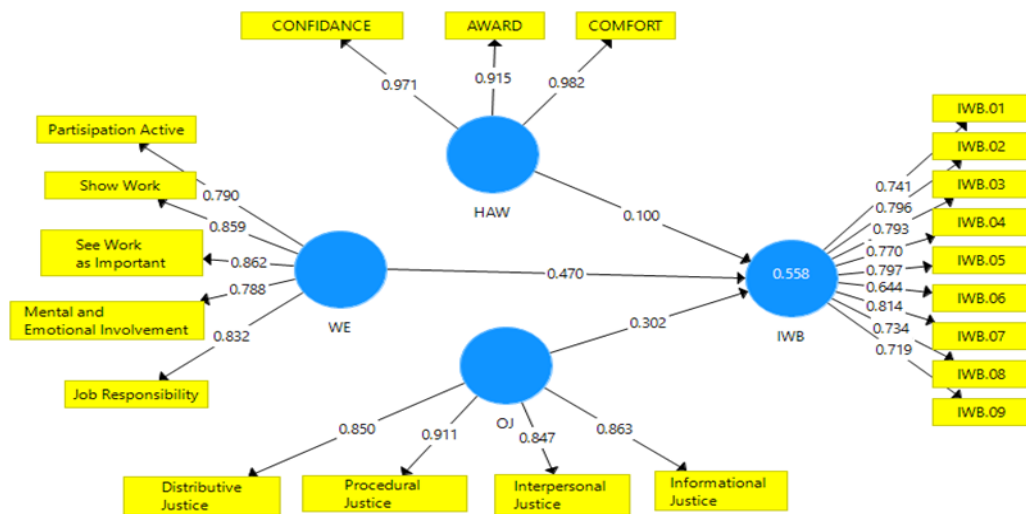
Figure 2. Calculation results second stage



Source: own illustration

The results of the second stage of the calculation test show that all the indicators used have met the validity requirements so that convergent and discriminant validity and reliability testing can be continued with the embedded two-stage approach method which is presented in Figure 3. The calculation results show that the dimensions used to measure latent variables have met the specified requirements (role of thumb).

Figure 3. The results of the calculation of the third stage of the embedded two-stage approach method



Source: own illustration

The results of the analysis show that WE, IWB, HAW and OJ meet the criteria of validity and reliability. For more details can be seen in Table 2. below.

Table 2. Validity and Reliability Test Results

Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
HAW	0.956	0.970	0.915
IWB	0.907	0.924	0.575
OJ	0.891	0.924	0.754
WE	0.884	0.915	0.683

Source: Calculation Result Output (2023)

The assessment of the structural model (inner model) is an assessment by describing latent variables based on substantive theory. The test uses the goodness of fit (GoF) model so that it can be seen the magnitude of the contribution of endogenous variables to exogenous variables. The GoF of the model is measured by the endogenous variable R2 (R-Square), as seen in Figure 2. The R-Square value is 0.558. This means that the contribution of HAW, OJ, and WE to IWB is 55.8% determined in the model, and the remaining 44.2% is determined by variables outside the model.

Hypothesis testing aims to answer whether the proposed hypothesis is accepted or rejected with a critical point; p-value  $\leq 0.05$  ( $\alpha = 0.05$ ) on each of the direct influence pathways and the moderating role. The results of the analysis can be seen in Table 3.

Table 3. Path Coefficients, Mean, STDEV, T-Values, P-Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Moderating Effect_OJ*HAW*-> IWB	0.009	0.029	0.094	0.093	0.926
Moderating Effect_WE*HAW*-> IWB	-0.108	-0.012	0.119	0.908	0.364
HAW -> IWB	0.103	0.101	0.044	2.353	0.019
OJ -> IWB	0.276	0.270	0.077	3.596	0.000
WE -> IWB	0.458	0.463	0.070	6.557	0.000

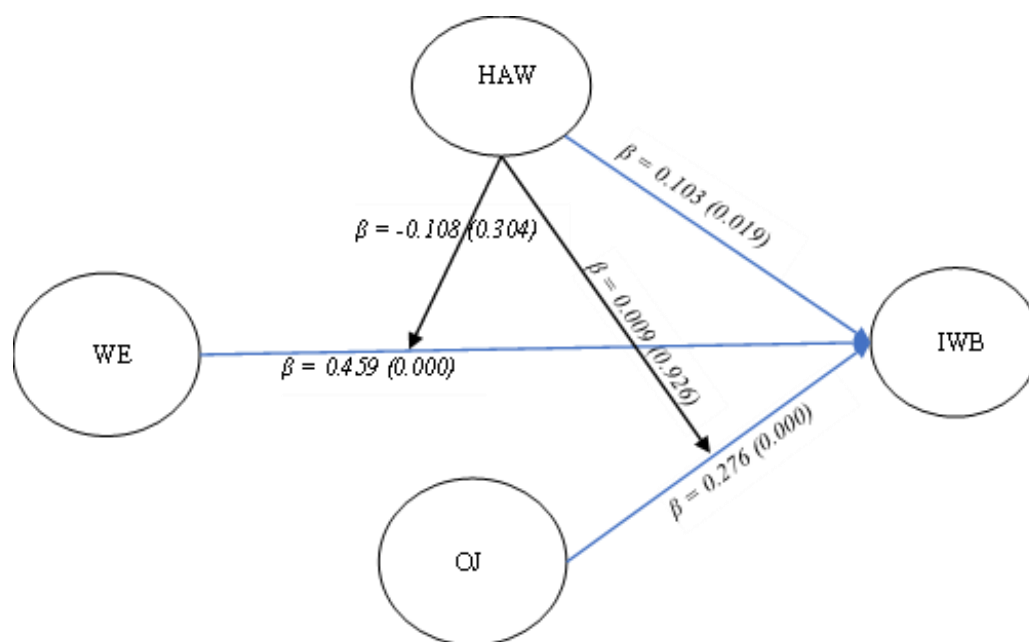
Source: Calculation Result Output (2023)

### 3.3 RESULT

Based on the results of the data analysis described above, the following describes each hypothesis that was formulated previously with the aim of accepting or rejecting the hypothesis. The results of the analysis show that there is a positive and significant direct effect of WE on IWB. The calculation results show that the path coefficient value is 0.458 with a t-statistic value of 6.557 and a p-value of 0.000 which means that there is sufficient empirical evidence to accept hypothesis one. Hypothesis 2 states that OJ has an effect on IWB indicating that the path coefficient value is 0.276 with a t-statistic value of 3.596 and a p-value of 0.000 which can be said to be significant to accept the second hypothesis, the path coefficient is positive, meaning that OJ has a fairly good category and can result in increased IWB in carrying out daily tasks. Hypothesis 3 states that HAW affects IWB is also acceptable, this can be proven by the calculation results showing that the path coefficient value is 0.103 with a t-statistic value of 2.353 and a p-value of 0.019 which can be said to be significant.

Hypothesis 4 states that HAW moderates the effect of WE on IWB, the results of the analysis show that the path coefficient value is -0.108 with a t-statistic value of 0.908 and a p-value of 0.304 which can be said to be insignificant. There is not enough empirical evidence that HAW is able to moderate the effect of WE on IWB SCA in North Maluku Province. The final part of the hypothesis test (H5) states that HAW significantly moderates the effect of OJ on IWB. The results of the analysis show that the path coefficient value is 0.009, the t-statistic is 0.093, and the P-Value is 0.926. this indicates that H5 is not supported. The following is a picture of the results of the analysis of the influence between each variable according to the hypothesis being tested.

Figure 3. Analysis Model for HAW as Moderating Effect



Source: own illustration

## 4 DISCUSSION

Based on the main objective of this research is to analyze the direct effect of WE, OJ, and HAW which have a significant influence on IWB. And analyze HAW which acts as a moderating variable in SCA in North Maluku Province. The results of the analysis show that WE, OJ, and HAW directly influence positively and significantly. The application of WE has been going well and has been able to significantly increase employee IWB. The purpose of implementing WE is to increase productivity and maintain



employees in an organization and serve the community so that SCA in a government organization is able to increase productivity with innovative work behavior so that individual goals and organizational goals can be achieved. The results of this study prove that WE have a positive and significant effect on IWB SCA in line with and strengthens the results of research (Agarwal, 2014; Spiegelaere et al., 2016; Kim & Park, 2017; Vithayaporn & Ashton, 2019). This proves that if an organization is able to get employees directly involved in work, it can increase productivity by motivating them to behave in innovative work.

In a modern organizational environment, employees try their best to achieve goals and high IWB to be considered capable and professional in a highly competitive work environment (Kim & Park, 2017; Sabuhari et al., 2021). The main objective of this study was to analyze SCA's assessment of OJ increasing IWB in Eastern Indonesia, with indicators determined by the researchers themselves, and to examine the mechanisms by which HAW plays a role in moderating OJ in transmitting its effects on IWB. Empirically OJ has a significant effect on IWB. This implies that the implementation of OJ has been going well and can significantly increase IWB SCA. OJ is an important factor in organizations, because the theory of justice states that employees tend to compare the ratio between the effort or contribution they make must be balanced with the results they receive (Gibson et al., 2009). These conditions affect the IWB which has a very important contribution to the success of local government organizations.

The researcher emphasizes on the OJ literature to describe the sources of motivation in employee IWB. We believe in the theory that social exchange in work relations can be started by an organization that treats its employees fairly. A significant finding is the variance in the observed aspects of organizational justice. This study found that SCA in local government organizations working in Eastern Indonesia felt that organizational justice was able to motivate employees to behave in innovative work. The results of this study support previous research which recommended that organizational justice should contribute to increasing employee IWB (Nazir et al., 2019; Akram et al., 2020, (K. & Ranjit, 2021; Kurniawan & Ulfah, 2021).

This study examines the relationship between WE, OJ, and HAW-IWB and the moderating effect of HAW. The empirical results show a positive and significant relationship between WE-IWB, OJ-IWB, and HAW-IWB supporting H1, H2, and H3. However, H4 and H5 are not supported.

In line with research findings, HAW has the potential to increase the IWB of the local government organization (SCA) employees in Eastern Indonesia. In this case, a happy SCA indicates an optimal IWB. According to study results, happy SCAs tend to be motivated and engaged with work, which results in higher levels of creativity and innovation. Such SCAs can also feel supported by their peers and superiors, who foster a positive, collaborative work environment that catalyzes innovative thinking and experimentation. This constructive impact broadens an individual's thinking and strengthens their psychological assets for a healthier mindset and a heightened capacity to tolerate and overcome various work difficulties faced both inside and outside the organizational environment. This is in line with research conducted by Pryce-Jones and Lindsay (2014); Melhem et al. (2020); Al-Shami et al. (2023) that HAW positively and significantly influences IWB in both governmental and non-governmental organizations.

HAW does not have a significant role in moderating the effect of WE on IWB and OJ on IWB SCA. Employee perceptions in assessing the application of WE and OJ to improve IWB currently do not require HAW. This means that HAW only acts as an independent predictor in terms of increasing IWB. This proves that SCA in Eastern Indonesia, especially North Maluku Province which is known as the happiest province, is able to carry out tasks with a feeling of happiness at work and not at work.

#### 4.1 CONCLUSION

Work engagement and organizational justice are important concerns of this research associated with innovative SCA work behavior in local government organizations. Then examine the effect of HAW moderation on the effect of WE and OJ on IWB SCA. WE as measured by; active participation, showing work, work is an important part of self-esteem, mental and emotional involvement, and empirical responsibility can improve IWB SCA. Leaders of local government organizations that guarantee the implementation of distributive, procedural, interpersonal, and informational justice have a significant impact on increasing IWB. Furthermore, if SCA believes in a good work environment, is valued in the workplace, and feels comfortable in the work environment, it will also have a positive and significant impact on IWB. In the

sense that the high contributions of WE, OJ, and HAW provide a very meaningful role in increasing the IWB SCA.

This study has also explored the effect of WE and OJ on IWB moderated by HAW. The results show that HAW is not able to moderate the effect of WE and OJ on IWB.

## 4.2 THEORY AND PRACTICE CONTRIBUTION

This research contributes to the development of social exchange theory related to IWB, WE, OJ, and HAW SCA in developing strategic human resource management and organizational behavior in government organizations. This research contributes to social exchange theory more specifically in developing the implementation of human resource management that work involvement, organizational justice, and work happiness as multidimensional variables have been empirically proven to increase IWB SCA in local government organizations. The findings of the research results that tested the effect of WE and OJ on IWB SCA moderated by HAW showed insignificant results. Thus, it is known that HAW is able to act as a predictor of the IWB of employees working in the local government organization sector.

The findings from this study provide information about the importance of human resources in local government organizations. By using a number of indicators, this study claims that, when employees are involved in various important jobs, ensure organizational fairness, and create valuable HAW, shared understanding develops in a more productive direction with innovative work behavior, this benefits SCA as well as local government organization. This makes a practical contribution that empirically the level of WE, OJ, and worker happiness substantially influence their IWB. to ensure that SCAs with high involvement, experience fair treatment, and are happy while working for local government organizations are highly relevant to innovative work outcomes. If SCA carry out innovative work behavior well, then they are able to adapt themselves to new work patterns to support the achievement of regional government organizational goals North Maluku province.

## 4.3 LIMITATION

This research has been carried out in accordance with good research steps, but there are still some limitations. With these limitations, it is hoped that future research can be improved. The limitations of this study are only focused on looking at the effect of WE, OJ, and HAW on IWB SCA. Especially the role of HAW as a moderating variable is not supported. Because this study was carried out in local government agencies whose work formats have been determined by the state and the conditions are different from private companies, future studies can evaluate differences in innovative work behaviour influenced by WE, OJ, and HAW between government agencies and private companies. Additional variables can be suggested to increase research depth such as transformational leadership, knowledge sharing, and others.

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