

IMPORTANCE OF JOB AUTONOMY AT THE COMPANIES IN THE KURDISTAN REGION OF IRAQ

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Abstract

Job autonomy is the respect for employees to choose their own methods of approaching the work demands besides, Innovative culture promotes innovation and innovation creates value for organizations further, job satisfaction is one of the many important concepts that are required to reach high performances by the staff, in this respect, this paper assumes that job autonomy and job satisfaction have positive effects on employee innovative behavior in Kurdistan. To do then we have organized a survey questionnaire and visited various in Sulaymaniyah city in Kurdistan, as a result 191 data has been used and found that true regression analysis that job satisfaction and job autonomy positively related to employees' innovative behaviors in the region, it is recommended that residential managers should give autonomy to their employees in their responsibilities for the sake of their job satisfaction and performances.

Keywords: *Job Autonomy, Job Satisfaction, Employee Innovative Behavior, Kurdistan.*

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1. Introduction

Autonomy is self-government, the human sensation of being in control in making decisions and leading their own life. Job autonomy is when the team within an organization takes control of how, when, and where to perform their tasks. Each individual has their own choices and

decisions, and the existence of job autonomy within an organization leads to greater performance and more satisfaction among the team (Demircioglu, 2020). Job autonomy is the respect for employees to choose their methods of approaching the work demands. Employees get intrinsic satisfaction which means that they are happy with the responsibilities and tasks of their work. On the other hand, extrinsic satisfaction is about their salary, supervisor, and colleagues (Demircioglu, 2020). Job autonomy is an essential factor to exist within any organization.

Job autonomy can be described by the employee's initial freedom in his/her workplace. For starters, he/she decides how the workflow proceeds. A number of studies show evidence supporting the idea that people tend to have more well-being when surrounded by job autonomy; employees tend to take fewer sick days, less and fewer leave permissions, and overall functionality around their work responsibilities (Demircioglu, 2020). Their work doesn't cause mental health problems in scenarios that include autonomy around their workplace. Also, as the presence of job autonomy is directly proportional to the workers' capacities and work sizes, organizations' goals are easier achieved (Clausen, Pedersen, Andersen, Theorell & Madsen, 2021).

In work environments where job autonomy is privileged and exercised, workers show a higher ability to cope with stresses that are related to their work. Also, pressures related to the job description and job demands seem to be easier handled in the presence of job autonomy. More job autonomy leads to high interest in the task, more motivation to perform, and more contentment with their position, organizational processes, and achievements (Demircioglu, 2020). Job autonomy is a crucial factor for every public and private organization in an attempt to achieve higher productivity and greater performance among employees (Demircioglu, 2020).

Job autonomy plays a significant role in the well-being of a subordinate - high job autonomy leads to low mental health problems among employees (Clausen, Pedersen, Andersen, Theorell & Madsen, 2021) however, just like any other matter in the world, too much good that is beyond measure, eventually turns out to be bad. Some studies have found that high levels of job autonomy available in the workplace results in the creation of stress and unnecessary pressure on the staff.

And high levels of job autonomy that create that it distresses the minds of employees are the ones that exceed the capacity of the employee's skills (Demircioglu, 2020). When you give too much autonomy to someone who simply can't handle it, instead of the shiny outcomes and prosperity, it brings chaos to the workplace, and the minds of employees get anxious.

Innovation is one of the fundamental aspects of long-term success within an organization. literature has provided evidence that changing organizational culture to support and amplify innovation is a step toward innovation itself (Hadžiahmetović et al., 2022). An innovative culture is determined to be a culture that which leaders enhance the team questioning abilities and provide the privilege to share different ideas without the sense of judging or neglect (Muhammed & Salma, 2021).

Innovative culture promotes innovation, and innovation creates value for organizations. It develops and prevents any organization from extinction. According to a current study that evaluated the impact of innovative culture and quality of work-life in Kurdistan universities have found, Innovative culture impacts the quality of work-life and shared learning (Muhammed & Salma, 2021). This means that innovative culture has a positive impact on the performance of employees and the productivity of an organization.

An innovative culture is a significant factor in organizations to cope with external environment changes, by this means, innovative culture helps organizations to develop and grow innovative culture is essential to be progressed regardless of the size of any organization due to its positive impact on increasing profit and turnover (Budur and Poturak, 2021). Establishing and implementing innovative culture to organizational culture leads to economic development in this regard forming innovative culture requires risk-takers and creativity among managers and employees (Hamid, 2020).

To simplify, innovative culture can be accomplished through taking risks, embracing the unique talents of everyone involved in the work process, and updating the organizational mission gradually. An innovative culture is a crucial topic since it has many impacts on employee performance and the outcomes of any organization (Poturak et al., 2020).

Every employee and employer in every company needs to be happy with their roles because it is in human nature that when one is happy, they tend to be healthy, productive, and effective. From this, we can say job satisfaction is one of the many important concepts that are required

to reach high performances by the staff, to make and keep employees well-driven and inspired, and to keep employees engaged in their roles inside the organization.

In the light of job autonomy, we can classify job satisfaction into two categories which are Intrinsic Job satisfaction, which the emotions and feelings of the employee about the job responsibilities and tasks, Extrinsic Job satisfaction relates to outer factors of the work such as salary, organizational structure, supervisor, and colleagues (Riyanto, Endri & Herlisha, 2021). Job satisfaction of employees is a significant factor for the success of the organization. Satisfied employees tend to work more effectively and fulfill their roles, they tend to keep the reputation of their organization and speak highly of their workplaces (Riyanto, Endri & Herlisha, 2021). Job satisfaction is defined broadly and it is not a simple term. It is defined as the happy and positive feelings of an employee while fulfilling the job demands. Job satisfaction encourages good behaviors of employees, there is a positive relationship between job satisfaction and employee healthy behavior (Riyanto, Endri & Herlisha, 2021).

Job satisfaction beholds many benefits to employee life and the organization, it increases employee performance and productivity and the profitability of the business. employees tend to have fun while performing a task, participate in meetings and engage with each other (Torlak et al., 2021). Employees get to control their working environment and feel belonging to the company work environment.

Job satisfaction could also result in customer satisfaction, higher service quality, greater financial performance, and a supportive work environment for employees. This means that job satisfaction also impacts the outcomes of a business. Satisfied employees tend to be more communicative and work as a team regardless of their differences (Riyanto, Endri & Herlisha, 2021). Motivation and job satisfaction have been proved by studies that they enhance work performance and work engagement (Budur and Demir, 2022).

This research aims to identify the importance of job autonomy and job satisfaction in the Kurdistan region of Iraq and analyze employees' job attitudes and satisfaction levels for their jobs. This research approaches quantitative methods for conducting private and public sector employers and employees in the Kurdistan region of Iraq and measuring employers' and employees job satisfaction, attitudes, innovative cultures, and job autonomy through a 5-point rating scale. A survey will be distributed among public and private organizations in the Kurdistan region of Iraq and data will be collected about employers' and employees'

demographics and provide statements for them to recognize themselves in the status. This research focuses on job autonomy, job satisfaction, and innovative culture within an organization. As well as the relationship between these concepts and their significance for the success of any organization.

This research contributes to the literature on job autonomy's importance and its relationship with innovation and job satisfaction. In addition, it can be used as a source for managers and supervisors to become aware of the fact that providing job autonomy inside their organizations is important and that continuously evaluating their employees' job satisfaction would impact their success and profitability. Including innovative culture in organizational culture would enhance innovation employee job autonomy and job satisfaction. There is a research gap about job autonomy in the Kurdistan region of Iraq and its impacts on the success of an organization as well as studying a topic significant like that would benefit the public and private organizations in the Kurdistan region of Iraq.

2. Literature Review

Organizations are groups of people that work together to achieve a common goal. Organizations hold power to make decisions about the priorities of society, encouraging, motivating, setting values, and norms for a better purpose. It has been studied that a culture is a significant factor for enabling organizations to adapt to change and face challenges (Rouse, 2021). For an organization not to fail, good management is a necessary tool for running an organization. Management is the factor that maintains and sustains the values and norms of an organization within its system. Management is a set of activities that include investing, designing, operating, and developing the system of an organization. Through proper management, organizations reach productivity and profitability (Rouse, 2021). To create profitable employee behaviors, the organizational system and the top management need to be communicative and reward their subordinates (Al Kurdi, Alshurideh & Alnaser, 2018).

2.1. Favorable Employee Outcomes

Employees tend to behave differently when the organization creates good and clear communication with them and appreciates their efforts. As well as training and developing employees to obtain new skills creates positive benefits and outcomes for the organization (Al Kurdi, Alshurideh & Alnaser, 2018) studies have found that good behavior of an employee is the output of their satisfaction with their position. Satisfied employees have a very low

tendency to leave their current job and look for new firms to work for (Demir et al., 2021). Employees who are satisfied also have a minimum defection rate which is the abandonment and ignoring of their tasks and responsibilities (Demir et al., 2020). This leads to greater quality of service which attracts customers and results in high profitability. Employee satisfaction is a very significant achievement for organizations because satisfied employees tend to be more committed and gain retention. Research has found evidence that there is a direct relationship between employee commitment and employee satisfaction (Al Kurdi, Alshurideh & Alnaser, 2018).and employee satisfaction leads to organizational success.

Al Kurdi et al. (2018) research has hypothesized that communication between supervisors and employees positively impacts employee satisfaction. As well as, awarding leads to employee loyalty and satisfaction. Also, employee satisfaction has a positive impact on customer satisfaction which leads to more sales and revenue. As a result, satisfied customers play a significant role in providing profitability.

The study has found that there is a big relationship between employee satisfaction and employee commitment, retention, and loyalty. And all the hypotheses were held true, and rewards and communication resulted in customer satisfaction while generating and changing employee behaviors. The influence clarified that not only employee satisfaction is generating profitability, it is employee loyalty as well. Because loyal employees are more concerned about their responsibilities and achievements (Al Kurdi, Alshurideh & Alnaser, 2018)

2.2. Job Autonomy

It is found that job autonomy improves employee job satisfaction (Clausen, Pedersen, Andersen, Theorell & Madsen, 2021). Job autonomy is defined as a resource in the psychosocial workplace. Resources in the psychosocial work environment are ought to decrease the stress of job demands, increase employee capacity to reach and achieve organizational goals and enhance personal and professional development. Further, job autonomy is positively and linearly connected with the psychological well-being of employees (Clausen et al., 2021).

Guanxi is a Chinese term that is explained by the conservation of resources theory (COR), which have been used to explain the resources that cause emotional exhaustion in the work environment. This theory has been used to determine the stress factors for employees. The resources are distributed as objects, conditions, personal characteristics, energies, values,

organizational resources as job autonomy and the level of the position, social resources such as support and networking, and psychological resources such as personality. COR recommends that employees form motivation in order to produce and maintain resources to deal with stress. Also, this theory states that employees get exhaustion by the lack of resources (Charoensukmongkol, 2021).

Self-determination theory is a psychological state that humans are motivated for growth, in this psychological theory having autonomy meets and fills psychological needs. Leading to intrinsic motivation behavior and good mental health. Employees who have obtained job autonomy in the organization are more engaged and get involved in activities as well as initiating tasks (Clausen, Pedersen, Andersen, Theorell & Madsen, 2021). Another positive effect of job autonomy is the reduction of psychological stressors and a happy attitude toward job responsibilities. There are many potential stressors in the workplace, and job autonomy helps employees to deal with stress better and take full responsibility. Job autonomy helps employees to increase their potential for growth and development. The access and availability of job autonomy inside any organization leads to more interest in learning new skills and enhances the well-being of employees, which results in success for the organization. (Clausen, Pedersen, Andersen, Theorell & Madsen, 2021).

Every employee needs to understand their responsibilities and understand their value inside the organization. Employees with job autonomy have access to craft their job and design their own structure to meet the responsibilities inside their organization (Shobe, 2018). Crafting the job and modifying the responsibilities are claimed to be the main factor for having job autonomy inside the organization. For instance, research has found that mobile workers in the UK are thirteen percent happier and more productive than the employees working in an office. Remote work provides self-management and more control over the situation that's why employees are more productive. Job autonomy means job crafting and one cannot change or modify something that they don't understand (Shobe, 2018). Research has found that leadership which is equally approached to all the employees, affects job autonomy and employee innovative behavior. Through leadership the team gets more efficient and works happily resulting in employee innovative behavior. Having job autonomy directly helps and impacts employees to behave in an innovative way. (Shakil, Memon & Ting, 2021)

Since job autonomy gives the decision to employees about when, where, and how to work on their tasks and responsibilities, it results as a kind behavior of employees to decide to do their jobs as the way they want. Especially employees who are senior levels and have, ageerial roles tend to work more effectively and execute their responsibilities conveniently. Job autonomy is claimed as a crucial factor for organizational resource for the superior team and plays a significant role in enhancing work-goal achievenemts.as a result job autonomy reduces stresses, and increases personal and professional growth, learning availability and development. (Charoensukmongkol, 2021).

2.3. Job Satisfaction

Job satisfaction represents both negative and positive feelings of the employees. It is closely linked with the individual's behavior and performance at their job. Favorable and good behavior of employees indicates their satisfaction and leads to high performance, while negative feeling leads to the worker dysfunction at their work. Job satisfaction is a multifaceted concept that changes from one aspect of a person to another (Rashid et al., 2020). It is mainly linked to motivation, but they are different. Job satisfaction is more of an attitude and internal feeling of the employees. It can be a personal feeling toward the job or a state of joy and sadness (Mohammed et al., 2020). People can also have feelings about their occupations, including the type of work, their coworkers, superiors, or subordinates, and their remuneration. Niu (2014), found that there is a positive correlation between job satisfaction and innovative employee behavior. Xerri (2014) The discoveries illustrate that employees' procedural reasonableness and job satisfaction are emphatically and altogether associated with their innovative behavior. Nasution et, al (2021), Work autonomy, it may be inferred, can boost employee job satisfaction and promote employee innovation behavior.

2.4. Innovative Employee Behavior

Employee innovative behavior is an intentional initiative contribution to share new ideas for products, processes, and procedures within an organization. Innovative employee behavior is not only about sharing new ideas indeed it is implementing and promoting them. It is a practical act among employees to develop the organization they work for, organizational leaders are opening the door to employees to think and express their creativity freely (Shakil, Memon & Ting, 2021) this encourages employees to get developed and promoted. Leaders that are

treating their employees by meeting their needs, expectations and wants help employees to be happy, committed and behave innovatively. (Shakil, Memon & Ting, 2021; Zaim et al., 2020)

Innovative employee behavior has been studied since innovation has encountered organizations. In the beginning, researchers were concerned about innovative behavior only as creating new ideas, not in any act of employees, then the perception developed into implementation and execution of the new ideas (Sung & Kim, 2021). Then researchers analyzed it and found that innovative behavior is very important behavior to exist among employees for the success of the organization. (Sung & Kim, 2021) innovative behavior has shown in history that it affects employee performance through developing new skills.

To summarize this topic, all of the reviewed studies have shown that job autonomy brings job commitment and job satisfaction, job satisfaction brings innovative behavior and innovative behavior increases employee performance. (Shakil, Memon & Ting, 2021) employees are happy when they think creatively and create and implement innovative ideas. Organizations get profit from the work of employee performance and employees benefit organizations with their innovative behavior. Innovative employee behavior changes employee performance and increases it with high efficiency. Shakil et al. (2021) most of the studies suggest that employees need to be in control of their work and then they get satisfied and committed, resulting in generating innovative ideas to help the organization solve issues and perform with a competitive advantage. It is a crucial concept for leaders to think about their employees and evaluate their performances (Sung & Kim, 2021). Employee performance gets boost by being able to behave in an innovative way for new ideas. (Sung & Kim, 2021).

3. Methodology

Sample

The aim of this study was to investigate the relationship between job autonomy, job satisfaction, and innovative culture in Kurdistan region. Employees from both the public and private segments make up the larger part of our tests. The questionnaire has been translated by expert lecturers from English to Kurdish for better understanding and to be clearer, in public sectors; passport, governor of Sulaymaniyah and municipality. In private sectors travel agencies and different kind of supermarkets were visited. A printed survey was outlined. These shapes were disseminated to chosen representatives utilizing the comfort test approach and were effectively included in their occupations. In this way, at about 300 survey questionnaires

have been distributed in the Sulaymaniyah city. 191 data have been found to be eligible for analyses of the study.

Measures

The survey has two parts of demographic questions and the dimensions of the study, which are job autonomy, innovative employee behavior, and job satisfaction. Job satisfaction has 3 questions (1- Overall, I am satisfied with my job, 2- Overall, I am satisfied with my workplace. 3- Overall, I am satisfied with my workplace). The scale for job satisfaction has been adopted from Budur (2020). **Job autonomy** has 5 questions (1- My job provides me with significant autonomy in making decisions. 2- I can decide when to take a break. 3- I have a say in my own work speed. 4- I have a choice in deciding what I do at work. 5- have a choice in deciding how I do my work) **innovative employee behaviors** have 5 questions (1- I search out new working methods, techniques, and/or product ideas. 2- I generate creative solutions for problems. 3- I generally like to try new ideas at work. 4- I always look for better ways to do things. 5- I want to learn about new things and adopted from (Metee et al., 2018).

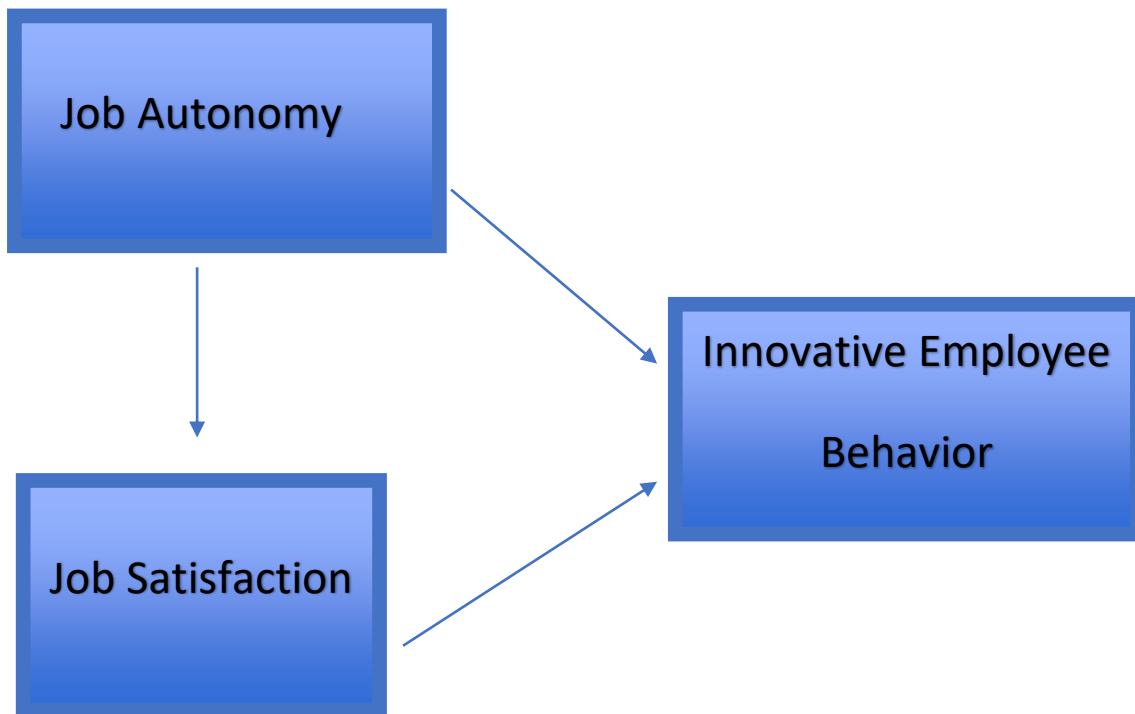
The respondents were given a 5-item scale to use in arrange to assess each section. (1 = strongly disagree, 5 = strongly agree). SPSS measurable computer program was utilized to investigate the demographics, correlation, and regression.

The Analyses of the Study

To reach and test the hypotheses of the study, we aim to use correlation and regression analyses through SPSS software package. Therefore, **Correlation** shows the connection between two variables, whereas regression demonstrates how one influences the one on the other. The regression data indicates a cause-and-effect relationship; as one changes, so does the other, although not necessarily in the same manner. The variables move together when there is a correlation. Correlation analysis aids in understanding economic behavior and aids in identifying crucial factors on which others rely (Ezekiel, 1930).

Model and Hypotheses

Figure 1: Model of the study



Based on the model following hypotheses have been proposed;

H1: job autonomy has a positive effect on innovative employee behaviors.

H2: job satisfaction has a positive effect on innovative employee behaviors.

H3: job autonomy has a positive effect on job satisfaction.

4. Results

4.1. Reliability Tests

Table 1 explains the results of job autonomy, in order to calculate the reliability of the data's Cronbach's alpha (the general rule of thumb) method were used. 0.65 is acceptable and is a moderate in range to be reliable data (Taber, 2018), as it's shown in the Table1 the reliability of job autonomy is 0.686 and it is considered acceptable, a question of job autonomy (item 3)

was deleted or neglected, because it affected the reliability of the data's and with that question the reliability decreased.

Table 1; Cronbach's alpha of job autonomy

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's alpha
Jaut1	10.7	6.653	0.338	0.695	
Jaut2	11.32	5.313	0.422	0.661	0.686
Jaut4	11.03	5.162	0.616	0.523	
Jaut5	10.87	5.556	0.526	0.585	

Table 2 demonstrates the results of job satisfaction, as it's indicated above the data of job satisfaction are accepted and reliable with 0.812.

Table 2: Cronbach's alpha of job satisfaction

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's alpha of job satisfaction
Jsat1	8.47	1.787	0.721	0.681	
Jsat2	8.44	1.763	0.745	0.656	0.812
Jsat3	8.53	2.04	0.534	0.871	

Table 3 explain the results of the innovative employee behaviors which is 0.784 and its acceptable.

Table 3: Cronbach's alpha of innovative employee behavior

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Cronbach's alpha of innovative work behavior
IEB1	16.79	6.159	0.519	0.767	
IEB2	16.68	6.673	0.584	0.736	
IEB3	16.53	6.345	0.629	0.72	0.784
IEB4	16.27	7.168	0.553	0.748	
IEB5	16.27	7.07	0.549	0.748	

4.2. Demographics of the Respondents

Table 4 education of respondents

education	Frequency	Percent
High School	32	16.8
Vocational school	36	18.8
University	119	62.3
Degree (master, PhD)	4	2.1
Total	191	100

Table 4 shows the participants education level, high school with 16.8%, vocation school 18.8%, university 62.3 and the degree (master, PhD) 2.1%, as it is shown the university has the higher rate among all the others, this illustrates majority of the respondents are educated.

Table 5 experience of the respondents

Experience	Frequency	Percent
Less than one year	37	19.4
1-5 years	51	26.7
6-10 years	42	22
11-15 years	30	15.7
More than 15 years	31	16.2
Total	191	100

Table 5 explains the experience of the participants, 19.4% less than one year, 26.7% has experience of 1-5 year, 22% has 6–10-year experience, 15.7% has 11-15 years experience and 16.2% has more than 15 years’ experience, according to these data’s majority of the respondents have experience over one year, and 26.7% which is 1–5-year experience has the higher rate among the participants.

Table 6 position of the respondents

position		Frequency	Percent	Valid Percent	Cumulative Percent
Top management	1	130	68.1	68.1	68.1
middle management	2	27	14.1	14.1	82.2
low-level management	3	24	12.6	12.6	94.8
non-managerial management	4	10	5.2	5.2	100
Total		191	100	100	

Table 6 explain the position of the participants, 68.1% are from top management, 14.1% are from the middle management, 12.6% are from low-level management and non-managerial management are 5.2%, and majority of the respondents were from the top management and this is important because if the impact of job autonomy and job satisfaction is high on the innovative employee behavior it will influence the top management and that is a relevant position have a effect on the whole organization.

Table 7 gender of the respondents

gender		Frequency	Percent	Valid Percent	Cumulative Percent
male	1	128	67	67	67
female	2	63	33	33	100
	Total	191	100	100	

Table 7 shows the gender of the respondents, 67% were male and 33% were female, the majority were male.

4.3. Exploratory Factor Analysis

Exploratory factor analysis is a statistical approach used to reduce data to a smaller collection of summary variables and to investigate the phenomena's underlying theoretical structure. It determines the structure of the variable's connection with the respondent.

Table 8: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.712
Bartlett's Test of Sphericity	Approx. Chi-Square
	744.200
	df
	66
	Sig.
	.000

Table 8 shows the sampling adequacy, which is another model that explains on whether there are meaningful clusters among the things included within the study. Based on the comes about, it was found that the KMO value of the current information utilized within the inquiry was 0.71, which may be considered sufficient.

Table 9: Total Variance Explained

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.354	27.947	27.947	3.354	27.947	27.947	2.733	22.772	22.772
2	2.119	17.659	45.606	2.119	17.659	45.606	2.216	18.467	41.239
3	1.634	13.616	59.222	1.634	13.616	59.222	2.158	17.984	59.222

Extraction Method: Principal Component Analysis.

Table 9 show Total variance explained denotes the proportion of variation explained by the dimension. Second, the Eigenvalue shows whether or not the corresponding cluster of elements should be referred to as a dimension. If the Eigenvalue is more significant than one, the cluster is a dimension. Based on this, it is possible to assume that things are grouped around six dimensions. However, the percentage of variance explained by these dimensions is predicted to be greater than 50%. Based on the findings, it was discovered that the questionnaire used in this study explained 59 % of the overall variation. The proportion explained by each dimension is shown in the table.

Table 10: Rotated Component Matrix

Items	1	2	3
Iwb3	0.773		
Iwb4	0.757		
Iwb5	0.752		
Iwb2	0.716		
Iwb1	0.653		
JS2		0.894	
JS1		0.891	
JS3		0.733	
Aut4			0.821
Aut5			0.753
Aut2			0.708
Aut1			0.51

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a Rotation converged in 5 iterations.

In the table above, there are results of the rotated components matrix show the correlations of each item among the dimensions, it must be known that every item is correlated with every dimension somehow, on the other hand, it should be known that the item belongs to the dimension that it was correlated mostly. Secondly, the correlation of the item with another dimension must have a minimum 0,1 difference, if the difference is less than 0,1 it will be concluded that there is cross-loading and will be deleted. When the correlation of each item under job satisfaction is evaluated, it was observed that the minimum factor loading item under the dimension was 0.73 and the maximum was 0.89, there was no cross-loading problem due to the correlation, or factor loading of the items under the dimensions was holding difference more than 0,1.

4.4. Regression Analysis

The regression method allows researchers to accurately establish which elements are most important, which ones may have been ignored, and how these factors interact with one another (Wiley & Sons, 2021). The threshold for the regression models the higher the positive correlation, the closer r is to +1. The higher the negative correlation, the closer r is to -1. The two variables are completely connected if $|r| = 1$.

Table 11 descriptive statistics of variables

Descriptive Statistics of variables			
Variables	Mean	Std. Deviation	N
InEmpBeh	3.712	0.53364	191
Jauto	3.7508	0.66924	191
Jsat	4.2408	0.65261	191

In table 8 it explains the descriptive statistics of variables; the innovative employee behavior mean is 3.712 it shows that the respondent is over neutral with the information that was proposed, job autonomy mean is 3.7508 it indicates that participants partially agree with the questionnaire information and job satisfaction mean is 4.2408 and illustrate that respondents generally agree with questionnaire information's, as its shown innovative employee behavior and job autonomy have a similar results and they partially agree and the job satisfaction agrees with that information, innovative employee is 0.533 is low and this indicate that the standard deviation of innovative employee behavior tend to be close to the mean of it , 0.669 is job

autonomy standard deviation is high and means it is spread out over a wider range of values and job satisfaction standard deviation is 0.652 is also spread out of the range values.

Table 12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df1	df2	Sig. Change	
1	.212a	0.045	0.4	0.52288	0.45	8.90	4	1	189	0.003
2	.222b	0.049	0.39	0.52314	0.4	0.81	1	188	0.369	

a Predictors: (Constant), Jauto

b Predictors: (Constant), Jauto, Jsat

Table 9 is about the model summary, and from the model summary we have tested the relationship between independent variable of job autonomy and satisfaction with their effect on dependent variable innovative employee behavior, from the table we can see that from the adjusted R square 39% is explained by the independent variable, from the significant we can see that job autonomy have 0.003 and job satisfaction 0.36.

Table 13 Anova

Model		Sum Squares	df	Mean Square	F	Sig.
1	Regression	2.434	1	2.434	8.904	.003b
	Residual	51.672	189	0.273		
	Total	54.107	190			
2	Regression	2.656	2	1.328	4.853	.009c
	Residual	51.451	188	0.274		
	Total	54.107	190			

a Dependent Variable: InEmpBeh

b Predictors: (Constant), Jauto

c Predictors: (Constant), Jauto, Jsat

From the (Anova) table we can see that F level is 8.90 for job autonomy and significant is 0.003, F level of job satisfaction is 4.83, and significant is 0.009.

Table 14 coefficient for Job Autonomy and employee Innovative Behaviors

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.228	.252		12.806	.000
	JAut	.240	.066	.255	3.622	.000

a. Dependent Variable: Innv

Table 14 explain the impact of job autonomy on employee innovative behavior, from this table we can see that job autonomy has significant effect on innovative employee behavior (significant level is 0.00 and t level is 3.622).

Table 15: Coefficient for Job Satisfaction and employee Innovative Behaviors

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.496	.297		11.753	.000
	JSat	.149	.069	.154	1.311	.192

a. Dependent Variable: Innv

Table 15 shows the effect of job satisfaction on employee innovative behavior, as it is viewed in the table above, job satisfaction has no significant impact on employee behavior (significant level is 0.192 and t level is 1.311).

Table 16: Coefficient for Job Satisfaction and Job Autonomy

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.304	.261		12.647	.000
	JAut	.250	.069	.256	3.644	.000

a. Dependent Variable: JSat

Table 16 explains the impact of job autonomy on job satisfaction, as the table shows job autonomy has a significant effect on job satisfaction (significant level is 0.00 and t level 3.644)

Table 17 Hypothesis

H1	job autonomy has a positive effect on innovative employee behaviors.	Accepted
H2	job satisfaction has a positive effect on innovative employee behaviors.	Have no significant relationship
H3	job autonomy has a positive effect on job satisfaction.	Accepted

Table 17 summarizes that H1 and H3 are accepted, but H2 is not accepted.

5. Conclusion and Recommendations

The aim of the study was to investigate the relationship between job autonomy, job satisfaction, and employee innovative behavior. To do this we have collected and obtained 191 data from companies in the Kurdistan region of Iraq, we have physically visited and conducted interviews and collected the data. Then, we have checked them from the first hypothesis, we have checked the relationship between job autonomy and employee innovative behavior. We have found a positive correlation. It means whenever the leaders or the managers of the company give freedom to their employees, their employees increase innovative behavior and performance. Likewise, we have found similar studies that found the same results as us such as the study that has been done in Lublin, Poland by (Purc & Laguna, 2019) found that job autonomy stimulates innovative behaviors in the workplace and positively impacts the personal values of the employees. Another study in Joondalup, Australia by (Amankwaa, Gyensare & Susomrith, 2019) found that transformational leadership positively impacts job autonomy and job commitment which results in Innovative work behavior. Another study in Korea (Ko & Yoo, 2012) have also found a positive relationship between job autonomy and innovation behavior among workers. We came across no study of finding no correlation between job autonomy and employee innovative behavior.

We have also analyzed the relationship between job autonomy and job satisfaction and found that they have a positive relationship as well. Having full control over the work procedures leads to satisfied employees. Just like us, (Bani-Melhem, Zeffane & Albaity, 2018) in the United Arab Emirates (UAE) found that job autonomy leads to job satisfaction and happy emotions creating innovative behavior as an outcome. (Demircioglu, 2020) have found that job autonomy plays a mediating role between job satisfaction and innovative behavior in Singapore. Enough autonomy, including arranging work plans flexible, customizing tasks and workflows, and selecting coworkers, should be given to knowledge workers to strengthen their satisfaction, encourage their motivation in conducting innovation activities, and then to improve organizational innovation capacity and performance. Another empirical study in China by (Cai, W, 2013) has found that a sufficient amount of job autonomy strengthens job satisfaction and innovation.

We have tested three hypotheses which are H1: Job autonomy has a positive effect on innovative employee behaviors and H2: job satisfaction has a positive effect on employee behaviors. H3: job autonomy has a positive effect on job satisfaction. All of the three hypotheses turned out to be true through testing and analyzing. job autonomy is a state of employees explain the freedom or independent behaviors in their tasks, which is going to increase positively their job satisfaction with their tasks it has been based on our findings that whenever employees increase their autonomy their satisfaction will increase, and in turn their innovative behaviors will increase, that's why companies in Kurdistan should provide autonomy to their employees in term of,

Recommendations

Based on the results of our study, we recommend that managers in Kurdistan region of Iraq should provide autonomy to their employees and give them responsibility in their tasks, not inferring where they work or how they work. It is important for organizations to design a work model that would give the employee job autonomy and job satisfaction so that the employee improve innovative ideas and the success of the organization. By being innovative the organization can have success and have more profit. It is very important for managers to consider their employees' feelings about the work. Ensuring their freedom and satisfaction is one of the main factors for organizational success and innovativeness.

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