

The Impact of Innovative Work Behavior on Enhancing Group Cohesion Through The Mediating Role of Positive Psychological Capital

Qasim Hboob Abbas

Department of Business Administration, College of Administration and Economics, University of Wasit

Email: qabbas@uowasit.edu.iq

Abstract: This study aims to understand the impact of innovative work behavior on group cohesion through the mediating role of positive psychological capital. Innovative work behavior was chosen as the first explanatory variable with its dimensions in order to investigate the nature of the relationship between the variables (idea generation, idea promotion, and idea implementation), and group cohesion as the second explanatory variable with its dimensions (task cohesion, social cohesion, and individual attraction to the group). The responding variable was favorable psychological capital with its dimensions (self-efficacy [confidence], self-efficacy, optimism, hope, and resilience). In order to accomplish the opinions of a sample of faculty members from the College of Administration and Economics at Wasit University were surveyed. The measurement tool was a questionnaire that was administered to a sample of 93 faculty members (professors, associate professors, lecturers, and assistant lecturers). Several hypotheses served as the foundation for the study, the most important of which was that there is a statistically significant and meaningful impact of innovative work behavior on group cohesion through the mediating role of positive psychological capital. With the use of suitable statistical tools, such as SPSS version 28 and AMOS 26, data were examined and hypotheses were evaluated. The research came to a number of results, including that innovative work behavior has a statistically significant and positive effect on group cohesion through the mediating role of positive psychological capital.

Keywords: Innovative Work Behavior, Idea Generation, Idea Promotion, Idea Implementation, Group Cohesion, Task Cohesion, Social Cohesion, Individual Attraction to The Group, Positive Psychological Capital, Self-Efficacy (Confidence), Hope, Optimism, Resilience



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1. Introduction

Innovation is considered an effective means for survival and performance improvement in the workplace, especially in the context of increasing environmental complexity (dynamic environment). Innovation cannot occur unless it is shared among all employees in the organization. Employees play a decisive role in enhancing the level of innovation within the organization, as they are the source of innovative activities. Employees' innovative behavior is the key to stimulating innovation within the organization; it focuses on generating and implementing new ideas in the workplace [1], enhances operational efficiency, promotes a culture of creativity and innovation, and serves as a fundamental component in building a competitive advantage and achieving long-term organizational growth.

On the other hand, group cohesion plays a major role in fostering innovative work behavior. Human beings are inherently social by nature and cannot live in isolation. They share social values

and commonalities with others. Through group cohesion, feelings of belonging increase, collaboration and solidarity are strengthened, and the achievement of common goals becomes easier. It also enhances the overall well-being of individuals. The group serves as an effective tool for supporting individual growth and shaping their attitudes through interactions and relationships with others. Groups are formed and sustained with the intention of fulfilling the needs of their members through cooperation and interaction. Humans can only experience feelings of security, love, and friendship within groups.

To enhance employees' positive psychological traits in achieving organizational goals, organizations have shown increasing interest in positive psychological capital, which influences both innovative work behavior and group cohesion. Organizations should encourage employees to engage in various innovative work behaviors. Positive psychological capital, as a source of personal strength and energy, should be preserved, developed, and managed by translating individual capabilities into practical outcomes, thereby improving organizational performance and fostering a positive, collaborative climate within the workplace.

2. Materials and Methods

The current study provides several contributions. It highlights the significant role that positive psychological capital can play in enhancing innovative work behavior and group cohesion. This study also seeks to clarify the effect of innovative work behavior on group cohesion through the mediating role of positive psychological capital, and it is hoped that the study will enrich the discussion on the current reality and the extent of this influence.

1. Innovative work behavior

Since the launch of the concept of "innovative work behavior" in 1994 - 1998 by (Scott and Bruce) The literature that uses the term (IWB) has been steadily increasing, and by the end of 2012, 31 articles in esteemed Dutch and international journals have used this idea in their studies. A variety of research techniques, both qualitative and quantitative, define these studies. In spite of this rather extensive body of empirical research, the conceptualization of IWB is often still minimal, as the environment is dynamic and rapidly changing in terms of market and technology. Innovative work behavior is an important factor for business performance. Various studies have shown that employees are not only unique partners in the innovation process, but their innovative ideas can lead to a sustainable competitive advantage for the company. Workers can swiftly recognize issues and assess potential remedies because they possess significant, albeit frequently implicit (Polanyi, 1966) knowledge of the manufacturing process. Additionally, employee-generated innovative ideas are frequently context-dependent and reasonably priced, if not free. As a result, competitors find it difficult to copy. Playground: P8 (2014).

According to Purwanto et al [2], employees provide 80% of new ideas for innovation, and individual innovation within the company is known as innovative work behavior. This is a fundamental basis for improving organizational performance because innovative work behavior at work includes efforts to explore opportunities, generate ideas, struggle for ideas, and implement ideas. In other words, employees try to solve problems by coming up with solutions, finding supporting information, and putting those ideas into practice in order to produce innovations in product areas, markets, or organizational structures. On the other hand, organizations with low innovative work behavior will face many negative effects including hindering organizational performance, increased employee absenteeism and resignation, poor employee work ethics, and reduced service provided to customers. Therefore, organizations need to try to encourage employees to have an innovative mindset [3].

It deals (innovative work behavior (IWB) with the development, adoption and implementation of new ideas for products, technologies and work methods by employees, and this is considered an important determinant for achieving organizational success through innovative outputs (innovative results) in products, services, procedures and processes and in adopting new production methods

and new management systems, i.e. it is indispensable in profitable and non-profit organizations as it helps them adapt to external changes and thus organizational survival [4]. On the other hand, Zahra and Wahid [5] see that the scope of innovative work behavior is not limited to developing new ideas only, but goes beyond developing new ideas by encouraging employees to new ideas and applying them [6].

Innovative work behavior is essentially a behavioral variable that emphasizes staff members coming up with and refining concepts and putting them forward for execution and making efforts to truly apply innovation in the workplace. Therefore, IWB does not It connected to actual innovative outputs at the organizational level, since an employee may exhibit highly innovative behavior but fail to put a single idea into practice because of barriers to the idea's applicability and usefulness among coworkers, supervisor resistance, or a lack of resources etc [7].

Therefore, innovative work behavior requires management commitment, participation and leadership in developing technical and non-technical aspects, as technical factors in innovative work behavior are related to work motivation, organizational culture and infrastructure that support the development of technical competence of workers in implementing work innovations [8]. At the same time, non-technical factors are related to the development of personal skills of workers, which are formed based on the learning process within the social environment of the organization [9].

Innovative work behavior [10] can be defined as behaviors related to the practical application of new creative ideas that have not been applied before or putting them into practice in the field of new products, processes and methods that enable the achievement of added value for the organization and its customers [11].

Or it is a multi-stage process with different activities and different individual behaviors necessary at each stage [12]. It begins with identifying the problem and generating ideas or solutions, whether new or adopted, then engaging potential allies and social activities to sponsor their idea while trying to build a coalition of supporters, transforming the idea into action to produce a tangible product that can be used or disseminated in the organization [13]. Finally, it can be claimed that innovative work behavior is the culmination of individual cognitive and physical work activities in carrying out a set of tasks necessary for fostering innovation, whether done in groups or alone, and that it is carried out methodically and gradually, with distinct behaviors and activities at each stage [14].

Determinants of innovative work behavior:

As previously said, businesses with the capacity to innovate are better equipped to obtain a long-term competitive edge over rivals. Individual creativity boosts organizational innovation, giving the company a competitive edge. Consequently, it is essential to foster and support employees' creative potential. An organization that aims for a continuous flow of individual innovation must ensure that its employees are willing and able to innovate [15]. Specifically, as the majority of research on the elements that foster individual invention concentrates on employee or general creativity rather than putting ideas into practice [16]. The most important of these determinants are as follows:-

1. Individual characteristics (personality): Employees with an internal entrepreneurial personality perform higher levels of innovative behavior compared to employees who do not have such a personality, meaning that an individual's innovative behavior is positively affected by the proactive behavior of the same individual [17].
2. Job characteristics: Job characteristics can have a significant impact on the innovative behavior of employees, and the freedom to perform one's work gives people space to try new ideas even if they ultimately fail, so job autonomy allows employees to engage in "trial and error" and find more effective and efficient ways to do their work.
3. Team characteristics: Although exploring and generating ideas may sometimes be done individually, supporting and implementing ideas is never a solitary activity, but rather through

interaction with colleagues (team).

4. Relationships in the organization: The impact of leadership on individual innovation, it is interesting to know how leadership can stimulate the innovative potential of their employees, i.e. focus on the relationship between the leader and the employee.
5. Organizational factors: Both factors emphasize the importance of employees' awareness of the extent to which the organization encourages innovation in order to enhance the innovative behavior of employees [18].

Dimensions of innovative work behavior:

Writers and researchers differed about defining the dimensions of innovative work behavior, but most of them agreed on most of these dimensions, which are consistent with the requirements of the current research, namely exploring (generating) ideas, supporting and advocating ideas, and implementing ideas, and they can be explained as follows:

1. Idea generation:

This stage involves exploring the idea or exploring opportunities in the innovation process where new ways are sought to improve existing products and services [19]. This stage includes activities such as establishing company operations, searching for new alternative products and services, entering new markets, or solving business problems. This stage aims to collect and select useful information to solve problems or improve performance [20].

Unexpected successes, failures, or outside events; contradictions or gaps between "what is" and "what should be"; process needs as a response to identified problems or failure causes; changes in industrial and/or market structures; changes in demographics, such as birth rates or workforce composition; shifts in perception and new knowledge are some of the seven sources of opportunities that Drucker [21],

Finally, this dimension indicates that the individual is ultimately the source of any new idea and that the key to generating ideas is to combine and reorganize existing information and concepts to solve problems or improve performance [22].

Similar to the creative stage, the idea generation stage calls for the manager to act in an open manner, allowing the employee the freedom to experiment in order to foster idea generation. Executives must also provide team members with guidance and inspiration, as well as the freedom to generate ideas in a supportive and healthy environment and in organizing the sharing of information. For all employees, in addition to personal engagement with their team members [23].

2. Advocacy (promotion) of the idea:

Idea promotion, also known as idea advocacy, is the second stage of IWB. It entails attracting interest in and support for the novel concept and locating a large number of supporters [24]. In order to identify sponsors, coworkers, and supporters who will give them the strength to back and advocate for the idea by everyone, the employee must particularly engage in social activities (creating coalitions) [25]. When the employee is motivated, tenacious, and involves the appropriate individuals (e.g., managers, coworkers, and R&D personnel), this stage will enable him to implement the idea [26]. And involve key members and obtain the approval of senior management to enable the idea to be realized [27].

On the other hand, promotion is considered an important aspect of innovative work behaviors after generating ideas - as most ideas require acceptance, and despite the legitimacy of ideas and what appears to bridge the performance gap, most of them are ambiguous about whether their benefits will exceed their development and implementation, and resistance to change or not, and because innovation often requires building an alliance to implement it, and this requires gaining power by marketing the idea and selling it to potential allies, promotion can be defined as ((a social and political behavior (including activities) that mobilizes resources, persuades and influences, urges and

negotiates, challenges and accepts risks, which is the behavior required to achieve ideas, solutions and possible innovations)) [28].

3. Idea Implementation

At this stage [29], the idea is completed and transformed into reality by creating a prototype or model that can be touched and tested and ultimately transferred, produced or applied in products, processes and systems in the organization [30]. This stage is related to the actual implementation (planning) of the new idea, and this stage is completely different from the idea generation stage as it requires different behaviors than the idea promotion stage and the manager's role in it is:

1. The direct manager must organize the process for the employee and establish routine procedures.
2. The direct manager must monitor the process to avoid delays or ineffective implementation and take corrective actions to ensure the orderly implementation of the new idea. The direct manager must express broad output expectations, follow specific plans, and reduce variance within the team in order to achieve successful implementation.
3. Another important behavior is facilitation, i.e. providing the resources (knowledge and information) that the employee needs while implementing the idea.
4. It is also important for the employee to feel appreciated (material and moral) and perhaps receive rewards with appreciation and support for his efforts.
5. Finally, they provide advice to the employee on the implementation process, which is based on personal advice (feedback) from their direct manager, or from customers, which enhances the success rates of new products, [31]

Lastly, implementation may entail creating new products or processes or refining already-existing ones. To make ideas a reality, staff must put in a lot of work and have a results-driven mindset. Conversely, application behavior pertains to the endeavors that people must undertake in order to transform a chosen concept for execution into a workable proposal. According to Kleysen and Street (2001), application frequently entails integrating innovations into routine work procedures and encompasses actions like creating, testing, and altering new goods or procedures [32].

4. Group cohesiveness:

Group cohesiveness is the best summary representation of the social and psychological variables found in the study of groups. It is very useful, but not all points of view are equally appreciated. It defines the improvement and successful implementation of new and useful ideas through the consistent design of the work group in their ability to present and implement new ideas without personal blame [33]. It is a broader concept than individual guidance because it includes the relationship of the group member, not only with the group leader, but also with other group members [34], [35].

Cohesion according to the concept of (1982Carron) is a dynamic process reflected in the tendency of the group to stick together and remain united in the pursuit of its goals and purposes. This definition is related to two main factors: the first is the extent to which the individual desires to be attracted and accepted by group members and remain in the group. The second factor is between task cohesion and social cohesion. Task cohesion refers to the extent of motivation Towards achieving the goals and objectives of the organization, social cohesion refers to the motivation to develop and maintain social relationships within the group [35], To further clarify the concept of group cohesion [36] created a conceptual model to illustrate group cohesion by distinguishing between two key levels: (a) the perception of cohesion at the individual and group levels, and (b) the task and social components of cohesion (refer to Figure 1). According to the first distinction, cohesiveness can be understood both at the individual and group levels. At the person level, cohesion is defined as the incentive to accept and maintain a connection with the group, as well as the individual's attractiveness to the group. On the other hand, group cohesion, sometimes referred to as group integration, reflects the shared traits and viewpoints of the entire group.

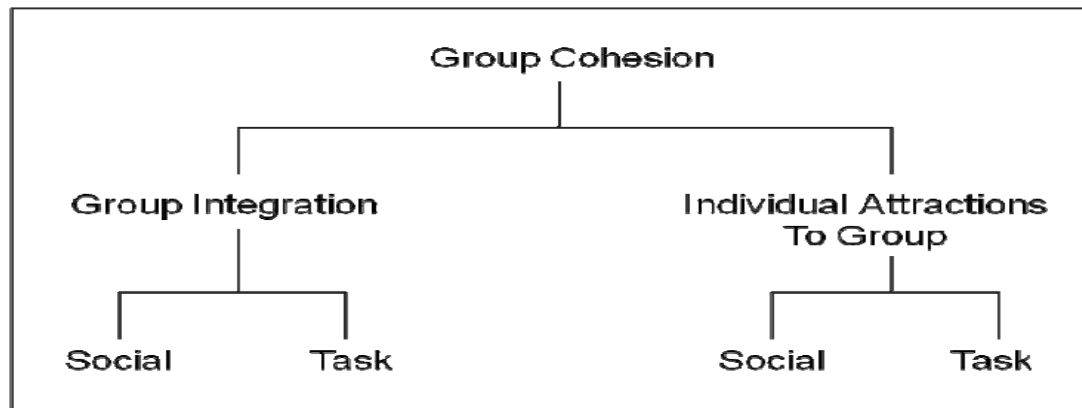


Figure 1. Conceptual model of group cohesion [36].

A second difference is that cohesion can be thought of as either task or social cohesion. Task cohesion is the drive to accomplish particular objectives associated with the group's mission, whereas social cohesion is the drive for interpersonal contact and interaction within the group. Task and social cohesion at the group level, known as group integration (GI), and task and social cohesion at the individual level, known as attraction to the group (ATG), are two of the four conceptions of cohesion that result from these two divisions. Group and task integration (GI-T), group and social task integration (GI-S), individual attraction to the group task (ATGT), and individual attraction to the group and social task (ATG-S) are the four domains that are represented. This demonstrates the value of viewing cohesion as a multifaceted concept that includes social and task cohesion [37].

[38] is the key to maintaining the success of the group's mission, i.e. collective job performance is linked to and affected by the group's success in building cohesion among all the interests and contributions of the group's members [39] or according to [40] a characteristic of the group and an environmental factor that affects the performance of the group. It includes all the forces that affect members to remain part of the group. Here, the effect of group cohesion is related to the need for competence and relatedness [41] with the relationships that the employee forms at work; these relationships can be formal or informal relationships with other people to work within groups and teams. [42] and the time that group members spend getting to know each other, and how members communicate with each other, and the extent to which members support each other, [43] and membership (group size, member compatibility, and continuity), and the work environment (for shared goals and values, nature of the task, physical environment, communications, and technology), and organization (employee policies and procedures used to manage the group), and the development and maturity of the group (the more distinctive the group, the more closeness between members [44], and the similarity of group values and attitudes: [45])

A cohesive group, on the other hand, is preferred for the following reasons: a) it suggests acceptance among all members, allowing the practice to be impromptu, tolerant, and based on trust; b) it makes each member feel at ease in the sense that they are aware of the rules, which transfers the responsibility for "discipline" from the teacher to the group as a whole in front of the class; c) d) It acknowledges the resources and effort contributed by each member, which can provide content for a variety of learning activities and implicitly accepts the diversity of information, opinions, or perceptions; d) It promotes positive feelings as the group's and the individual's goals are accomplished simultaneously and success is truly experienced. (Johnson & Johnson, 2003). Andreia, 2021: p8)) Finally, its general importance to society because cohesion affects production, increasing when group members believe in a goal and decreasing when the group revolts, declaring its strike against the goal. (Ahmed & Breik: 2022, p. 43) Therefore, group cohesion can be defined as the joining of two or more people who are connected to one another via social ties. Communication, influence, interaction, interconnection, association, a shared identity, shared tasks and objectives, structure, and system are some of the essential elements that must be present in the group (2006 and Forsyth).

3. Results

It should disclose about the findings of works and the same data or information given in the table must not be repeated in a figure and vice versa.

Dimensions Group Cohesion.

1. Social cohesion: social cohesion

Social cohesion refers to the social bonds between group members related to the group's working connection, It is important for groups because it enhances positive work relationships for group members, which are built through trust and admiration among team members [46]. In fact, social ties can help the group achieve its objective. The more cohesive the group is, the more its members value the friendships and connections it offers, creating a favorable environment where members can form excellent social work relationships [47].

On the other hand, [48] believes that what enhances social cohesion is communication, which plays a crucial role in increasing social cohesion. The more communication about the task and social issues, the more cohesion appears. As a result, group members are clearer with each other, talk more, and listen better [49].

[50] indicates that social cohesion is the feeling of individuals belonging to the group and loyalty to it and their adherence to its membership and standards and their talking about it instead of talking about themselves and their work together for a common goal and their readiness to bear responsibility for the work of the group and defend it, and social cohesion also includes the strong closeness between the components of the group and morale and unity and strength and teamwork with the spirit of the team and integration in work and integration and the attractiveness of the group to its members [51].

Social cohesion is characterized by four characteristics [52]: 1- It is a process rather than a final state, 2- Because it includes who is in it and who is outside it, with whom members of society show solidarity and with whom they do not, 3- It can be considered a necessary requirement, and is based on shared values, 4- It tends to neglect the conflicts inherent in society [53].

As for Stanley, 2003, he defined social cohesion from the perspective of group cohesiveness as the desire of a group of individuals to cooperate with each other without being forced to enter into complex social relationships. This cooperation is a requirement for the continuation of their social life [54].

2. Task Cohesion

The collective dedication of group members to group tasks is referred to as task cohesion , which is characterized by "a general orientation towards achieving the group's goals and objectives." Therefore, task cohesion plays an important fundamental role in groups because it allows group members to work individually to achieve the group's goals. (p13 2015: Estrada, Severt), and task cohesion is also related to the extent of dedication to the group's objectives and tasks. This suggests that for the group to succeed, there must be a high enough degree of mutual trust. When the group leader helps another member by establishing circumstances that will make the task easier to complete, that is an example of task cohesion [55], and is also linked to individuals' pursuit of a common goal and the individual's attraction to the group due to a shared commitment to the group's mission, which was confirmed by [56] when he indicated that task cohesion is more strongly associated with higher individual performance and less absence of interpersonal cohesion [57], that is One of the key aspects of team cohesion that has been demonstrated to reliably and favorably predict team performance across a variety of domains is task cohesion [58].

High cohesion in performing tasks among members of shared goals and willingness to work cooperatively as a cohesive unit characterized by coordinated group efforts rather than relying solely on personal friendships. On the other hand, one of the indicators of strong team cohesion is their high levels of participation in carrying out a series of activities necessary to complete the task, and Forsyth [40] can help constructive exchanges and task independence help teams overcome negative relationships and mitigate their impact On team performance [59] defines task cohesion as the attraction to a group due to liking, commitment to, or resistance to leaving the group's mission [60].

Task cohesion is defined as a group's shared commitment or attraction to the group's mission or goal. There are two factors that can affect the task cohesion of a group: social laxity and diffusion of responsibility [61].

3. Individual Attraction to Group:

The concept of intra-group attraction can be traced back to the social cohesion perspective [62] which viewed interpersonal attraction as something that binds group members together and drives them to form or maintain a group. Although strong intra-group attraction may be beneficial for group harmony, strong intra-group attraction is likely to affect group performance because groups with high intra-group attraction place greater emphasis on maintaining group harmony rather than completing the task optimally [63], which is reflected in group performance. Intra-group attraction can also be positively related to group behavior. (Eby and Dobbins [64], i.e. a matter related to the individual's "orientation" such that some individuals have a "collective orientation" and are motivated to work in groups [65]. Or their attraction to other people who are closer to them in their characteristics compared to others who are very different from them. Moreover, it was found that attraction between group members is related to group cohesion. [66] or the degree to which an individual likes or appreciates being part of a group, i.e. his "personal acceptance" and interactions with the group [67].

According to [43], there are three primary factors that can influence group cohesion: The first is personal attraction, which is the strong desire to like group members who have reasonable and practical goals to further shared objectives; the second is commitment to the task, which is the sense of individual involvement in the group because of the close relationship between the group's objectives and the strong desire to finish the task; and the third is pride of the group, which is joining the group because of the status that comes with membership [46]. A person's attraction to the group can also be influenced by other elements, such as leadership, favorable group reputation, social requirements, task attractiveness, and resemblance to other members. .

4. Positive Psychological Capital:

Positive psychological capital, often known as positive organizational behavior (POB), is one of the more recent ideas in the field of organizational behavior [68]. Luthans and colleagues (2008) considered psychological capital a positive input through achieving positive results in human resource development and work performance. [41], developed from Seligman's theory (1998) in positive psychology presented by Luthans(2004) as four measurable or developable factors: self-efficacy, hope, optimism, and resilience. These four factors are closely related to the individual's positive cognitive state. Psychological capital has been created in the domains of organizational psychology and management, and alludes to the positive psychological state of development in an individual characterized by: (1) confidence (self-efficacy) in enduring and exerting the effort necessary to succeed in difficult tasks; (2) a positive perception (optimism) of success now and in the future; (3) perseverance toward achieving goals and, when necessary, redirecting paths toward goals (hope) in order to succeed; and (4) when faced with problems and adversity, persisting, recovering, and even going beyond them (resilience) to achieve success" [30], [35]. Shifting the focus within organizational science to the positive psychological characteristics of individuals contributes to increasing the effectiveness of management policies and practices and improving the psychological and physical well-being of organizational members. [28], it includes psychological states that can be measured correctly, and that can lead to improved performance. In other words, interventions can be developed to enhance managers' and employees' confidence, hope, optimism, and resilience. Thus, positive psychological capital can be managed and its effectiveness can be objectively evaluated, both in terms of enhancing positive psychological capital and influencing the bottom line [18], A positive organizational culture founded on strong ethical values, teamwork, and transparency will be established by leaders and followers who are authentically developed by constructive organizations with improved mental capacity. Psychological capital, or Psy Cap, will help strengthen the bond between workers and their companies, boosting employee loyalty and lowering attrition. In addition to making the company a desirable destination for its current workforce, these positive traits will aid in luring, nurturing, and keeping fresh talent. Because of the advantages of Psy Cap, constructive businesses must help their personnel at all

levels improve their Psy Cap [10], psychological capital is viewed as a positive driver of attitude towards self-development, self-efficacy, optimism, hope and resilience, it is a positive motivator for optimal employee engagement, job satisfaction and performance [55].

Two distinct elements contribute to psychological capital: (1) dispositional factors, which cause some people to be more resilient, hopeful, and optimistic than others, and (2) situational factors, which cause some people to be more resilient, hopeful, and optimistic than others. To identify potential Psy Cap components, Luthans set four criteria: First, each Psy Cap component must have a strong theoretical basis; Second, each Psy Cap component must be measurable without the use of complex tools; Third, it must reflect "the individual's positive psychological state of development; and finally, the Psy Cap components must be performance-related." [39] On the other hand, the importance of psychological capital emerges from its being a force and energy of positive personality that must be retained, developed, and managed by transforming personal qualities and capabilities into practical reality, which contributes to improving organizational performance represented in increasing productivity, reducing costs, customer and employee satisfaction, stimulating motivation, and increasing commitment and stability. Functional, creativity and cooperation, as it enhances the competitive advantages of the organization so that they are inimitable. [47], as well as improving relationships within the workplace, and improving the organization's behavior in the areas of social responsibility, [52], in addition to what was mentioned, (Al-Shamaa) mentioned a set of characteristics to describe psychological capital, which are: 1- Unique 2- Measurable 3- Developable 4- Has an impact on performance [66]. "A positive psychological state of development characterized by confidence in taking on difficult tasks and exerting the necessary effort to succeed in them (self-efficacy); positive attribution of success now and in the future (optimism); perseverance toward achieving goals and when you need to redirect paths to success (hope); and when problems arise" is the definition of positive capital, shake you due to adversity, you persist, recover, and go further to achieve success (resilience) or (resilience). [59], and Donaldson and Ko, 2010, defined positive organizational psychology as "the scientific study of positive experiences and self-attributions in the workplace and positive organizations, and their application to improve the effectiveness and quality of life in organizations [30]. From the previous definitions of positive capital, it is clear that there is a common, integrated link that passes through the four dimensions (self-efficacy, optimism, hope, and resilience), which together constitute the essential structure of the concept. In light of this connection, [38] showed that when self-efficacy and hope are united, the efforts of resilience and optimism are embodied. For instance, if subordinates exhibit resilience and optimism, they should feel more comfortable carrying out and intensifying their efforts while also adhering to the primary routes to reach their starting point. They can revert to their pre-unfavorable state thanks to this link. Subordinates who are more optimistic may have a more upbeat outlook, but when their optimism and self-efficacy combine, they will also be more confident and determined to take different routes as needed to accomplish their objectives. Resilient subordinates will decide how to get back to the former state when the integration process with optimism is over. They will also increase their self-efficacy by demonstrating the significant obstacles they can overcome. and hope for improved performance in the future [62].

Dimensions of positive psychological capital:

1. Self-efficacy (confidence):

[13] defined self-efficacy (confidence): as a person's confidence in his or her ability to prepare the motivation, cognitive resources, and behavior necessary to perform a specific task effectively in a given context. [55] or "the belief in one's ability to mobilize cognitive resources to obtain specific results", i.e. it depends on previous work. In simple terms, we conclude that the benefit that accrues to the individual from confidence is not any particularly useful cognitive process or any other tool, but rather a certain openness to challenge, and a willingness to exert effort in pursuit of a successful outcome [59].

Thus, workers with high self-efficacy choose tasks that contain a great deal of challenge and invest their efforts in accomplishing them through perseverance during the hardships they are exposed to. In general, the higher the level of self-efficacy of an individual, the more he desires to exert more effort to accomplish a specific task and the higher his level of ambition in facing obstacles that stand in

the way of achieving goals.

[60], individuals with self-efficacy are characterized by five important behaviors, which are: - 1- They set high goals for themselves and choose difficult tasks for themselves -2 They welcome and thrive on challenge -3 Their self-motivation is high -4 They exert the necessary effort to achieve their goals. 5- They have the ability to persevere when facing obstacles [62].

2. Hope:

The concept of hope in positive psychology has received a great deal of theoretical development and research support, and is generally considered an "empowering way of thinking" [15]. It is assumed that people generally direct themselves towards achieving goals; that is, people behave in a way that makes them try to accomplish something. Snyder, 1994, identified hope as consisting of two elements: willpower and pathways) [22].

For his part, [13] sees hope as a desire accompanied by the expectation of achievement and is a positive motivational state that includes ability and path, based on the individual's possession of strength and chosen paths and in investing those advantages to succeed in achieving desired goals, as goal-directed thinking must be stable across situations and time [18].

It includes three main trends, which are (ability, methods, goals), as the ability trend represents the will associated with achieving goals, while creating methods is the alternative paths in achieving goals, while goals are the individual's needs at work, and therefore hope is definitely a means to success and achieving goals [59].

3. Optimism:

According to [64], optimism is the widespread conviction and hope that one will succeed via one's own efforts or outside factors. Because of this, people who are highly optimistic have optimistic expectations for the future, which enables them to find the drive and agency needed to react to environmental cues, accomplish their objectives, and overcome obstacles when they appear [60].

Being optimistic has to do with self-control and achieving the objective. An optimist anticipates positive outcomes, whereas a pessimist anticipates negative outcomes. Opinions that evoke positive emotions are linked to optimism. According to [27], optimists are those who have internal stability [37].

The optimistic individual has a clear vision of an exciting and purposeful life, has a confident orientation characterized by the ability to do anything, bears high levels of personal responsibility, strives to achieve goals, is extroverted and tends to establish relationships with others, and has a great deal of personal control over his life [33], [45].

4. Resilience:

Resilience is defined as "the positive psychological ability to recover and get back on track after adversity, uncertainty, conflict, failure, or even positive change, progress, and increased responsibility." The focal point of this definition of resilience is the ability to positively adapt to and overcome major change and/or adversity. It enables the individual not only to survive but also to potentially succeed in positively adapting to change [63], [65]. Resilient people are able to face harsh realities with self-control and have the ability to adapt circumstances and content to what they have [67].

4. Discussion

It should be with the interpretation of the results and their comparison with those of other studies. No need to repeat the results, review literature, references that do not have a close relationship with the present result in the manuscript.

The Practical Aspect

Firstly: Consistency between scale components

Refers to the scale's level of internal consistency, which indicates that each question has a broad objective to be measured and the probability of receiving same findings when the scale is

administered again . The scale is considered very dependable if the alpha coefficient is 0.70 or more. (Hair et al,2019, P: 775) as it shows: Table (1) shows that the values of Cronbach's alpha coefficient It ranged between (0.734-0.881) for the variables and dimensions, as it was shown that it was greater than (0.70) , and this indicates that the variables and dimensions enjoy appropriate internal consistency. These results indicate that the research scale (questionnaire) enjoys a good level of stability.

Table 1. Test results Internal consistency of variables and dimensions

Cronbach's alpha coefficient	Number of paragraphs	Coding	Variables and Dimensions	Variables and dimensions
0.877	5	IG	Idea Generation	Idea generation
0.708	5	IP	Idea Promotion	Promoting the idea
0.776	5	II	Idea Implementation	Implementing the idea
0.850	15	IWB	Innovative Work Behavior	Innovative work behavior
0.797	5	TC	Task Cohesion	Mission coherence
0.792	5	SC	Social Cohesion	social cohesion
0.831	5	IATG	Individual Attraction to the Group	Individual attraction to the group
0.863	15	GC	Group Cohesion	group cohesion
0.914	5	SE	Self-Efficacy	self-efficacy
0.909	5	H	Hope	Hope
0.906	5	O	Optimism	optimism
0.922	5	R	Resilience	flexibility
0.933	20	DPPC	Positive Psychological Capital	positive psychological capital

Source: SPSS V.28

Secondly: Constructive validity

1. Innovative work behavior model

Figure 2 demonstrates that the three fundamental dimensions of the innovative work behavior model—idea generation, idea promotion, and idea implementation—compose 19 questions. It is evident by looking at the quality of fit indicators that were taken out for the model that every one of them matched the model's necessary requirements. The model will ultimately be used when performing further statistical analysis in light of this outcome.

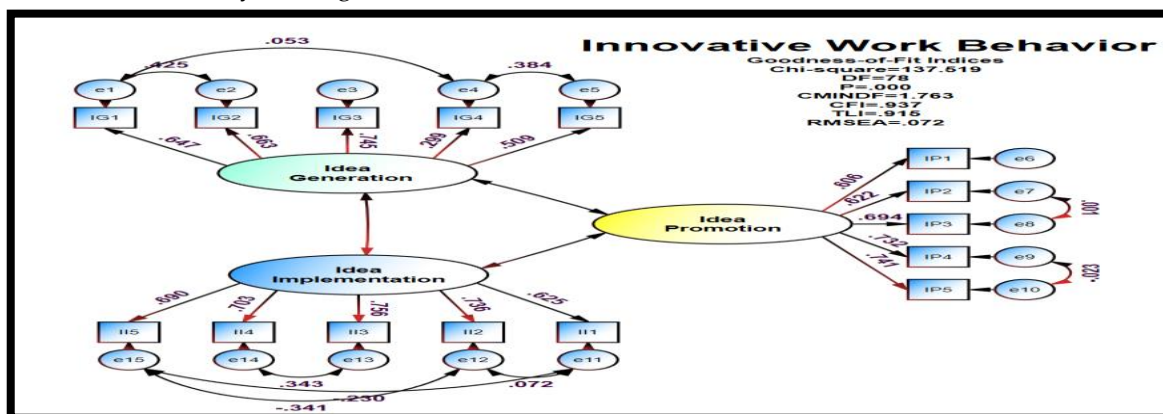


Figure 2. Variable Innovative work behavior after modification
Amos V.26 output

Based on the results shown in Table 2, the estimated values for all questions ranged between (0.509-0.756), which is considered a good indicator of reliability and validity. The standard values (CR) for all questions achieved values between (5.155-8.51), which exceeds the values of the The standard deviation of (1.96), indicating the coherence and stability of the model. In addition, the significance level values for all questions recorded a value of (0.000), which is less than the generally accepted value (0.05), indicating that all questions are significant , It serves as a reliable and adequate indicator for using the model in further statistical analysis. These findings support the notion that the model has a high degree of validity and stability. The model's dependability in estimating its linked variables is improved by the estimations' acceptable diversity between queries. It shows how strongly the components of the model are related to one another. Consequently, it may be said that the model is prepared for use in further analysis. . .

Table 2. Confirmatory factor analysis indicators for the innovative work behavior variable

P	significance	Critical values	Estimates	Dimensions	Questions
0.000	8,510	.650		---	IG1
---	---	.666		---	IG2
0.000	6,769	.741		---	IG3
0.000	5.155	.509		---	IG4
---	---	.607		---	IP1
0.000	6,308	.622		---	IP2
0.000	6,849	.694		---	IP3
0.000	7,087	.731		---	IP4
0.000	7.145	.740		---	IP5
---	---	.625		---	II1
0.000	7,368	.736		---	II2
0.000	7,130	.756		---	II3
0.000	6,776	.703		---	II4
0.000	6.102	.690		---	II5

Amos V.26 output

2. Group cohesion model

It is clear from Figure 2 Group cohesion model And it consists of three The basic dimensions are (mission coherence , coherence Social , individual attraction to the group) consisting of (15) questions From the note of Figure (2) After modifying the questions according to the recommendations of the A- Modification Indicators, all the A- Quality of Conformity Indicators were within the required standards of the model

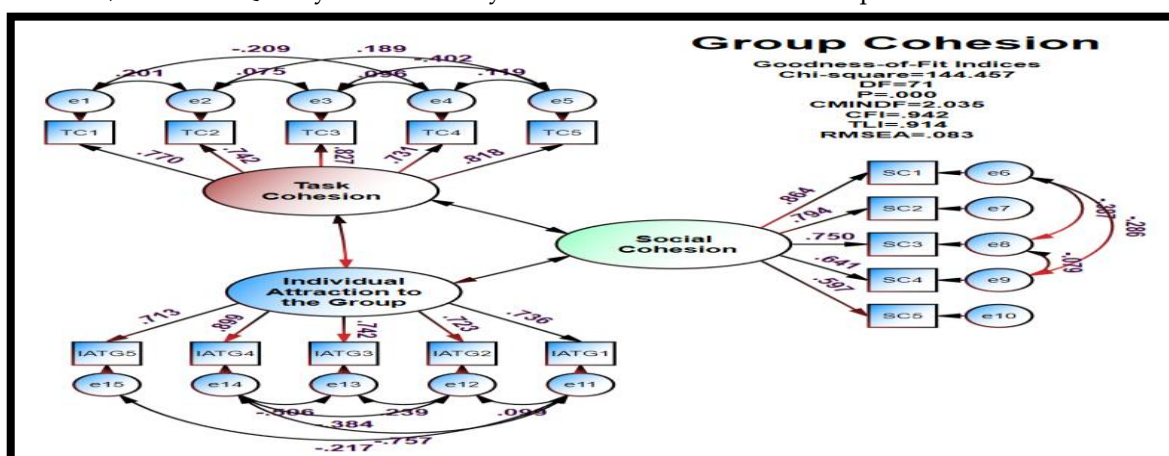


Figure 3. Variable Group cohesion after the amendment

Amos V.26 output

Based on the results shown in Table 3, the estimated values for all questions ranged between (0.597-0.899), which is considered a good indicator of reliability and validity. The standard values (CR) for all

questions ranged between (7.21-10.724), which is greater than the critical value (1.96), **indicating the strength of the relationship between the questions in the model**. Accordingly, this model can be relied upon with high confidence in subsequent analyses.

Table 3. Confirmatory factor analysis indicators for the group cohesion variable

P	significance	Critical values	Estimates	Dimensions	Questions
0.000	9.792	.770		---	TC1
---	---	.742		---	TC2
0.000	9.637	.827		---	TC3
0.000	7,848	.731		---	TC4
0.000	10,091	.818		---	TC5
---	---	.864		---	SC1
0.000	10,724	.794		---	SC2
0.000	8,793	.750		---	SC3
0.000	7,358	.641		---	SC4
0.000	7.617	.597		---	SC5
---	---	.736		---	IATG1
0.000	7,781	.723		---	IATG2
0.000	7,428	.742		---	IATG3
0.000	7,805	.899		---	IATG4
0.000	7,210	.713		---	IATG5

Amos V.26 output

3. Positive psychological capital model.

Figure 4 shows the positive psychological capital model, which consists of four basic dimensions, namely (self-efficacy, hope, optimism, and flexibility), and consists of (20) questions. From the observation of Figure 4 After modifying the questions according to the recommendations of the modification indicators, all the conformity quality indicators were within the required standards for the model, and accordingly, this model will be approved in subsequent statistical.

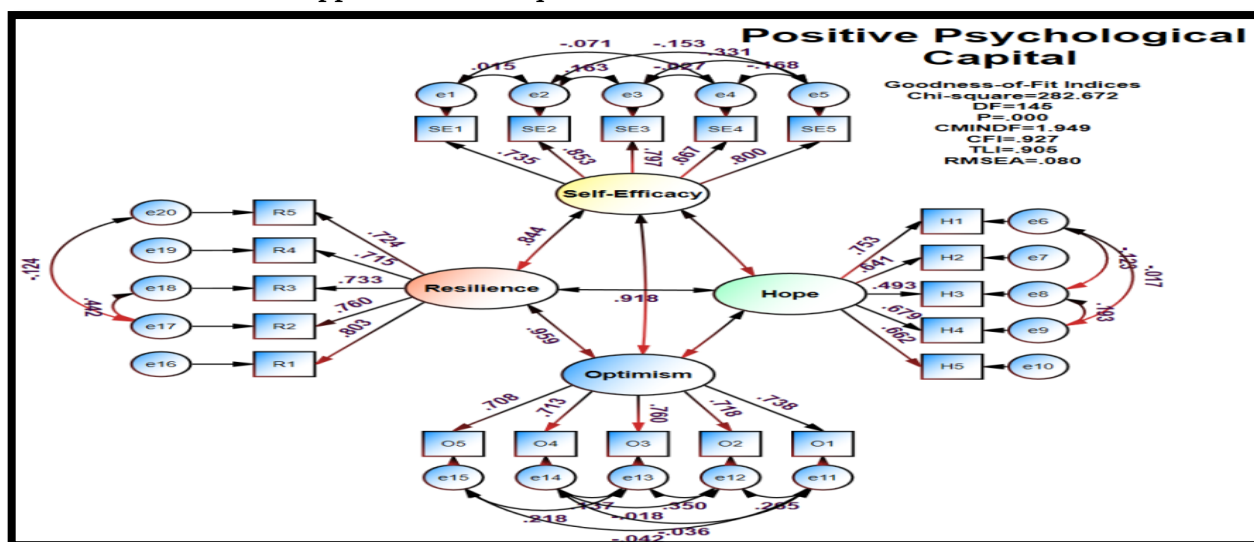


Figure 4. Positive psychological capital variable after adjustment
Amos V.26 output

According to the results displayed in Table 4, the projected values for every model query fell within the quite good range of 0.493 to 0.853. A good and sufficient indicator for using the model in further statistical analyses, the standard values (CR) for all questions fell between 5.837 and 12.429, above the

designated standard of 1.96.

Table 4. Indicators of confirmatory factor analysis for the positive psychological capital variable

P	significance	Critical values	Estimates	Dimensions	Questions
0.000	10,217	.735		---	SE1
---	---	.853		---	SE2
0.000	12,429	.797	self-efficacy	---	SE3
0.000	8,708	.667		---	SE4
0.000	10,773	.800		---	SE5
---	---	.753		---	H1
0.000	8.122	.641		---	H2
0.000	5,837	.493	Hope	---	H3
0.000	8,581	.679		---	H4
0.000	8,422	.662		---	H5
---	---	.738		---	O1
0.000	10,289	.718		---	O2
0.000	9.379	.760	optimism	---	O3
0.000	8.622	.713		---	O4
0.000	8,540	.708		---	O5
---	---	.803		---	R1
0.000	9.969	.760		---	R2
0.000	9,568	.733	flexibility	---	R3
0.000	9.332	.715		---	R4
0.000	9.421	.724		---	R5

Amos V.26 output

Descriptive analysis of research variables

1. Innovative work behavior

Table (5) suggests that the dimension of implementing the idea had the highest general arithmetic mean, reaching 3.636. It was at a good level, with a standard deviation of 0.748 and a coefficient of variation of 20.6, as it came in the second level of the arrangement of dimensions. The concept promotion dimension, which came in first in terms of the dimension arrangement, had the lowest general arithmetic mean, reaching (3.592) at a good level with a standard deviation of 0.737 and a coefficient of variation of 20.5. Regarding the idea generation dimension, it was in the third level of the dimension arrangement, with an arithmetic mean of (3.608) at a good level, a standard deviation of (0.758), and a coefficient of variation of (21.0). The inventive work behavior variable, which arrived in the first level in terms of relative relevance, had an overall arithmetic mean of (3.612) at a good level, a standard deviation of (0.656), and a coefficient of variation of (18.2).

2. Group cohesion

Table (5) makes it evident that the social cohesion dimension had the highest general arithmetic mean, reaching 3.587. It was also at a good level, with a standard deviation of 0.739 and a coefficient of variation of 20.6, as it was at the top of the hierarchy of dimensions. As the third level in terms of the arrangement of dimensions, the task cohesion dimension had the lowest general arithmetic mean, reaching (3.519) at a good level with a standard deviation of (0.867) and a coefficient of variation of (24.6). The dimension of individual attraction to the group, which came in second in terms of the arrangement of dimensions, had an arithmetic mean of (3.573) at a good level, a standard deviation of (0.755), and a coefficient of variation of (21.1). Since the group cohesion variable was at the second level of the variable arrangement, it performed well overall, with an arithmetic mean of 3.560, a standard deviation of 0.699, and a coefficient of variation of 19.6.

3. positive psychological capital

According to Table (5), the self-efficacy dimension had the highest general arithmetic mean (3.503), and it was at a good level because its standard deviation was 0.823 and its coefficient of variation was 23.5. This dimension was in the third level of the arrangement of dimensions. The optimism dimension, which came in at the fourth level in terms of the arrangement of the dimensions, had the lowest general arithmetic mean, reaching (3.361)) at a respectable level, with a coefficient of variation of 24.1 and a standard deviation of 0.888. However, in terms of how the dimensions were arranged, the flexibility dimension came in second, , with an arithmetic mean of (3.475) at a good level, a standard deviation of (0.763), and a coefficient of variation of (22.0). In terms of the organization of the dimensions, the hope dimension came in first place with an arithmetic mean of (3.409) at a good level, a standard deviation of (0.726), and a coefficient of variation of (21.3). Overall, the positive psychological capital variable was at the third level of the variables' arrangement, with an arithmetic mean of (3.437) at a good level, a standard deviation of (0.713), and a coefficient of variation of (20.7).

Table 5. Shows the descriptive indicators of the research variables

Arrangement	coefficient of variation	standard deviation	arithmetic mean	Dimensions of research variables
3	21.0	0.758	3.608	Idea generation
1	20.5	0.737	3.592	Promoting the idea
2	20.6	0.748	3.636	Implementing the idea
the first	18.2	0.656	3.612	Innovative work behavior
3	24.6	0.867	3,519	Mission coherence
1	20.6	0.739	3,587	social cohesion
2	21.1	0.755	3.573	Individual attraction to the group
the second	19.6	0.699	3,560	group cohesion
3	23.5	0.823	3,503	self-efficacy
1	21.3	0.726	3,409	Hope
4	24.1	0.810	3,361	optimism
2	22.0	0.763	3.475	flexibility
the third	20.7	0.713	3,437	positive psychological capital

Source: SPSS V.28

Testing research hypotheses

1- Testing direct effect hypotheses.

The first main hypothesis

There is a significant effect of the variable of innovative work behavior on group cohesion.

Testing the relationship between the group cohesion variable and the innovative work behavior variable showed The extracted value of (F) recorded a value of (213.386), which is higher than its tabular counterpart, as can be seen in Table 6. At a significance level of 0.05, the average is 3.94, indicating that the hypothesis is valid. This offers enough evidence to support the first major hypothesis, according to which the variable of innovative work behavior has a considerable impact As the variable of creative work behavior, group cohesion was able to The results showed that the extracted value of (t) for (β) amounting

to (14.608) is greater than its tabular counterpart amounting to (1.984) at the approved significance level (0.05), which indicates the stability of the significance of (β) for the variable of innovative work behavior. This value of (β) indicates the influential power of the variable. Who can explain what is attributed to (58%) of the changes that occur in Group cohesion? creative work practices by raising the variable Group cohesion will rise by 76% with a one unit increase.

Table 6. Statistical indicators of dimensions Innovative work behavior in positive psychological capital

Sig	t	β	α	F	Adj R ²	R ²	R	Innovative work behavior	dependent variable
0.000	14,608	0.768	0.819	213,386	0.588	0.590	0.768		group cohesion

SPSS :SourceV.28

second main hypothesis

.There is a significant effect of the positive psychological capital variable on group cohesion.

The group cohesion variable's positive psychological capital variable showed The extracted value of (F) recorded a value of (468.583), which is higher than its tabular counterpart, as can be seen in Table 7. At a significance level of 0.05, the average is 3.94, indicating that the hypothesis is valid. This offers enough evidence to support the first main hypothesis, which claims that the positive psychological capital variable significantly affects group cohesion. This is because the positive psychological capital variable was able to As the results showed that the extracted value of (t) for (β) amounting to (21.647) is bigger than its tabular counterpart amounting to (1.984) at the allowed significance level (0.05), who can explain what is assigned to 75% of the changes that occur in Group cohesion , However, the value of (β), which shows the variable's influential power, makes it clear that the importance of (β) for the positive psychological capital variable is stable. The rise in the variable is known as positive psychological capital. Group cohesion will rise with a one unit increase (85%).

Table 7. Statistical indicators of positive psychological capital in group cohesion

Sig	t	β	α	F	Adj R ²	R ²	R	positive psychological capital	dependent variable
0.000	21,647	0.855	0.622	468,583	0.758	0.760	0.872		group cohesion

SPSS : SourceV.28

third main hypothesis

There is a significant effect of the innovative work behavior variable on positive psychological capital.

The results of testing the influence of the innovative work behavior variable on the positive psychological capital variable revealed It is evident in Table (7) that the extracted value of (F) recorded a value of (214.058) , which is greater than its tabular counterpart . The average is (3.94) at a significance level of 0.05, indicating that the hypothesis is valid. . This offers enough evidence to support the first major hypothesis, which claims that the variable of innovative work behavior has a considerable impact on positive psychological capital. The variable of innovative work behavior was able to With the results showing that the extracted value of (t) for (β) totaling to (14.631) is bigger than its tabular counterpart amounting to (1.984) at the allowed significance level (0.05), who can explain what is assigned to (59%) of the changes that occur in Positive Psychological Capital? , and the value of (β), which shows the variable's influence strength, makes it clear that the significance of (β) for the variable of inventive work behavior is stable. creative work practices by raising the variable Positive psychological capital will rise by 76% with every unit increase.

Table 8. Statistical indicators of dimensions Innovative work behavior in positive psychological capital

Sig	t	β	α	F	Adj R ²	R ²	R	Innovative work behavior	mediating variable
0.000	14,631	0.836	0.418	214,058	0.588	0.591	0.769		positive psychological capital

SPSS : SourceV.28

2. Testing the mediator hypotheses

Testing the fourth main research hypothesis, which states that (there is a significant effect between innovative work behavior and group cohesion through the mediating role of positive psychological capital Table 9 makes the following evident:

t- value between (innovative work behavior in positive psychological capital) reached (14.680), which is greater than the tabular value of (1.984), and this indicates the presence of a significant effect between (innovative work behavior in positive psychological capital).

- The value reached The calculated t between (positive psychological capital in group cohesion) has a value of (11.527), which is greater than the tabular value of (1.984). This indicates the presence of a significant effect between (positive psychological capital in group cohesion)
- From the previous results, it is clear that there is a role for the mediating variable (positive psychological capital) in increasing the relationship between (innovative work behavior and group cohesion). Now we try to find out whether the mediating effect is a complete mediation or a partial mediation by comparing the values of the direct and indirect effect between the variables, which showed that the results of the indirect effect value between (innovative work behavior on group cohesion) amounted to (0.528), which is greater than the value of the direct effect between (innovative work behavior on group cohesion) amounted to (0.256). This means that the effect of the mediating variable (positive psychological capital) between the two variables (innovative work behavior on group cohesion) is a partial mediation. Thus, this indicates that positive psychological capital has an effective and influential role in improving the relationship between innovative work behavior and group cohesion. This is due to the fact that the calculated t value between (innovative work behavior and group cohesion) reached (4.026), This is greater than the tabular value of (1.984), indicating that the mediating variable had a partial impact on this connection and that the independent variable (innovative work style) has an effect.

Table 9. Direct and indirect influence between innovative work Behavior Group cohesion mediated by positive psychological capital

Type of mediation	P	T	SE	The impact is direct	indirect effect	Research variables
	0.000	14,680	0.057	0.836	---	Innovative behavior work ----> positive psychological capital
Partial mediation	0.000	4,026	0.064	0.256	0.528	Innovative behavior work ----> group cohesion
	0.000	11,527	0.058	0.674	---	positive psychological capital ----> group cohesion

Amos V.26 output

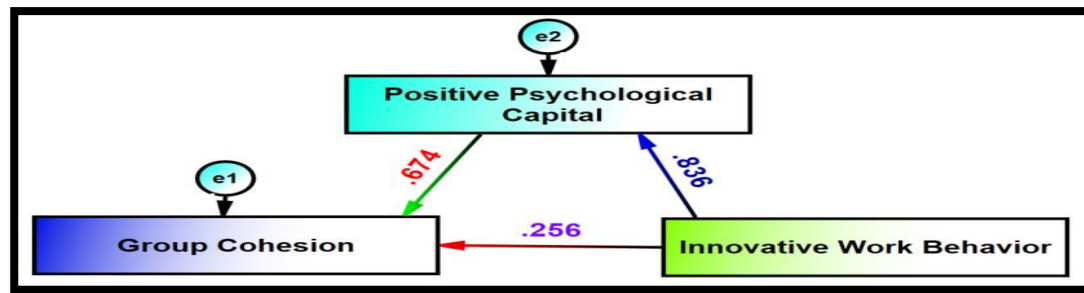


Figure 5. Impact values between Innovative work behavior and group cohesion mediated by positive psychological capital.
Amos V.26 output

To verify that the mediator (positive psychological capital) has an effect on the relationship between (innovative work behavior and group cohesion), it will be tested using the Sobel test, as is clear in Figure 5, as it appears through the p-value test value that it is smaller than the significance level at (0.05), and it also appears from the Sobel test value of (9.108) that it is greater than the table value of (1.984), and thus this confirms that the mediating variable, represented by Positive psychological capital has an impact on the relationship between (innovative work behavior and group cohesion).

Input:		Test statistic:		Std. Error:	p-value:
a	0.836	Sobel test:	9.1082576	0.06186298	0
b	0.674	Aroian test:	9.09527923	0.06195126	0
s _a	0.057	Goodman test:	9.12129169	0.06177458	0
s _b	0.058	Reset all		Calculate	

Figure 6. Sobel test based on direct effect values and standard error

5. Conclusion

Conclude the study connecting back to the aim of the study.

- This measure demonstrated the availability of creative work behaviors to a suitable degree in the workplace, performing well and ranking first in terms of relative relevance among the variables examined. While the idea promotion dimension performed the worst, the idea implementation dimension also performed better than the others.
- group cohesion It appeared at a good level and ranked second among the variables. It is noted that social cohesion was the most prominent dimension, indicating the presence of positive social relationships among group members, while task cohesion came in last place, reflecting a need to improve understanding of goals and tasks.
- Positive psychological capital emerged At a good level, but it came in third place, as the self-efficacy dimension topped the ranking, indicating that individuals enjoy good self-confidence, while the optimism dimension came in last place, which may reflect a less positive feeling about the professional future.
- The results showed that there are statistically significant effects between innovative work behavior and group cohesion. Also, positive psychological capital has a significant impact on group cohesion, and innovative work behavior also has a significant impact on positive psychological capital.
- The results showed that positive psychological capital acts as a partial mediator between innovative work behavior and group cohesion, confirming that the effect of innovative work behavior on group cohesion still exists, even in the presence of the mediator.

Recommendations

- a. It is recommended to launch training programs and promote an organizational culture that supports the behavior of generating, promoting, and implementing ideas, ensuring the sustainability of creativity in the workplace, with a focus on strengthening the idea promotion aspect, as it is the relatively weakest dimension.
- b. It is recommended to implement policies that encourage the building of cohesive work teams with clear objectives, and to work to strengthen mission cohesion by clearly distributing roles and increasing collective participation in decision-making.
- c. It is essential to provide a work environment that fosters optimism and hope among employees through appreciation, motivation, and psychological support. This is to raise the level of this vital variable, which positively impacts work behavior and group cohesion.
- d. Activating the mediating role of positive psychological capital Given that the results demonstrated that positive psychological capital is an effective partial mediator between innovative work behavior and group cohesion, the study recommends adopting strategies that focus on developing this variable as a strategic mediator in the work environment to raise the level of collective effectiveness.

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