



RESEARCH ARTICLE

Mediating Role of Employees' Happiness on Corporate Social Responsibilities Practices and Innovativeness in the Malaysian Insurance Industry

Wong Chee Hoo¹, Michelle Ng², Salman Hameed³, Muhammad Shazeb Khan⁴, Christian Wiradendi Wolor^{5*}

^{1,2} Faculty of Business and Communications, INTI International University, Nilai, Malaysia

³ Bahria University, Karachi Campus, Pakistan

⁴ Senior Lecturer, Villa College, Male, Maldives

⁵ Christian Wiradendi Wolor, Faculty of Economics Universitas Negeri Jakarta, Indonesia

ARTICLE INFO	ABSTRACT
Received: Jul 19, 2024 Accepted: Sep 29, 2024	The purpose of the study is to examine the direct and indirect relationships of Internal Corporate Social Responsibilities (CSR) Practices on Innovativeness and through Employees' Happiness in the Malaysian Insurance Sector. The past literature showed that there is limited study on employee innovativeness in the insurance sector which faced limited growth. The conceptual framework was derived from the previous model by Bibi et al. (2021) on Corporate Social Responsibility (CSR). The SMART PLS was used to analysed the questionnaires filled out by a sample of 175 respondents collected using snowball sampling technique in the insurance sector of Malaysia. This study found that all other aspects of employment stability, work environment, and work-life balance had a significant direct and mediating relationship with the innovative behaviour of employees, while skill development was insignificant in indirect relations. The findings indicate that organisations are lacking aspects of innovativeness in the environment, and certain aspects of happiness are considered by the employees, leading to innovativeness. The organization should cultivate a mindset among its employees that encourages them to prioritize their pleasure and happiness in order to generate innovative solutions for the organization. Peers in the organization need to create, feel, and enjoy happiness, as this will foster innovation and creativity.
Keywords	
Employees' Happiness	
Decent Jobs	
Innovation, Corporate Social Responsibility (CSR)	
Insurance Sector	
Sustainable growth	
*Corresponding Author: ar_armat1967@yahoo.com	

INTRODUCTION

The competitive landscape in the insurance sector necessitates employee innovation for company growth and improved performance (Tjubandi & Saros, 2023). The technological advancements in the insurance sector, from early computer technology in the 1950s to AI and big data today, provide opportunities for innovation, enhanced user experiences, and personalised products (AlMalki & Durugbo, 2023). Corporate social responsibility (CSR) is a strategic approach where companies voluntarily self-regulate to raise awareness of their social impact and gain a marketing advantage. CSR encompasses balancing economic, environmental, and social goals while meeting stakeholder and shareholder expectations. "Triple Bottom Line Approach" emphasized people, profit, and the planet as the measuring components for success in CSR (Ahn & Park, 2023). The main aim of CSR is to ensure businesses fulfil their social responsibilities to the public and all stakeholders. Lu et

al.(2023) encouraged organizations to choose CSR strategies that align with their core competencies and overall operations to yield the positive outcomes.

CSR tactics vary depending on the organisations but often include philanthropy, volunteer work and environmental sustainability efforts. These initiatives aimed to enhance profitability and provide businesses with opportunities to address societal challenges. CSR promotes company-organization collaboration to create a win-win situation. To maintain their reputation, growing companies must uphold higher ethical and social standards (Prabhu & Aithal, 2023). CSR helps build brand reputation and attract customers by using ethical and sustainable practices. Beyond charity, CSR promotes economic, social, and environmental innovation. Effective CSR improves risk management, market presence, and human resources. As a comprehensive approach to social responsibility, Tylanowski et al. (2023) divide CSR into environmental, ethical, philanthropic, and economic domains. Tang et al. (2024) examined how female managers in Chinese higher education organisations balance work and life.

This study examines internal CSR, employee happiness, and innovation. Malaysia's competitive job market helps companies retain talent by boosting employee happiness, innovation, satisfaction, and commitment through internal CSR strategies. Through employee well-being and creativity, this research boosts a company's long-term growth and competitiveness. It makes CSR practices more appealing to employees by aligning them with Malaysia's culture and society. Academically, this study improves understanding of CSR's impact on employee attitudes and behaviour for future socio-cultural research. The study examines how internal CSR, employee happiness, and innovation in Malaysia are linked.

LITERATURE REVIEW

Low and Bu (2022) define internal CSR as employee-led initiatives. Social efforts focused on employee well-being and concerns, following Ye and Li (2020)'s internal CSRs. Internal corporate social responsibility (CSR) laws and policies aim to improve employees' mental and physical health (Chan and Hasan, 2019). This paper covers a company's staff management strategy, including protecting employees' rights, providing education and training, including them in decision-making, recognising their achievements, promoting diversity and equal opportunities, and ensuring their health and safety. Internal CSR activities impact employees' personal and professional lives (Golob and Podnar, 2021). Jia et al. (2019) found these measures improve organisational performance and attract and retain skilled workers. Ahn and Park (2023) recommend internal CSR to boost workplace success. This study uses Mory et al. (2016)'s internal CSR model. Workplace stability, skills development, and work-life balance are studied. Internal CSR programmes directly impact employees' physical and mental health. Scholarship uses multiple internal CSR dimensions. This study uses Mory et al. (2016) internal CSR dimensions to meet research goals.

Employment Stability

The capacity of an organisation to guarantee the health and safety of its workers while they are on the job is what is meant by the term "employment stability." According to Mory et al. (2016), organisations have the ability to provide workers with a sense of comfort by providing resources, guaranteeing their employment, and ensuring a stable workplace environment. According to Ingold et al. (2023), the stability of employment has a significant impact on the economy of the entire world. The protection of employment opportunities for workers is an essential component of a company's corporate social responsibility (CSR) (Lin & Wei 2006). According to the findings of their research, there appears to be a connection between job security and the process of social exchange. As stated by Hannum et al. (2023), the advocacy and protection of human rights are essential to the maintenance of employment. In situations where human rights are violated, organisations have a responsibility to take prompt and efficient action (Joscelyne et al., 2015). Immediately taking action

against discrimination and working towards the establishment of a welcoming and secure working environment for all employees is a requirement for businesses. According to Coun et al. (2023) and Lin and Wei (2006), open communication can provide workers with the assurance that their concerns will be heard, and job security can reduce the number of complaints employees have and increase job satisfaction.

Working Environments

The working environment is the state of health and safety of employees on their jobs. Initiatives of internal corporate social responsibility (CSR) link the psychological and physical aspects of the workplace (Al-Odour et al., 2010). In order to foster productive interactions, businesses should invest in providing their employees with a healthy and safe working environment. Recognising that employees are a company's most significant asset (Hameed S. et al., 2021; Sujila et al., 2023), an efficient and effective work environment can increase employee productivity and organisational commitment. It is the responsibility of employers to provide a safe working environment for their employees (Gibbins and Macmahon, 2015). Also, businesses shouldn't partake in any actions that could hurt their reputation or the interests of their stakeholders (Mtengwa & Muchenje, 2023) (emphasis added). Companies have an obligation to inform their employees of any hazards in the workplace or with the products they use. Subpar working conditions negatively impact workers' attitudes and loyalty towards an organisation. Work environment had a positive effect on nurses' caring behavior (Arsat et al., 2022)

Skill Development

Investing in an employee's professional progress is beneficial not only to the individual but also to the company as a whole (Mory et al., 2016). The social exchange theory suggests that training and education can help improve workers' competence and performance in the workplace. Several studies have analyzed the value of training and education, with authors including Al-Orom, Nasruddin, and Soh Kheng (2010) highlighting the importance of training and education for talent development and internal CSR. Employee training and development programmes are types of skill development. It is a great way for workers to gain exposure to new fields of study. Although some companies are hesitant to join such initiatives because of worries about too high expenses and declining output, Detsimas et al. (2016) disprove the idea that growing skills is pointless or a wastefulness. Research (Bhatti et al., 2023; Mory et al., 2016) emphasises the need of assisting companies in increasing the staff members' competencies and output.

Work-Life Balance

Work-life balance is the ability of one to balance their personal life with their employment (Alameddine et al., 2023; Jyothi and Jyothi, 2012.). The concept encourages one to balance their personal and working life so that both their personal fulfilment and professional success may result (Chung & Lippe, 2020). Flexible work schedules are used differently by men and women, according to research, which produces different degrees of happiness and work-life balance (Farber et al., 2023).

A good work-life balance helps you to satisfy both your personal and professional responsibilities, so promoting more happiness (Jackson & Fransman, 2018). Offering staff members a variety of work-from-home choices will help to increase morale and output. Flexible schedules and reliable child care help to better combine family life with business. So, workers, and women in particular, can keep their jobs and not have to take time off to care for their families (Jyothi and Jyothi, 2012). Employers of various sizes can realise benefits such as increased staff retention, motivation, and engagement (Chung & Booker, 2023) without major costs or difficulties in implementing the programme.

Employees' Happiness

Fisher (2010) argues that happiness is a state that incorporates feelings of contentment, physical health, and an optimistic worldview. Despite extensive research in psychology, the business world has also shown interest in the topic of happiness, particularly in relation to workplace happiness (Chan, 2013; Raj, 2023). This study chose the topic of employee satisfaction due to its comprehensive coverage of issues like eudaimonic perspectives and positive evaluations. Despite the absence of the term "happiness" in the business environment, multiple happiness-related constructs have emerged, with work satisfaction being the most widely used (Oztürk & Sumbas 2023). The concept of job satisfaction has been around for quite some time in the business sector, and researchers have used it as both an independent and dependent variable in studies that shed light on the employer-employee dynamic (Phuong and Tran, 2020).

Fisher (2010) identifies three distinct levels at which to analyse happiness: the individual, the group, and society as a whole. The transitory level is characterized by brief periods of satisfaction following task completion, the onset of a flow state, or any other discrete event or achievement at work. Individuals' levels of satisfaction within a company, which this study refers to as "the person level," speak for themselves. At this point, the study defined about things like a sense of belonging in the workplace, enthusiasm for one's work, loyalty to the company, and overall happiness with one's position there. At the unit level, employee interactions within teams or groups are the primary focus. It explains into topics like team spirit, worker commitment, and job fulfilment (Salas-Vallina, Vidal, & Guerrero, 2018).

Employees' Innovativeness

One definition of innovativeness is the capacity for original thought and action, which includes the ability to generate and implement new ideas. Ramamoorthy et al. (2005) state that employees who exhibit innovativeness do so by using creative approaches to problem solving. All the steps, from coming up with an idea to getting the word out about it to making it a reality to creating something new, fall under this umbrella. Employee creativity is essential at every stage of the product life cycle (Parzefall et al., 2008), from ideation to distribution. According to Abhari et al. (2023), innovation can take place at any time during the process of creating a new product, whether in the early stages of brainstorming and ideation or later on during development, adaptation, commercialization, or even in the establishment of whole new processes. The innovative process typically places creativity at its core, leading to an inextricable link between the two (Parzefall et al., 2008). Nguyen et al. (2023) define innovation as "the successful application of creativity that results in the creation of economic value for society." Though both creativity and innovation include coming up with new ideas, the latter extends beyond the former. While some argue that originality is essential for innovation, this isn't always the case. It's not necessary to be creative to generate or implement new ideas (Thomas and Murphy, 2020).

Conceptual Frameworks

Insert Figure 1 here.

Figure 1: Research Framework.

Figure 1 shows the conceptual framework of this study.

Hypotheses Development

Working at whether or not internal corporate social responsibility (CSR) influences worker satisfaction, Espasandn-Bustelo, Ganaza-Vargas, and Diaz-Carrion (2021) investigated Based on responses from 921 employees of different Spanish companies, their study revealed a favourable relationship between employee satisfaction and internal CSR. This implies that companies can raise

employee satisfaction by offering perks including flexible work schedules, chances for innovation and good communication tools. Gorovei (2020) looked at the factors influencing employee satisfaction as well as how CSR might help to resolve these. The study found that the main causes of unhappiness were job uncertainty; then, worries about working hours and overtime followed. The results of the study show that workers who feel they can control their own work have a better job satisfaction; on the other hand, higher pressure from management has the reverse effect.

Implementing internal CSR policies could help to lower employee discontent or help to prevent it altogether. 2012 saw Bauman and Skitka look at how CSR affected employees as well as businesses. They observed a positive association between corporate social responsibility and employee satisfaction. Bibi et al. (2021) found that various forms of CSR have diverse positive relationships with happiness. The findings demonstrate a minor positive association between instrumental CSR and pleasure-based happiness and a large positive relationship between volunteer CSR and happiness.

Internal CSR and Employees' Innovativeness

Research by Szelgowska-Rudzka (2016) explored the connection between corporate social responsibility (CSR) and organisational innovativeness. It revealed that integrating CSR practices fosters an innovative mindset in employees. It also enhancing overall innovativeness and providing a competitive advantage. Forcadell, Úbeda, and Aracil (2021) highlighted the role of environmental CSR (ECSR) in boosting innovation where even in non-innovative organizations, ECSR encourages innovation through eco-friendly practices.

Luo and Du (2014) investigated the relationship between CSR and innovation, showing that CSR programmes enable knowledge sharing among organisations, leading to increased innovativeness. Extensive CSR activities lead to higher innovative capabilities, including frequent product or service launches, offering a competitive edge through innovation. Korra, Giotopoulos, and Tsakanikas (2018) demonstrated that CSR practices drive innovation, even during resource-constrained periods like economic crises. Furthermore, Bibi et al. (2021) emphasised an indirect positive relationship between CSR and employees' innovativeness, linking employee satisfaction and happiness to increased innovation. Their study hypothesised a significant positive relationship between internal CSR and employees' innovativeness.

Employees' Happiness and Employees' Innovativeness

Abdullah et al. (2016) in Malaysia found a positive link between employee happiness and innovation. Happy employees tend to be more creative and innovative, benefiting the organisation through increased engagement. Aldieri, Bruno, and Vinci (2021) studied the relationship between innovativeness and individual well-being, revealing a strong connection. Innovativeness and happiness both contribute to entrepreneurial efforts and intellectual property development.

Bibi et al. (2021) emphasised the importance of hedonic and eudemonic happiness in driving employee innovativeness, in line with Maslow's needs theory. When employees are happy, they are more likely to reach self-realisation and engage in creative work. Additionally, Bibi et al. (2021) noted that happiness can motivate individuals to excel not only in the organisation but also in society, leading to exceptional performance. These findings prompted the formulation of a hypothesis.

METHODS

A survey's target population is the entire set of individuals or organisations from which conclusions will be drawn. Participants in this study are individuals currently employed in the insurance industry in Malaysia. This study used G*Power, a popular statistical software, to assess a suitable sample size for the survey, and the results indicated that 166 participants would be sufficient. This is an adequate sample size for drawing valid conclusions. However, a total of 170 respondents will be involved to

prevent inaccurate study responses from the questionnaires. This study will gather the survey responses using Microsoft Forms, a web-based form service. This study will use this platform to electronically send the survey forms to the selected respondents. Respondents can fill out the survey whenever they have time, on whatever device they like, with an internet connection, making the use of an online form service convenient, accessible, and simple for data collection.

Researchers often struggle to reach all target demographic members during data collection. According to Statistics Malaysia (2021), the finance and insurance industry in Malaysia employs 375 thousand people. Additionally, 16.2 thousand general insurance brokers worked in this industry. Because of the size of this community, surveying or collecting data from each member is impossible. This study employs both convenience and virtual snowball sampling. This study selected the procedures based on their efficiency, cost-effectiveness, and compatibility with the research timeline. Face-to-face contacts allow snowball sampling to be conducted quickly and widely.

The two-section questionnaire was well-designed and modified. Section A asks general demographic questions. The main goal of this section is to gather respondent data for analysis. It asks six questions on gender, age, ethnicity, greatest education, years with the current company, and job title. Section B covers internal CSR basics. Workplace, job stability, skill development, and work-life balance are all variables. This section aims to explain how respondents view these CSR factors. Section C covers staff happiness and creativity. Questionnaire sections B and C use seven-point Likert scales. This scale allows respondents to rate statements based on the importance of the variables listed. The questionnaire uses Likert scale questions to provide numeric values for factor relevance.

Using multiple sources and studies, this research ensures a thorough understanding of the constructs. Numerous regression analyses examine the relationship between a dependent variable and multiple independent factors. This study will provide R, R², beta coefficients (i), and p-values. R denotes the correlation between the independent variable and the dependent variable(s), while R² signifies the extent to which the independent variables explain the variance in the dependent variable. The independent-dependent relationship is stronger with a higher percentage.

RESULTS

Measurement Model Analysis

Insert Figure 2 here.

Figure 2: PLS-SEM Measurement Model

Source: Self-Developed

This analysis examines six latent constructs: employment stability (ES), happiness (H), innovativeness (I), skill development (SD), work environment (WE), and work-life balance (WLB).

Convergent Validity

Table 1: Construct reliability and validity

Insert Table 1 here.

Source: Self-Developed

In this study the context of evaluating convergent validity in psychometric assessment, analysed statistical indicators including Cronbach's alpha, composite reliability (rho_c), and average variance extracted (AVE).

The statistical analysis provides insights into the convergent validity of these constructs. Although the majority of constructs demonstrate strong internal consistency and convergent validity, happiness warrants special attention due to its slightly low AVE.

According to the table above, H and I have the highest VIF value (1.450), while WLB and H have the lowest VIF value (1.165). This study can conclude that there is no high multicollinearity between the constructs because the values are below 10. Therefore, This study can accept the constructs as unique and non-collinear.

Path Coefficients

Table 2: Path Coefficient Assessment

Insert Table 2 here.

Source: Self-Developed

Paths whose T statistics are significantly greater than 1.96 and whose p-values are close to 0 are statistically significant. In contrast, paths with T statistics close to or below 1.96 and p-values greater than 0.05 lack statistical significance. Furthermore, supporting the significance of the associated path coefficients are confidence intervals that do not cross zero. Context and the specific analytic methodologies used should always guide the interpretation of these results.

Mediation Analysis: Specific Indirect Effects

Table 3: Mediation Analysis Results

Source: Self-Developed

This research uses mediation analysis to assess the indirect effect through significance testing. This study can conclude that there is evidence of mediation if the indirect effect (mediating pathway) is statistically significant (i.e., the p-value is below a chosen significance level, often 0.05).

This study can conclude that the pathways WE → H → I, WLB → H → I, and ES → H → I, which have p-values less than 0.05, have a significant indirect effect. However, for the pathway SD → H → I, the p-value is not significant ($p = 0.293$), suggesting that the mediation effect may not be present.

Testing Hypothesis

Table 4: Hypothesis Testing Results

Insert Table 4 here.

Source: Self-Developed

The p-value helps determine whether the relationship is statistically significant. If the p-value is below a chosen significance level (often 0.05), then the relationship is considered significant.

The analysis above suggests that there are significant positive relationships between the respective variables, supporting hypotheses H1, H3, H4, H5, H9, H11, H12, and H13. The statistical significance of the relationships does not support the hypotheses H2, H6, H7, H8, and H10.

DISCUSSION

A p-value of 0, indicating strong statistical significance, supports H1's suggestion of a significant positive relationship between employment stability and employee happiness. H2 posits a positive relationship between skill development and employee happiness; however, the p-value of 0.272 suggests that this relationship lacks statistical significance. H3, on the other hand, proposes a significant positive correlation between the work environment and employee happiness, with a p-value of 0.009 indicating its statistical relevance. Similarly, H4 highlights a significant positive relationship between work-life balance and employee happiness, corroborated by a p-value of 0. These findings are in line with the findings done by Addi (2022).

Moving to the realm of innovativeness, the subsequent set of hypotheses (H5 to H8) examines the influence of these same factors on employees' innovativeness. H5 establishes a significant positive relationship between employment stability and innovativeness. The supported by a p-value of 0. Similarly, H6 examined the relationship between skill development and innovativeness but was not statistical significance. This is indicated by the p-value of 0.365. H7 and H8 investigated the effects of the work environment and work-life balance on innovativeness respectively. Both hypotheses also not statistically significant evidently by the p-values of 0.977 and 0.381. These results are aligned with the study by Addi (2022).

H9–H13 test whether employee happiness acts as a mediator in the relationships between the factors identified and innovativeness. H9 confirms a significant positive relationship between employee happiness and innovativeness, supported by a p-value of 0. H10 examined whether employee happiness mediates the connection between employment stability and innovativeness; however, the p-value of 0.293 suggests that this mediation is not statistically significant. H11 finds that employee happiness significantly mediates the relationship between skill development and innovativeness, with a p-value of 0.015 indicating statistical relevance. H12 and H13 focus on the mediation role of employee happiness in the relationships between work environment and work-life balance, respectively, and innovativeness. P-values of 0 strongly support both hypotheses, indicating substantial statistical mediation.

CONCLUSION

In summary, this study examined on the relationships between internal corporate social responsibility (CSR) practices, employee happiness, and innovativeness within the Malaysian insurance sector. The key findings show significant positive influence between employment stability, work environment, work-life balance, and employee happiness. Furthermore, innovativeness positively correlates with both employment stability and employee happiness. However the study reveals that skill development, work environment, and work-life balance do not significantly influence employees' innovativeness. Employee happiness acts as a mediator in the relationship between employment stability and innovativeness. Also between work environment and innovativeness but not in the relationship between skill development and innovativeness.

These insights offers for both theoretical and practical considerations. This study adds the theoretical contribution by the introduction of the concept of employee happiness as a mediator. It offers valuable guidance for organisations to tailor their internal CSR approaches, ultimately creating a flourishing workforce and contributing to organisational success.

In practice, this study can improve employee happiness in the insurance sector. It is essential to prioritise a suitable work-life balance, employment stability and a positive working environment. These factors prevent burnout, alleviate concerns about income stability and create a conducive atmosphere for contentment. Notably, the study shows that enhancing skills doesn't significantly correlate with employee happiness. The study also suggests that above-average expertise in a specific field can stimulate innovation. Therefore, offering comprehensive skill development training empowers employees to contribute inventive ideas to the organisation's endeavours.

LIMITATIONS

While important, the study has significant limitations that should be considered for future research. The small sample size of 175 respondents may affect the study's credibility and capacity to reflect Malaysia's insurance workforce. To improve results, future studies could target specific areas or age groups. The study uses convenience and snowball sampling, which may not accurately represent the population. The surveys mostly include Chinese executives, which doesn't reflect Malaysia's insurance sector's demographic diversity. The study concludes that internal CSR, employee well-being, and innovation are its only focus. Future studies could incorporate organizational dedication

to improve its effectiveness. Analysing employee well-being through satisfaction, hedonic experiences, and eudaimonic well-being may also be helpful.

To improve research, consider the sample size. Larger or smaller samples may produce more precise study results. Limiting the poll by geography, gender, or age would omit respondents who didn't meet the criteria, leading to more accurate results. Funding and time are essential for accurate results. Since respondents may answer the survey questions at their convenience, extending the data collection window to three months may increase participation. This change may improve findings and reduce bias.

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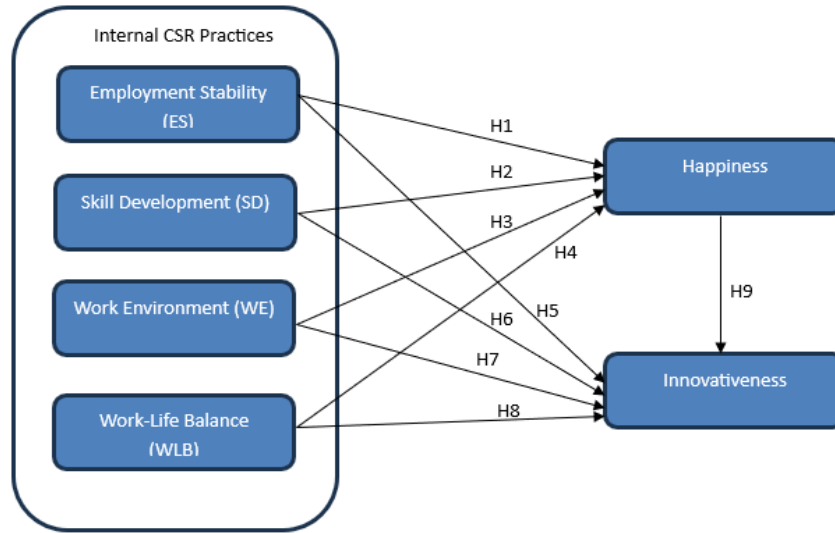


Figure 1: Research Framework

Source: Ng (2023)

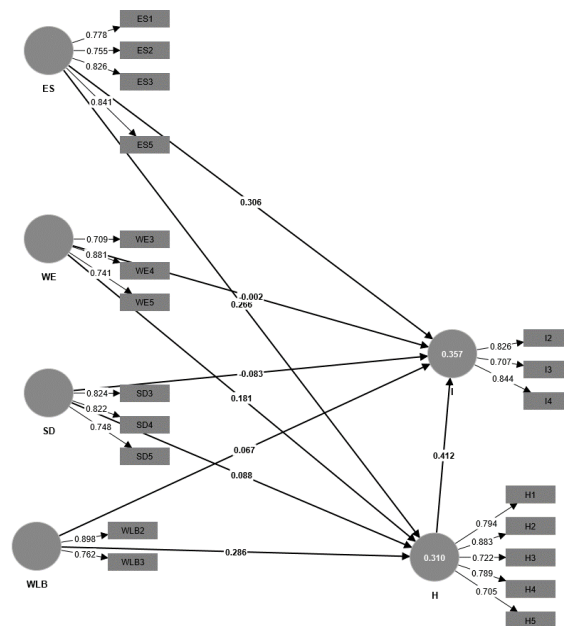


Figure 2: PLS-SEM Measurement Model

Source: Ng (2023)

Table 1: Construct Reliability and Validity

	Cronbach's alpha	Average variance extracted (AVE)
ES	0.814	0.641
H	0.839	0.61
I	0.735	0.631
SD	0.717	0.638
WE	0.692	0.609
WLB	0.572	0.694

Source: Ng (2023)

Table 2: Path Coefficients Assessment

	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
ES -> H	0.267	0.067	3.997	0.000
ES -> I	0.302	0.072	4.271	0.000
H -> I	0.419	0.062	6.609	0.000
SD -> H	0.099	0.08	1.098	0.272
SD -> I	-0.082	0.091	0.905	0.365
WE -> H	0.184	0.069	2.618	0.009
WE -> I	-0.001	0.075	0.029	0.977
WLB -> H	0.287	0.066	4.332	0.000
WLB -> I	0.059	0.077	0.876	0.381

Source: Ng (2023)

Table 3: Mediation Analysis Results

	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
SD -> H -> I	0.041	0.034	1.052	0.293
WE -> H -> I	0.077	0.031	2.442	0.015
WLB -> H -> I	0.12	0.034	3.502	0.000
ES -> H -> I	0.112	0.035	3.16	0.002

Source: Ng (2023)

Table 4: Hypothesis Testing Result

Hypothesis	P-Value	Supported
H1: There is a significant positive relationship between employment stability and employees' happiness.	0	Yes

H2: There is a significant positive relationship between skill development and employees' happiness.	0.272	No
H3: There is a significant positive relationship between work environment and employees' happiness.	0.009	Yes
H4: There is a significant positive relationship between work-life balance and employees' happiness.	0	Yes
H5: There is a significant positive relationship between employment stability and employees' innovativeness.	0	Yes
H6: There is a significant positive relationship between skill development and employees' innovativeness.	0.365	No
H7: There is a significant positive relationship between work environment and employees' innovativeness.	0.977	No
H8: There is a significant positive relationship between work-life balance and employees' innovativeness.	0.381	No
H9: There is a significant positive relationship between employees' happiness and innovativeness.	0	Yes
H10: Employees' Happiness significantly mediates the relationship between employment stability and employees' innovativeness.	0.293	No
H11: Employees' Happiness significantly mediates the relationship between skill development and employees' innovativeness.	0.015	Yes
H12: Employees' Happiness significantly mediates the relationship between work environment and employees' innovativeness.	0	Yes
H13: Employees' Happiness significantly mediates the relationship between work-life balance and employees' innovativeness.	0.002	Yes

Source: Ng (2023)