

The Impact of Word Happiness on Employee Innovative Behavior - Organizational Attachment as a Mediator

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Abstract

In recent years, with the rise of positive psychology, the academic community is committed to finding the "secret" that affects individual happiness and the "best solution" for behavioral consequences, which promotes the vigorous development of word happiness related theories and empirical research. However, under the background that more organizations regard innovation performance as the main strategic goal, the research on the relationship between word happiness and individual innovation behavior and innovation performance lags far behind the actual management needs. Although there are literatures that prove that job happiness can improve the level of individual innovation, in actual organizational management, there is a situation where individual happiness is overwhelming, innovation behavior is scarce, and innovation performance is poor. This study adopted a quantitative approach and is based on resource preservation theory and self-determination theory, and on the basis of systematically sorting out relevant literature, elaborates the path and mechanism of word happiness on innovative behavior.



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Introduction

Based on this, some scholars have questioned the real relationship between work happiness and innovative behavior and proposed that there is no statistical correlation between the two, or even put forward the conclusion that word happiness and innovative behavior are negatively correlated. When the relationship between work happiness and innovative behavior is not clear, or there is even serious disagreement, it is necessary to open the "black box" of the relationship between the two, and use a new perspective to explore the role of word happiness on innovative behavior, in order to clarify the two. Based on the real relationship between the participants, the relevant variables that play a key role are discovered, and management suggestions are put forward to clarify research disputes, enhance the practicability of organizational management goals, and improve the effectiveness of management methods. At the same time, on the basis that innovative development is the baton and main theme of the entire country's development, the government also regards people's happiness as the ultimate standard for testing and considering their work. In this context, exploring the relationship between word happiness and innovative behavior has more theoretical and practical guiding significance. (Yeniaras et al., 2020; Xu, 2021). Based on the above research background, this study is based on resource preservation theory and self-determination theory, and on the basis of systematically sorting out relevant literature, elaborates the path and mechanism of word happiness on innovative behavior, and focuses on answering the following three questions. (1) Word happiness is not only an individual's cognitive evaluation of work, but also a valuable psychological resource of an individual. Can we explore the mechanism of action between word happiness and innovative behavior from the perspective of resource preservation to test whether psychological resources have an impact on individual behavior? Influence and its consequences are produced, and some anomalous phenomena that exist are rectified. (2) Security-organizational attachment is an individual's lasting and stable emotional connection to the organization. Gratitude is a kind of moral emotion. The two emotions have similar but different effects. This study attempts to explore the relationship between two emotional variables and work happiness and innovative behavior Whether it plays an intermediary role, and whether the relationship between the two can be interpreted through the two paths of "demanding" and "dedicating". (3) The basic psychological needs of individuals include ability, belonging and autonomy. The three basic needs are interrelated and independent. This study uses the three basic needs as situational variables to try to explore the relationship between ability needs and word happiness and innovative behavior. The impact of belonging needs on word happiness and secure organizational attachment and gratitude relationship, and the influence of autonomy need on secure organizational attachment, gratitude, and innovative behavior. Compared with the existing research literature, the innovations of this study include: Use resource preservation theory to explain the relationship between word happiness and innovative behavior, which expands the application scope of resource preservation theory. So far, in the research on the relationship between word happiness and innovation, the application of resource preservation theory has not been found in the relationship between the two. Word happiness research rooted in resource preservation theory can expand the relevant research horizon. (1) This study introduces security organization attachment and gratitude as intermediary variables and constructs a direct mechanism model of word happiness on innovative behavior, which is innovative to a certain extent. Based on the gain and loss of resources, a direct relationship model between work happiness and innovative behavior is constructed, and a "resource-emotion-behavior" path is established. Two intermediary paths of "work happiness-security organization attachment-innovative behavior" and "dedication

type" "work happiness-gratitude-innovative behavior" are constructed. (2) Found the boundary conditions of the relationship between word happiness and innovative behavior. With the help of self-determination theory, the three basic psychological needs are integrated into a theoretical model for research, which is innovative in theory and practical application (Yeniaras et al., 2020; Xu, 2021). Using different psychological needs to test the moderating effect corresponding to a specific process helps to improve the homogeneity and difference of different psychological needs. Homogeneity provides a theoretical basis for organizational managers to pay more attention to the basic psychological needs of employees. Difference It is helpful for managers to adopt an appropriate management mode according to the different psychological needs of employees.

Research Background

Innovation is not only a concept, but also a goal and direction. Innovation carries the hope of national prosperity and national rejuvenation. Open the policy document library of the State Council website and enter the word "innovation". As of May 22, 2021, a total of 618 innovation-related documents issued by the State Council and relevant departments can be found. The content of the document involves various industries such as industry, talent, technology, education, etc., which shows that innovative ideas have been integrated into the national strategic level. Under the decision-making of high-level high-rise buildings in the central government, from top to bottom, from the central government to the local government, from the organization to the individual, innovation is ubiquitous and deeply rooted in the hearts of the people. Innovation has become the first driving force leading the development of the new era. Innovative ideas and Innovative ideas begin to dominate and play an active role. Under the background that innovation and development have become the baton and main theme of national development, domestic enterprises are also actively exploring opportunities for innovation and development. For example, Huawei, which was founded in 1987, has grown from a weak company to a company with 197,000 employees and businesses in more than 170 countries because of its thorough innovations in technology, products, business models, systems, and organizations. A high-tech company that serves more than 3 billion people in the world and has a global leading position in communications and smart terminals. Ren Zhengfei said: "Although innovation is difficult, it is the only way to survive and the only way to success." Huawei spends at least 10% of its annual sales revenue on research and development of technological innovation, forming a "full employee shareholding" "system innovation", "one point, two sides, three three systems" market development innovation, "rotating CEO" management innovation and many other innovations. of the best. An enterprise that pursues progress and excellence, especially a high-tech enterprise that requires innovation more urgently, to maintain the sustainable and healthy development of the organization, needs to integrate the vitality of the organization and individuals with the goal of maximization, and carry out changes like nuclear fission. Make organizational energy and personal energy gather, so as to exert the best performance. (Yeniaras et al., 2020; Xu, 2021; Yeniaras et al., 2020; Xu, 2021; Bono & Froh, 2009; Chen et al., 2015; Duan et al., 2020; Ehrhardt & Ragins, 2019; Fairbairn et al., 2018; Gomez-Solorzano et al. 2019; Kuy kendall et al., 202).

Research purpose and significance

Research purpose

- (1) Analyze the relationship between word happiness and innovative behavior.
- (2) Further reveal the "black box" of word happiness's effect on innovative behavior.

(3) Further search for boundary conditions that affect the relationship between word happiness and innovative behavior.

Research significance

(1) Theoretical significance

By constructing a model of the mechanism of action of individual word happiness on innovative behavior, on the one hand, it enriches the follow-up research results of work happiness and provides reference for revealing the mechanism of action between word happiness and individual innovative behavior; on the other hand, it expands the application scope of resource conservation theory, and try to explore the relationship between work happiness and innovative behavior combined with self-determination theory.

(2) Practical significance

The study of the aftereffects of the word happiness and its mechanism of action can provide some inspiration for managers to optimize management practices, improve their positive consequences, and avoid their possible negative consequences on organizational performance.

Research innovation

This study analyzes the mechanism of employee word happiness among organizational attachment, gratitude, and innovation behavior with the help of resource preservation theory and self-determination theory, and discusses the contingency effects of competency needs, belonging needs, and autonomy support perceptions. Research innovation mainly includes the following three points: (1) Use new theories to explore the relationship between word happiness and individual innovation behavior, broadening the research horizon. (2) Construct and verify the mechanism of word happiness on innovative behavior. (3) Discover the boundary conditions of the relationship between word happiness and innovative behavior.

Literature review

Research on Innovation Behavior

Kirton et al. (1976) found in their research that there are two ways of "adaptation" and "innovation" in human work behavior. The code of conduct of adapters is to ensure that they are "correct" and can be guaranteed based on correct work, and the results are more perfect. The standard of conduct of innovators is to seek "innovation", and to seek new thinking and new inventions as their code of conduct. In the conceptual distinction between adaptation and innovation, scholars have opened research on the innovation level within the organizational field, and subsequently, the importance of innovation to the success of organizational innovation has been valued in the concept of organizational science and in the empirical literature "I. Innovation has three meanings of renewal, creation of new things and change. Innovation is at the irreplaceable core of organizational survival. Innovation is a novel and potentially valuable idea and a new process for solving problems generated by individuals at work. It is both a process and a result. Rose & Scott (1994) believed that employee innovation behavior does not include results, but only a process. Employee innovation behavior is related to employee creativity, because individual innovation behavior is the external expression of individual inner creativity, and at the same time, innovation behavior is "Blue is better than blue." Employee innovation behavior not only includes the novel ideas of employee creativity and ideas, as well as the promotion and implementation of innovative ideas. Vliert & Janssen et al. (2010) start from the methodology and believe that individual innovation behavior is not only a method of developing and creating products, but also a new idea generated by individuals through implementation. , the process that ultimately improves organizational or

individual performance and ultimately solves problems. Lee (2021) put more emphasis on the cognitive function of innovative behavior, thinking that innovative behavior is an individual's subjective cognition of things, and then, on the basis of cognition, Scott & Bruce (1994) believed that innovation is the creation of novel ideas about things And conception, and by seeking external support and assistance, creative ideas can be verified and practiced, and the process of finally forming products and technical processes. Yeniaras et al. (2020) believe that individual innovation behavior is the process of individuals changing the old management order by implementing new ideas. Subsequently, more scholars, such as Xu (2021) and Mail (2021), believed that innovation is a multi-stage process, and that different stages of innovation will have different activities and behaviors to adapt to it. At the point in time when this multi-stage process is formed In this way, employees' innovative thinking and ideas can be put into practice at any time. This process can be divided into multiple stages, including the second, third, and fifth stages. The second stage of innovation behavior believes that innovation behavior generally includes the proposal of innovative ideas and the implementation of innovation, while the third stage believes that in the stages of conception and implementation of innovative concepts There should be a stage of seeking help, support, and developing innovative ideas in the middle. This stage is also called the innovation idea promotion stage. Compared with the three-stage theory, the five-stage theory has more exploration opportunities in the initial stage and final innovation success. The latter two stages of reflection".I. Single-dimensional innovation research can usually only assess one dimension of innovative behavior, which is slightly lacking in fully explaining the richness of individual innovation structures. The detailed results of the connotation of innovation behavior are summarized, as shown in Table 2-1.

Table2- 1. The Connotation of Innovative Behavior

Angle of view	Definition	Author
Process theory	Innovation is a new process of problem solving, it is both process and result	Peter (2009)
	Innovation does not include the result, only the process.	Scott Rose (1994)
	The process of implementing new ideas, improving performance and solving problems	Woodman (1993)
	It is a method of creating a product and a process of solving related problems	Ji G (2020)
	Emphasize that innovation is cognition, and on the basis of cognition, the process of verifying creative ideas.	Vliert E (2010)
		Lee (2021)
		Scott&Bruce (1994)
		Xu Z (2021) ; Mail
		M (2021) ; Vegt
		(2003)
Behavior theory	Innovation is a multi-stage process	Onne Janssen (2000))
	Innovation is an extra-role behavior	Lu Xiaojun, Zhang Guoliang (2007)
	Innovation is the act of coming up with ideas or solutions and driving them into action	
	Innovation is a proactive behavior	Janssen (2011)
	Involuntary behaviors related to innovation caused by individuals under external pressure	Zhao Bin, Liu Kaihui (2015)

Source: Organized according to relevant literature

Research on word happiness

The connotation of the word happiness

The idea of happiness at work originated from the concept of happiness. In human history, on the basis of seeking survival, individuals have gradually transformed their work and life goals into higher-level pursuits, such as making work and life more comfortable and beautiful. This higher-level pursuit makes the concept of "happiness" a small goal of people's work and life. In contemporary society, individuals have greater competition for survival and psychological pressure, and their cognition and feelings about their occupations are more likely to trigger their own feelings about their work and life, and thus produce corresponding consequences. Therefore, the managers in the organization are also seeking a breakthrough and balance in the management methods of performance-centered closed management, drawer management, and one-minute management. Scholars have also started the climax of theoretical research on work happiness. Word happiness is also a special psychological resource. As a special psychological resource, it should have the individual characteristics of psychological resources in addition to the general characteristics of resources. First of all, it is necessary to clarify the concepts of resources and psychological resources. Resources are entities that have central values in themselves (such as self-esteem, close attachment, health, and inner peace) or that serve as a means of obtaining central values (such as money, social support, and credit). Whether psychological well-being meets the definition of resources should be explored from a psychological perspective. Modern psychology emphasizes self, external, environmental processes, and people's relative possession or acquisition of resources. Self-esteem, optimism, and sense of control are more or less exchangeable. Resources, when one resource is high, another resource is often in a synchronized state. Continuity theory expands the classification criteria of resources and proposes that resources should conform to three basic principles provided by continuity theory. First, it can predict future capabilities. Second, it has the ability to derive meaning from life. Third, its great power is more inclined to serve self-interest. According to the classification standard of resources, happiness basically conforms to the three principles of resources, and psychological resources are closely related to cognitive ability, because psychological resources must be expressed through channel processing. Therefore, this study classifies individual word happiness as an individual's psychological resources, and adopts the definition proposed by Diener (2000), that is, word happiness is an individual's positive cognitive evaluation and emotional experience of one's work, including emotional well-being and occupational well-being feel.

The structure and measurement of word happiness

Warr (1994) proposed a four-dimensional word happiness scale, including four dimensions: emotional well-being, work ambition, job competence and work autonomy. The word happiness scale developed by Paschal & Tamayo (2008) includes three dimensions: positive emotion, negative emotion, and self-realization, with a total of 30 items. Word happiness scale. Huang Liang (2014), according to China's national conditions, compiled a word happiness scale suitable for Chinese enterprises by drawing on the work happiness scale of vanHom (2004), including four dimensions of emotional well-being, occupational well-being, cognitive well-being, and social well-being scale. The scale of this study uses the word happiness scale compiled by Huang Liang. According to the definition of word happiness and the actual research, this study selects the cognitive well-being and occupational well-being dimensions of word happiness to constitute the scale of this study, each with 3 items, a total of 6 items. Item happiness scale.

Research on Organizational Attachment

The Connotation of Organizational Attachment

Attachment, as a psychological term, was used by Freud to explain the attachment of infants to their mothers to meet their own oral needs. In 1973, Bowlby put forward the attachment theory. The attachment theory believes that the internal working mode is formed in the interaction between young children and attachment objects. Prototype of working model. Currently, attachment refers to "the individual forms a firm emotion with a specific relationship person in the early life, and this emotion is the basic condition necessary for the individual to obtain food, clothing, love, security, etc. for survival and development." The relationship between young children and caregivers. The internalized relationship formed will guide the child's inner working mode as an adult, and affect the individual's perception and perception of the external environment and the mode of getting along with other people. The goal of attachment behavior is to protect oneself from external environmental threats through safe havens (reliance on comfort and support), secure foundations (reliance on environmental foundations), emotional bonding (strong ties to people), and the effects of death (the effect of the death of an attachment figure on participants) in four ways. With the development of attachment theory, organizational attachment has been applied in the fields of management and organizational behavior, and more and more scholars have extended the individual's attachment to the workplace and work environment to the attachment to the organization. The classification of organizational attachment is generally divided into secure organizational attachment, insecure-avoidant attachment, and insecure-anxious organizational attachment. Based on the research practice, this study focuses on the impact of security-organizational attachment on the organization, because the goal of organizational management is to realize the coordination between people and the organization, and the intensity of an individual's attachment to organizational security affects the individual's organizational loyalty, job satisfaction, and other phenomena. Safe attachment in the workplace increases organizational citizenship behavior and reduces organizational deviance.

Related research on basic psychological needs

The connotation of basic psychological needs

Human needs theory, from Maslow's five-level needs theory to Guterman SS & Alderfer CP's human needs theory including Existence, Relatedness, Growth (referred to as ERG theory) and other needs theories, all from different angles, different directions, different Motivation explores the roots of human need. After psychology classified "self" consciousness into the adjustment system of personality and became the psychological basis of personality structure and self-improvement, as the motivation to pursue predetermined goals, its origin, mechanism and relationship with self-have attracted the attention of academic circles, Deci Edward et al. (1985) combined the individual's basic needs with self and motivation more perfectly, and built a self-determination theory.

Current status of research on the relationship between constructs

(1) The research on the relationship between word happiness and innovation behavior needs to be further verified.

With the progress of society and the gradual improvement of laws, many "squeezing" and "cage" management methods have gradually withdrawn from the mainstream management models. On the contrary, "warm" and "family" management models have been adopted by more and more organizations., the organization's happiness management model has gradually become the mainstream expected by managers. Employee happiness at work has also become

the focus of scholars. According to literature review, research on word happiness mostly focuses on the first half of the variable, mainly including work factors, organizational factors and other related factors. This academic research trend is closely related to that of managers. The management that begins to pay attention to the employee's well-being experience coincides with reality.

(2) The mechanism of word happiness on innovative behavior needs to be explored at a deeper level

When the relationship between word happiness and innovative behavior is further clarified, it is necessary to explore the key variables that play a mediating and moderating role in the relationship between the two, so as to further test the action path of the relationship between the two and the boundary conditions that affect the variable relationship. In previous studies on the relationship between word happiness, innovative behavior, and innovative performance, scholars mostly used variables related to organizations as intermediary variables. For example, Zheng Nan (2017) adopted such as insider identity and error aversion culture as intermediary variables. It is verified that work happiness has a significant effect on innovative behavior. People form emotions in social interactions with others. For example, Freud, the founder of psychoanalysis, believed that emotion is a derivative of drive, and emotion has three basic characteristics: positive, neutral, and negative.

Research Methodology

The technology roadmap uses concise graphics to concisely summarize the research methods and steps on a chart, enabling readers to preview the research ideas more clearly.

Research content

This study mainly discusses the mechanism and boundary conditions of individual word happiness on innovative behavior. After reviewing the literature, this study selects security organization attachment and gratitude as mediating variables, and competency needs, belonging needs, and autonomy support perception as regulating variables., and based on resource conservation theory and self-determination theory, try to make logic of the research model.

(1) Establish the main effect research of word happiness on individual innovation behavior.

(2) Introduce security organization attachment and gratitude as intermediary variables to explore the transmission process of word happiness to individual innovative behavior and use these two intermediary variables to deeply analyze the process of word happiness on innovative behavior.

(3) Introduce the need for competence, the need for belonging, and the perception of autonomy support into the variable relationships of word happiness, attachment to a secure organization, gratitude, and innovative behavior, and explore the boundary conditions between well-being and innovative behavior.

Research hypothesis

H1 : The word happiness positively promotes individual innovative behavior.

H2: The word happiness will positively promote individual security organization attachment.

H3 : Security organization attachment positively affects individual innovation behavior.

H4 : Secure organizational attachment mediates between word happiness and individual innovative behavior.

H5 : The word happiness promotes individual gratitude.

H6 : Gratitude positively affects individual innovation behavior.

H7 : Gratitude mediates between the word happiness and innovative behavior.

H8 : Competence needs to mediate the relationship between the word's happiness and innovative behavior

H9: Belonging Needs to Positively Moderate the Relationship Between Work Happiness and Security Organizational Attachment

H10 : Belonging Needs to Positively Regulate the Relationship Between Work Happiness and Gratitude.

H11 : Autonomy supports perceptual positive regulation of the relationship between secure organizational attachment and innovative behavior.

H12 : Autonomy supports perceptual positive regulation of the relationship between gratitude and innovative behavior.

H13: The need for belonging positively mediates the mediating role of security organizational attachment between word happiness and innovative behavior.

H14: Autonomy support perception positively regulates the mediating role of security organization attachment between word happiness and individual innovation behavior.

H15: The need for belonging and the perception of autonomy support together positively regulate the mediating role of secure organizational attachment between job well-being and individual innovation behavior.

H16: The need to belong positively mediates the mediating role of gratitude between word happiness and individual innovative behavior.

H17: Autonomy supports perceptual positive regulation of the mediating role of gratitude between word happiness and individual innovative behavior.

H18: The need for belonging and the perception of autonomy support together positively regulate the mediating role of gratitude between word happiness and individual innovation behavior.

Questionnaire design

Since the empirical data of this study need to be obtained from the questionnaire, the quality of the questionnaire will affect the accuracy of the research results. For this reason, careful screening, careful selection, suitable for the research purpose and national conditions are adopted in the selection of the scale. The basic principle. The specific operation is as follows: determine the object to be studied, design the questionnaire, conduct a small-scale pre-investigation to determine the reliability of the questionnaire, and use the pre-investigation questionnaire to conduct a small-scale investigation, and conduct statistical analysis on the questionnaire according to the collected data, to screen the measurement items to ensure that the questionnaire has sufficient reliability and validity in large-scale surveys.

Scale selection

According to the theoretical basis and the systematic combing of the literature review, the appropriate selection and design of the scale can be carried out. This research involves word happiness, secure organizational attachment, gratitude, innovative behavior, the need for competence, the need for belonging, and the perception of shared autonomy support. Seven variables and a control variable. The measurement method adopts Likert's five-point scoring

method, and "1-5" corresponds to sensory words such as "completely disagree-completely agree" to reflect the respondents' perception of the problem.

1. Measurement of word happiness
2. Measurement of innovative behavior
3. Measurement of Secure Organization Attachment
4. The measurement of gratitude
5. Measurement of basic psychological needs
6. Control variables

Pre survey

Pre-survey data collection and sample description

The pre-investigation is carried out in the form of online questionnaire. The online questionnaire can make full use of the advantages of the network, and is fast, efficient, and wide in coverage. The pre-investigation was sent out on June 22, 2019, through WeChat and other public platforms. Reliability, the questionnaire is distributed point-to-point. After the questionnaire is distributed to friends and public groups, explain the situation to others in a timely manner, and strive to gain the understanding and approval of others, so that they can fill in the questionnaire carefully and meticulously.

Scale reliability test and item purification

First, this study uses the reliability test coefficient to test the reliability of the scale.

Second, this study uses two parameters, the corrected item total correlation coefficient (CITC) and Cronbach's α whose item has been deleted, as indicators of the items in the purification scale. The product-difference correlation coefficient of the item's total score the higher the value, the closer the consistency between the item and other item items. If the corrected item's total correlation coefficient is not less than 0.4, it means the terms of this entry are reserved.

Thirdly, use the Cronbach's α coefficient of the deleted item to judge whether it needs to be deleted again.

Validity Analysis of Sample Data

In this study, multiple validity indicators are used to test the validity of the scale. KMO (Kaiser-Meyer-Olkin) and Bartlett sphericity are important indicators for evaluating the construct validity of the scale. The value range of KMO is between 0 and 1. According to the Kaiser (1974) evaluation standard, if the KMO value is greater than 0.6, the validity of the scale has passed the test. Standardized factor loads, composite reliability (Composite Reliability; CR) and average variance extracted (Average Variance Extracted; AVE) are important indicators for measuring convergent validity. If the AVE is greater than the 0.5 threshold, it can be judged that the scale has a high level of convergent validity. The results of the pre-investigation show that: word happiness, attachment to safe organization, gratitude, innovative behavior, need for competence, need for belonging, and perception of autonomy support all meet the relevant reliability and validity indicators, and there is no need to delete any item of the scale. In the end, the word happiness scale has 6 items, 6 items of security organization attachment, 5 items of gratitude, 6 items of innovative behavior, and 3 items of competency needs, belonging needs, and autonomy support perception. In addition, the researchers fine-tuned the expressions of the relevant items according to the feedback of the respondents to ensure that they can be accurately understood by the respondents. The feasibility of the scale provides a basic guarantee for the formal investigation, and the scale can be used for the distribution and investigation of formal questionnaires.

Data collection and data analysis

Data collection

After the pre-survey, the preparation for the formal survey will begin, and the survey objects will be screened and optimized according to the actual situation. First of all, determine the scale and nature of the enterprise, the scale of the enterprise's employees is more than 100, the actual number of years of establishment, more than 3 years, the enterprise's operating conditions are good, the management is standardized, and the credit rating is A or A +; secondly, the enterprise's regional Weak, wide coverage of the industry, therefore, 7 companies including finance, real estate, chemical industry, and agricultural product processing groups were selected from Urumqi, Hotan, Beijing, Zhengzhou, Chengdu, etc. (including Xinjiang Tiankang Animal Husbandry Biotechnology joint stock company, China Imitation Cotton International Trade Co., Ltd., Xinjiang Kunlun Luyuan Agricultural Science and Technology Development Co., Ltd., China Bank Xinjiang Branch, China Life Insurance joint stock company Henan Branch, Yutong Bus joint stock company, Chengdu Tianma Microelectronics Group) to conduct research. The reasons for choosing these 7 companies are mainly resource advantages. On the one hand, it is easier to obtain first-hand information and lay the foundation for the accuracy of the data. On the other hand, these companies cover the northwest, southwest and central plains, covering a wide range of areas, and the obtained data is representative to a certain extent. Finally, these companies have a wide industry coverage, including agriculture, commerce, manufacturing, finance and insurance, and high-tech electronics industries. The obtained data can basically represent the country's industrial layout. Third, in order to ensure the effective matching of leaders and subordinates, if at least 3 subordinates are specially limited, the manager will participate in the survey, and the relationship between superiors and subordinates will last at least half a year. Fourth, select some online users who can get the leader's cooperation to fill in the questionnaire, and distribute the leader's questionnaire to the leader in the form of a questionnaire star. If the leader answers all the questions, ask the leader to send the employee questionnaire to the employee. After the employee's questionnaire feedback, carefully search for and match it. The questionnaire matching between leaders and employees mainly takes the way of matching the code. For example, the innovative behavior questionnaire filled out by a certain leader is coded as 1-1, 1-2, 1-3, etc., then the subordinates of this leader fill in The questionnaires for several other variables are also coded as 1-1, 1-2, 1-3, and so on. Since the leader only fills in one scale of innovation behavior, the innovation behavior scale and other scales can be easily matched according to the code. The matching of the online questionnaire is mainly through the feedback of the leader to find the leader and the corresponding subordinates. After the leader and the employee are accurately matched, put the data filled in by the leader corresponding to the employee's innovative behavior and other variable data filled in by the employee into the same database, and conduct data analytics. Table 5-1 shows the statistical analysis of employee samples participating in the survey.

Table 5- 1: Sample Statistical Sheets for Employees and Leaders

Measurement content		Employee Sample (N=354)		Leadership Sample (N=141)	
Gender	Male	199	56.2	87	61.7
	Female	155	43.8	54	38.3
age	18-26 years old	34	9.6	1	0.71
	27-34 years old	110	31.1	40	28.37
	35-42 years old	152	42.9	55	39.01
	43-50 years old	39	11	20	14.18
	51-59 years old	14	4	20	14.18
	over 60 years old	5	1.4	5	3.55
Document level	high school and below	30	8.5	0	0.00
	junior college	93	26.3	3	2.13
	undergraduate	160	45.2	70	49.65
	master	68	19.2	67	47.52
	PhD	3	0.8	1	0.71
length of service	0-2 years	31	8.8	1	0.71
	2-5 years	91	25.7	6	4.26
	6-10 years	108	30.5	68	48.23
	11-15 years	75	21.2	57	40.43
	16 years and above	69	13.8	9	6.38
Position level	High Level	0	0	0	0.00
	Middle Level	0	0	63	44.68
	Basic level	136	38.4	78	55.32
	ordinary	218	61.6	0	0.00
Nature of business	state-owned	209	59.0	93	65.9
	private	145	41.0	48	34.1

Reliability and validity analysis

Reliability test

The reliability and validity test of the sample is an important prerequisite for the formal analysis of the sample, and a good reliability and validity is the basis for ensuring the reliability and accuracy of the data. To test the reliability, scholars generally adopt the Cronbach's a reliability coefficient method. Generally speaking, the acceptability of Cronbach's a coefficient is >0.7 . The Cronbach's a coefficient of each variable is analyzed below as shown in Table 5-2. Table 5-2 shows that the Cronbach's a coefficient of the word happiness scale is 0.842, the Cronbach's a coefficient of the innovative behavior scale is 0.906, the Cronbach's a coefficient of the organizational attachment scale is 0.804, and the Cronbach's a coefficient of gratitude is 0.869. The Cronbach's a coefficient is 0.706, the Cronbach's a coefficient of belonging needs is 0.814, the Cronbach's a coefficient of the autonomy support perception scale is 0.772, and the Cronbach's a coefficient of the basic psychological needs scale composed of three dimensions is 0.773. Accordingly, according to the Cronbach's a coefficient of the seven variable scales, all of which exceed the reference threshold of 0.7, it shows that each scale sense scale has good reliability and meets the basic requirements of empirical research.

Table5- 2: Construct reliability analysis results

Construct name		Sample size	Number of	Cronbach' s a
Work happiness		354	6	0.842
Innovative behavior		141	6	0.906
Secure organizational		354	5	0.804
Grateful		354	5	0.869
			94	
Basic psychological needs	Competency needs	354	3	0.706
	Belonging needs	354	3	0.773
	Autonomous support	354	3	0.773

Validity analysis

(1) Content validity test

Content validity refers to the degree of fit between the items of the scale and the measurement concepts. The main purpose of the test is to ensure that the items can truly reflect the corresponding constructs, usually by means of qualitative methods.

(2) Convergent validity test

In this study, multiple validity indicators are used to test the validity of the scale. KMO (Kaiser-Meyer-Olkin) and Bartlett sphericity are important indicators for evaluating the construct validity of the scale. The value range of KMO is between 0 and 1. According to the Kaiser (1974) evaluation standard, if the KMO value is greater than 0.6, the validity of the scale has passed the test. Standardized factor loads, composite reliability (Composite Reliability; CR) and average variance extracted (Average Variance Extracted; AVE) are important indicators for measuring convergent validity. If the AVE is greater than the 0.5 threshold, it can be judged that the scale has a high level of convergent validity.

(3) Discriminant validity test

This study uses structural equation modeling to conduct confirmatory factor analysis (CFA) on variables such as job well-being, secure organizational attachment, gratitude, innovative behavior, need for competence, need for belonging, and perception of autonomy support. This study selects χ^2/df , GFI, RMSEA, IFI, CFI, TL and other common indicators to compare competing models.

Findings

Common method deviation test

The common method bias is the difference between the measured variables caused by the artificial covariation between the predictor variable and the calibration variable caused by the data source, the same or similar measurement environment, or the common deviation. It will greatly reduce the reliability of the research conclusions; therefore, it is necessary to take measures to control this systematic error. Although procedural control can reduce the influence of common bias to a certain extent, it cannot completely eliminate this systematic error fundamentally due to the limitation of situational factors and investigation resources. Even if this kind of systematic error cannot be completely avoided, this study should try its best to avoid the interference of this error on the research results. In this study, word happiness, secure organizational attachment, gratitude, competency needs, belonging needs, Autonomic support perceptions are all filled in by employees, therefore, this may cause homogenous bias in the data. In order to reduce the possible impact of homologous bias on the conclusions of

this study, this study adopted pre-event, mid-event and post-event control methods to reduce the impact of common bias.

Hypothetical test

The previous sections evaluated the quality of the data in this study to ensure that the data meet the basic requirements of scientific empirical research. On this basis, this chapter conducts descriptive analysis and correlation analysis on the research variables, and then uses SPSS20.0 and structural equation model (SEM) to test the hypothesis of this study.

Descriptive analysis of variables

In this study, the mean and standard deviation are selected for descriptive analysis of the research variables. The mean refers to the average value of the variable scores to be measured. In a statistical sense, the mean represents the minimum value between the estimated value and the actual value of the variable randomly sampled in the measurement sample. error. The standard deviation is the arithmetic square root of the variance, which represents the degree of dispersion of the measured variable in the sample. The larger the standard deviation, the less concentrated the data of the measured variable and the greater the variability. The statistical analysis results are shown in Table 5-3.

Table5- 3: Descriptive statistics analysis table for each variable

Variable	Maximum value	Minimum value	Average	Standard deviation
Word happiness	5	1	3.61	0.66
Secure organizational attachment	5	1	3.45	0.68
99				
Grateful	5	1	3.30	0.78
Innovative behavior	5	1	3.41	0.72
Competency needs	5	1	3.66	0.62
Belonging need	5	1	3.53	0.73
Autonomy supports perception	5	2	3.61	0.58

Correlation analysis

This study uses Pearson variable correlation analysis to carry out correlation analysis on variables such as word happiness, security organization attachment, gratitude, innovative behavior, competency needs, belonging needs, and autonomy support perception, and initially determine the relationship between variables. The results of variable correlation analysis are shown in Table 5-4.

Table5- 4: Correlation between variables and a coefficient

	1	2	3	4	5	6	7
Work happiness	0.842						
Secure	.436**	0.804					
Grateful	.426**	.476**	0.869				
Innovative	.585**	.542**	.446**	0.906			
Competence	.116*	.145**	0.103	.167**	0.706		
Belonging needs	.23*	.191*	.182*	0.066	.535**	0.814	
Self-support needs	-0.002	.113*	0.075	.269*	.646**	.454**	0.772

Note: ** means $P < 0.01$; * means $P < 0.05$ Diagonal bold is a coefficient

Main effect and mediation effect test

(1) Path Coefficient Analysis of Mediating Effect

H1 : The word happiness promotes individual innovation.

H2: The word happiness positively affects an individual's security, organizational attachment

H3 : Security organization attachment positively affects individual innovation behavior.

H4 : Secure organizational attachment mediates between word happiness and individual innovative behavior.

H5 : The word happiness enhances individual gratitude.

H6 : Gratitude enhances individual innovative behavior.

H7 : Gratitude mediates between the word happiness and innovative behavior.

(2) Bootstrap analysis of mediation effect

To further verify the mediating effect and the direct and indirect effect of secure organization attachment and gratitude, this study retests the mediating effect according to the method of Bootstrap testing the mediating effect. In the past, many scholars learned from and used the causal stepwise regression method proposed by Kenny & Baron (1986) (Chen Rui et al., 2013) SA, but the validity of the causal stepwise regression method and the rationality of the procedure have been questioned by some scholars. This study adopts the bias correction percentage method (Bootstrap) mediation test method proposed by Zhao et al. (2010) recommended by Hayes & Preacher (2004) to test the mediation effect of this study. The Bootstrap method estimates the sample through repeated sampling. Repeated sampling can ensure that the data In line with the normal distribution, the normal distribution of the data is the basis for the data to be analyzed and verified.

Moderator Effect Test for Main Effects

Hypothesis H8 proposes that individual competency needs to regulate the relationship between word happiness and innovative behavior. To verify this hypothesis, this study adopts the bootstrap method for analysis and testing. The number of samples is set to 5000, and the confidence level is 95%. centralized. According to the research hypothesis, modell is selected to test the moderating effect of individual competency needs, work happiness is used as an independent variable, innovative behavior is used as a dependent variable, and competency needs are used as moderating variables, among which gender, age, occupation, unit nature, etc. are controlled variable. The test results are shown in Table 5-9. Among them, the interaction term between competency needs and word happiness is significant ($B = 0.2032$, $p = 0.008 < 0.01$), indicating that individual ability needs positively regulate the relationship between word

happiness and innovative behavior. And the R^2 added with the interaction item has increased ($\Delta R^2=0.0125$, $p<0.01$), indicating that the interaction item between work happiness and innovative behavior has a certain explanatory power, and hypothesis H8 has been verified.

Analysis of the direct effect results of word happiness

In the test of the direct effect of word happiness on innovative behavior, the research hypothesis H1 has passed the test, indicating that word happiness can effectively affect individual innovative behavior. The research conclusion has passed the strict theoretical derivation and hypothesis test, and this conclusion has an important pointer effect. First, it shows that the positive emotional cognition based on the work environment such as word happiness has huge energy and can produce positive and positive effects. This conclusion is based on research results such as Wright (2000) and Ren Hualiang (2017). Enrichment and expansion. Second, the findings support the importance of the word happiness as a psychological resource, a positive, self-related, social psychological resource that can have a positive effect on individual behavior.

Analysis of the Mediating Effect of Security Organization Attachment

The empirical results support the hypothesis that H2, H3, and H4, namely word happiness, can actively and positively promote individuals' attachment to the organization and generate innovative behavior through secure organizational attachment. The research results also provide evidence and support for Little's (2011) suggestion that secure organizational attachment can have positive consequences. Secure organizational attachment is an individual's attachment to the organization, which has a positive effect on individual behavior, but may also have negative consequences, such as retention intention and turnover intention. The conclusion of this study proves that safe organizational attachment can have positive consequences in an environment of employee work happiness.

Analysis of mediating effects of gratitude

First, the research hypothesis H5 test passes the hypothesis that word happiness will affect individual gratitude, and the test results prove that work happiness can promote the formation of individual gratitude. As an individual's positive emotion, gratitude has the characteristics of positive emotion. Gratitude can expand the breadth of thinking and action, expand the scope of individual concentration, enhance cognitive flexibility, expand and update the individual's cognitive map, and eliminate negative emotions. Function. The many functions of gratitude can broaden the research horizon of gratitude. For example, gratitude can enhance personal happiness, make gratitude healthier, and gratitude is more pro-social. At the same time, scholars generally summarize the formation of gratitude as thanking others for their help. Scientific research requires both universality and representativeness. In the special interpersonal communication of the organization, the formation and application of gratitude requires specific time and external environmental conditions in a specific situation. Second, from the follow-up results of gratitude, the individual's gratitude emotion can enhance the individual's innovative behavior, and the hypothesis H6 passes the test. According to the definition and characteristics of gratitude, that is, gratitude is a kind of moral emotional response to the behavior of others. It can be seen that the individual's gratitude can prompt himself to make corresponding behaviors. At the same time, gratitude has the effect of constructing personal ability resources, such as the ability to construct intellectual resources such as problem solving, and the ability to enhance individual psychological resilience, is

basically consistent with the conclusions in this study. At the same time, when the individual has a high level of desire for things, the pro-social behavior generated by gratitude is transformed into social responsibility, so the individual's gratitude can focus on a deeper level, rather than just staying on the behavior. This characteristic of gratitude reminds us that in future academic research, we can focus more on the social responsibility arising from gratitude. Third, the research results show that gratitude has a mediating effect between individual work happiness and innovative behavior, and hypothesis H7 is tested. It further shows that gratitude has an important linking and guiding role between individual work status and work results, and further supports Xu Xingchun's (2016) assertion that gratitude plays a mediating role between other variables and behavior. At the same time, happiness at work can prompt individuals to have positive emotions, which can actively expand their own resources, and also have the effect of prompting individuals to generate work motivation and enthusiasm for work, and increase their willingness to engage in work and their behavior. The theoretical chain relationship proves that under the mediating effect of gratitude, the positive relationship between individual work happiness and innovative behavior has been further tested. Compared with previous studies, the conclusion of this study expands the research ideas and research horizons of the relationship between work happiness and gratitude by constructing the pathway through which individual positive psychological resources generate positive behavior through gratitude. Analysis of Moderating Effect Results of Competence Needs. According to the research conclusion, individual competence needs to mediate the relationship between individual work happiness and innovative behavior. The research conclusions support Bindl (2019)'s point of view: competency needs to have the function of affecting individual innovation performance. In actual work, the individual's competence needs affect the individual's judgment and self-confidence in his own ability. The higher the individual's confidence in his own ability, the more likely he is to be fearless in his work and not to worry about his own ability. Mistakes or distress caused by individuals or organizations. The stronger the individual's competency needs, the more likely the individual will be handy at work and achieve achievements that others cannot achieve, and the more likely the individual will be fearless and fearless when faced with the innovation requirements of the organization, thus Produce more innovative behaviors, and the conclusion of this study also confirms the previous assumptions and conjectures. The strength of competency needs will mediate the relationship between individual job well-being and innovative behavior, which also reminds us that the strength of individual competency also has a similar function on organizational innovation performance. The support needed for competency, such as actions to develop employee effectiveness or mastery, sharing knowledge, providing guidance, providing information feedback, so that it can establish realistic but challenging expectations, this organizational support and enhancement of individual competency. The consequences of individual innovative behavior may be unified. (Yeniaras et al., 2020; Xu, 2021; Bono & Froh, 2009; Chen et al., 2015; Duan et al., 2020; Ehrhardt & Ragins, 2019; Fairbairn et al., 2018; Gomez-Solorzano et al. 2019)

Conclusion

By sorting out the literature on job happiness, organizational security attachment, gratitude, competency needs, belonging needs, autonomy support perception, and innovative behavior, this study explores the following questions through research and empirical research methods.

1. whether work happiness has a positive impact on innovative behavior. The motivation for raising this question is that employee work happiness is a concept put forward because of the vigorous development trend of positive psychology and the "benevolence" and management

practice advocated by the organization, while innovation is the goal proposed by the organization for better development. It has theoretical and managerial significance to explore whether there is a coexistence and symbiotic relationship between the two and the direction of the relationship. Work happiness is an individual's positive cognitive evaluation and emotional experience of work. According to common sense, positive cognition will promote individual positivity, attitude and behavior, but there are also some employees whose work happiness is bursting, but innovation performance and innovation behavior are not rising or falling. This requires exploring the real relationship between the two from a scientific perspective. At the same time, work happiness is also a valuable psychological resource for individuals. From the perspective of resource preservation theory, explore whether the relationship between the two has deeper significance. 2. How work happiness affects innovative behavior, and whether safe organizational attachment and gratitude play a mediating role. Safe organizational attachment and gratitude are an emotion, and how do these two emotions affect the relationship between work happiness and innovative behavior. 3. Whether there are boundary conditions between work happiness and innovative behavior. Determine whether the three basic psychological needs have a moderating effect between the variables of work happiness, innovative behavior, safe organizational attachment, and gratitude, which helps managers examine and pay attention to the basic psychological needs of employees, so as to achieve the purpose of improving management level, enhancing employee loyalty, and improving organizational performance. (Antonovsky, 1979; Yeniaras et al., 2020; Xu, 2021; Bono & Froh, 2009; Chen et al., 2015; Duan et al., 2020; Ehrhardt & Ragins, 2019; Fairbairn et al., 2018; Gomez-Solorzano et al. 2019; Kuykendall et al., 2020; Zou et al., 2015)

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