Healthy Work, Creative Minds: The Role of Decent Work in Driving Innovation and Employee Well-Being

Madhvi Pushkar*[1]; Dr. Shamini Srivastava*[2]

*1 Research Scholar, University of Lucknow
*2 Assistant Professor and Head of Department of Psychology, Feroze Gandhi college Rae Bareli
(University of Lucknow, Lucknow)

Abstract: The modern corporate environment is characterized by rapid change, and innovation is becoming increasingly important to an organization's success. The term "innovative work behavior" (IWB) refers to the proactive efforts made by employees to develop, promote, and use new concepts or solutions that enhance organizational outcomes. The study looks at the relationship between workplace well-being, innovative work behavior (IWB), constructive working conditions (Decent Work), and other domains that require a high level of creativity. According to the International Labour Organization (ILO), decent employment includes work-life balance, safe working conditions, fair remuneration, and chances for both professional and personal growth. However, innovative work behavior, or IWB, is required to promote organizational growth and competitive advantage. This study provides a thorough evaluation and correlational analysis of earlier research on the connection between respectable job and IWB.

Despite the fact that research on decent work has advanced over the last 20 years, there are still few studies that examine it at the micro level. There is currently a dearth of empirical research on the results of decent work, and comprehensive studies on the subject are lacking, therefore definitive conclusions about the influence of decent work on work innovation, work behavior, and people's wellbeing are still lacking. The present study examines the shortcomings of existing ideas and research on decent work as well as the relationship between decent work and creative work practices and wellbeing.

There has been discussion of the results' broad implications as well as important organizational and individual actions for decent employment. There are a few key topics for further study in the fields of creative work practices, decent work, and mental and overall health.

Keywords: Decent Work, Innovative Work Behaviour, Well-Being, International Labour Organization.

I. INTRODUCTION

Technological developments, demographic shifts, globalization, and changes in values are all causing changes in the workplace (OECD, 2017). Poor communication, the company's organizational culture and management practices, workplace bullying, and psychological harassment are some of the issues that have been connected to workplace obstacles (Kestel, 2019). Employees may suffer from an uncomfortable work environment. Unhealthy work conditions have been linked to psychological impacts like anxiety, hostility, and difficulty concentrating (Qureshi et al., 2014). The enhancement of employee mental health remains a constant priority for organizations (Mathibe &

Chinyamurindi, 2021). Every worker wants to work in an environment that fosters freedom, fairness, safety, and security (International Labour Organization, 2022). The phrase "decent work" was coined by the International Labour Organization (ILO) to guarantee that all workers in every country would have adequate working conditions. According to the International Labour Organization (ILO), decent employment entails chances for productive labor that results in a just wage, safety, and social protection. In order to improve people's ability to experience freedom, fairness, security, and human dignity at work, the decent work concept has been advocated globally at the theoretical, practical, and research levels as a worldwide sustainable development objective. Due to a number of factors,

including time constraints, deadlines, uncertainty, long hours, irregular work schedules, significant challenges faced by couples with two incomes, and ongoing changes aimed at increasing productivity, Indian software companies continue to face high levels of pressure and constant change despite notable growth (Cummings and Worley, 2009). Studies that address the micro-level are still lacking, despite the fact that decent work research has been developing for more than 20 years. There is currently a dearth of empirical research on the effects of decent work, and comprehensive studies on the subject are lacking, therefore definitive results about the influence of decent work on creative work practices and people's well-being are still lacking. The present study examines the shortcomings of existing ideas and research on decent work as well as the relationship between decent work and well-being and creative work practices.

There has been discussion of the results' broad implications as well as important organizational and individual actions for decent employment. There are a few key topics for further study in the fields of creative work practices, decent work, and mental and overall health.

A. The Concept of Decent Work

The International Labour Organization (ILO) coined the phrase "decent work" in the early 2000s to describe jobs that provide chances for social interaction, financial stability, and personal growth. Full involvement in their activities is one of the four fundamental foundations of decent employment, according to the ILO (2008). The idea has changed throughout time, with new research highlighting the value of worker welfare, equitable treatment, and work-life balance in advancing social protection, workers' rights, the creation of decent employment, and public dialogue. These pillars help create a courteous, fair workplace where workers feel respected, secure, and in control (Aguinis & Glavas, 2012; Albrecht et al., 2021).

B. Dimensions of Decent Work

The notion of decent work and the scale created by Duffy et al. (2016), which assesses five aspects of decent work, are in line with psychological work theory:

➢ *Physically and Interpersonally Safe Working Conditions*
One essential element of decent work, according to the International Labour Organization (ILO), is occupational health and safety. It develops regulations to avoid occupational hazards that have changed in tandem with the economy and technological advancements. "Decent work" is defined as establishing a safe, productive workplace where employees feel comfortable on a physical and emotional level (Kashyap et al., 2022).

➢ *Leisure Time and Rest*
Long work hours have detrimental impacts on a person's physical and mental health, including stress, obesity, burnout, and other problems (Ganster et al., 2018; Shields, 1999).

Social and familial values and corporate principles The extent to which an employee's values coincide with those of their family and community (Duffy et al., 2017). The workplace and organization are deemed pleasant by the employee.

➢ *Adequate Compensation*
Receiving fair compensation is one of the most crucial elements of demonstrating high work fulfillment, claim Duffy et al. (2017). Additionally, they contend that in order to get appropriate remuneration, sufficient incomes are required.

➢ *Access to Adequate Healthcare*
Healthcare facilities improve people's health and reduce working hazards. Access to family and individual healthcare benefits is necessary for good employment (Duffy et al., 2016). Paying for medical care would secure future uncertainty and serve as insurance.

C. Innovative Work Behavior (IWB)

IWB is the development, marketing, and application of novel concepts, products, or procedures. IWB is crucial to an organization's growth and survival, particularly in sectors that rely heavily on technology. It is commonly known that factors such as employment autonomy, organizational support, and job satisfaction encourage innovative behavior. The significance of IWB in preserving organizational adaptability and competitiveness in dynamic situations has been acknowledged by researchers more and more (De Jong & Den Hartog, 2010). Since businesses need to innovate, it becomes essential to comprehend what motivates individuals to act in a creative manner. Prior research has demonstrated that IWB is influenced by a number of characteristics, including leadership style, work resources, organizational culture, and autonomy (Shalley et al., 2004; Scott & Bruce, 1990).

D. Workplace Well-Being

It might be difficult to define what well-being is. good attitudes toward work, mental wellness, a majority of good affect over negative affect, and physical comfort and health are all components of workplace well-being. Dodge et al. (2012) emphasized the relational character of well-being as a balance of resources and challenges, moving away from well-being as a fixed subjective state. According to this viewpoint, people's feeling of well-being extends beyond their current emotions and includes their understanding of their surroundings, other people's expectations, and their confidence in their ability to handle the difficulties they face or expect to face. The wide-ranging, complex character of well-being makes for a rich and varied topic of study, but it also poses obstacles to little steps forward.

"Positive and sustainable characteristics which enable individuals and organizations to thrive and flourish" is how the positive psychology movement defines well-being (Well-being Institute, University of Cambridge). According to some theorists, well-being is a multidimensional construct with several dimensions (Forgeard et al., 2011; Michaelson et al., 2009).

E. Correlation Between Decent Work and IWB and Workplace Well-Being

Numerous studies have shown that IWB and great work dimensions are positively correlated. For instance, autonomy and work-life balance have been strongly linked to higher levels of creativity and invention; social support and fair compensation also positively affect employee motivation and creative output.

F. Decent Work and IWB and Well- Being: Empirical Evidence of Previous Studies

Numerous studies have examined the relationship between a respectable work and IWB and well-being.

- Gonçalves et al. (2019) examined the effects of employment quality factors such as security and support on workers' creative behavior and found that favorable working circumstances improve IWB by creating a safe space where workers may experiment with new ideas.
- Janssen & Van Yperen (2020) claim that the association between great work and IWB is mediated by motivation and job happiness. Employees were more inclined to solve problems and come up with suggestions when they thought that their workplace was encouraging.
- Research in the healthcare industry indicates that the beneficial relationship between innovation and decent employment—which includes equitable treatment, job security, and health benefits—is significantly mediated by employee well-being (Albrecht et al., 2021).
- The significance of social protection and workers' rights in creating a creative workplace was highlighted by Zhang et al. (2023), who discovered that when workers felt supported by their organizations, they were more inclined to act creatively, particularly under pressure.

II. METHODOLOGY

A. This Study Aims to Identify the Variables that Might affect a Respectable Workplace, Creative Work Practices, and Employee Well-Being

This study is based on a qualitative analysis of empirical research conducted between 2000 and 2024 that examined the connection between great job skills and IWB. A thorough investigation was conducted using academic databases including Google Scholar, JSTOR, and Scopus. The following selection criteria were applied:

- This research was published from 2000 to 2024.
- Empirical research on IWB, decent work, and workplace well-being, with an emphasis on knowledge-intensive industries like software engineering and technology;
- Studies that specifically examine how IWB, workplace well-being, and one or more components of decent employment are related.

The following table provides a summary of the findings from many studies.

B. Tabular Analysis of Studies (2000-2024)

The table below summarizes significant research that looked at the connection between a respectable workplace and creative work practices between 2000 and 2024. The research for this study uses a range of methodologies and focuses on several facets of acceptable employment.

Table 1 Tabular Analysis of the Relation Between Innovative and Decent Work from Early Research.

Study	Year	Sample Size	Industry Focus	Decent Work Dimensions Examined	Methodology	Key Findings	Correlation Strength	Key Factors	Research Gap
Janssen (2000)	2000	1,456 employees	Various (including IT)	Fair wages, work-life balance, autonomy	Survey-based	IWB in knowledge-intensive job was found to be favourably connected with both fair remuneration and work-life balance.	Moderate positive	Work-life balance, autonomy, and fair pay	neglected more comprehensive facets of acceptable work
Bakker & Demerouti (2007)	2007	2,000 employees	Knowledge workers (Tech)	Autonomy, job resources, social support	JD-R Model, Survey-based	IWB was positively impacted by autonomy, employment resources, and social support, which mitigated the effects of job pressures.	Strong positive	Job resources, social support, and independence	influence on employee engagement at work but lacked attention to details

Study	Year	Sample Size	Industry Focus	Decent Work Dimensions Examined	Methodology	Key Findings	Correlation Strength	Key Factors	Research Gap
Shalley et al. (2015)	2015	800 software engineers	IT/Software Development	Work-life balance, autonomy, career development	Structural Equation Modeling	IWB was improved by autonomy and work-life balance, with organisational support acting as a moderator	Strong positive	Autonomy, organisational support, and work-life balance	ignored the significance of cross-cultural and decent work characteristics
Lee & Chen (2018)	2018	600 employees	Software Development	Psychological safety, autonomy, social support	Mixed methods (survey & interviews)	Autonomy and psychological safety are essential for encouraging IWB among software developers.	Strong positive	Social support, independence, and psychological safety	overlooked the impact of long-term organisational dynamics, cultural diversity, and decent work characteristics.
Zhang & Bartol (2019)	2019	1,200 employees	Tech firms (Software)	Career development, fair compensation, work-life balance	Survey-based	Fair salary and career development have a good impact on IWB.	Moderate positive	Work-life balance, equitable remuneration, and career advancement	neglected to incorporate the aspects of decent labour, industry-specific settings, and long-term impacts on creative work practices.
Hassan & Shams (2020)	2020	400 employees	Software/Tech	Social support, fair compensation, psychological safety	Regression analysis	Fair remuneration and social assistance have a significant beneficial impact on IWB.	Strong positive	Job happiness, fair pay, and social support	did not examine the aspects of decent labour, cultural diversity, or mediating factors like job stability and pleasure.
Rahman & Goh (2022)	2022	500 employees	Software Engineering	Autonomy, work-life balance, psychological safety, career development	Structural Equation Modeling	IWB among software engineers was strongly impacted by psychological safety, autonomy, and work-life balance.	Very strong positive	Work-life balance, psychological safety, and autonomy	did not discuss the long-term impacts on employee creativity, industry-specific issues, or the significance of decent work dimensions.

III. DISCUSSION

A. Key Findings

Research consistently demonstrates a strong correlation between IWB and several facets of high-quality work, particularly in knowledge-intensive domains like software engineering and technology. Across the studies, the relationship between respectable work and IWB ranged from weak to highly significant. The biggest relationships were found in studies that looked at work-life balance, professional progress, and autonomy, especially in domains like software engineering and IT.

According to the results, the following aspects of decent work appear to have the greatest influence on encouraging creative work practices:

- Autonomy: One of the most often cited reasons for supporting IWB is the freedom to decide for oneself and deal with issues on one's own. When employees are allowed to try new things and take risks, they are more inclined to behave creatively.
- Work-Life Balance: Finding a balance between work and personal life is essential for lowering stress and fostering creativity. When workers have flexible work schedules and the ability to manage personal responsibilities, they are more likely to engage in creative endeavors.
- Career Development: Opportunities for skill and career development are crucial to sustaining employee engagement and enthusiasm to contribute to innovation. Companies that encourage training and professional growth provide an environment that is conducive to IWB.
- Psychological Safety: When workers are free to express their viewpoints without fear of retaliation or unfavorable consequences, they are more likely to come up with innovative ideas. A psychologically secure environment fosters innovation and risk-taking.
- Social Support: Strong relationships with supervisors and coworkers provide emotional and practical support, which promotes creativity. For workers to feel at ease and motivated to pursue their creative endeavors, they require social support.

B. Strength of the Correlation

The reviewed literature indicates a strong positive correlation between IWB and excellent work attributes; in fact, several studies (e.g., Rahman & Goh, 2022) show very strong relationships. The strength of the link depends on the specific component of excellent employment and the study's environment. Work-life balance and autonomy have been found to be excellent markers of IWB in most studies.

C. Implications for Practice

Businesses that want to foster an inventive culture should prioritize creating reputable workplaces. Important strategies include:

- Providing autonomy: Employee creativity is stimulated when ideas and solutions are allowed to be tried without constant inspection. The Psychology of Work hypothesis states that autonomy fosters innovative behavior and boosts motivation.
- Promoting work-life balance: Providing flexible work arrangements, remote work options, and mental health support can increase employee satisfaction and creativity.
- Putting money into professional growth Opportunities for continuous learning and clear career advancement foster employee creativity.
- Encouraging psychological security: You can encourage risk-taking and open communication by reducing the fear of failure.

IV. CONCLUSION

There is a high correlation between exceptional job features and innovative work behavior, according to several studies conducted between 2000 and 2024. Numerous studies have demonstrated the positive effects of work-life balance, autonomy, professional development, social support, and psychological safety on IWB. Companies that foster a positive work environment are more likely to support innovation, which increases output and provides them with a competitive advantage. The conceptual structure of this article and its associated content have provided readers with suggestions on how to focus efforts on improving working conditions, particularly for the vast majority of employees in the software sector.

V. LIMITATIONS AND FUTURE STUDY

The first restriction of this study is that it simply examined the literature; no actual data analysis was done. Second, mediation and moderating factors were not included in this study; only a direct link between variables was employed. Future research on the factors influencing creative work behavior is anticipated to include both mediating and moderating variables. Third, the approach was biased due to its reliance on prior information and experience, and it made a mistake by equating diverse contexts in the same way. Therefore, greater research is advised to more clearly identify the factors that impact creative work behavior and workplace well-being in order to lessen this possible issue.

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