THE ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT IN THE INNOVATIVE BEHAVIOR OF EMPLOYEES: AN ANALYTICAL SURVEY OF THE OPINIONS OF A SAMPLE OF CIVIL UNIVERSITY EMPLOYEES IN DHI QAR GOVERNORATE

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Article history:		Abstract:
		The research aims to test the relationship between perceived organizational support in its dimensions (organizational commitment, organizational justice, participation in decision-making) and its impact on innovative behavior in its dimensions (idea generation, idea recreation, and idea implementation) for a sample of private university employees in Dhi Qar governorate, represented by (Al Ain University, the National University of Science and Technology, and the Faculty of Mazaya University), where the questionnaire was distributed in an intentional sampling manner to (259) senior and middle administrative leaders and teachers working in the surveyed private universities, for the purpose of data collection, which is processed by relying on the statistical program (SPSS.V.26) and the statistical program (AMOS.V.26) for the purpose of describing and analyzing the research variables, testing the main and secondary hypotheses of the study, verifying their validity, and making recommendations and future proposals. The research reached a number of results, perhaps the most prominent of which is the presence of a positive impact of perceived organizational support on the innovative behavior of employees..

INTRODUCTION

Contemporary organizations that seek development and continuity are keen at the present time to improve their strategies to deal with various environmental factors, especially organizations that have a direct relationship with their external environment, which drives them to continuous development and improvement in all their services, goods or activities, in addition to putting forward ideas Renewable and unconventional, but not all of these organizations have the capabilities and capabilities to achieve this, despite the realization and desire of many of them to achieve innovation by focusing on the individuals working in them and their innovative behavior, but few of them succeed in activating this. Which raises the real question about the actual requirements that are required to be available in the innovative organization, because it is not easy to obtain an advantage and the ability to innovate, as its difficulty increases in the light of the competitive economy. And its physical and organizational dimensions, and this is done by following several administrative practices, including the perceived organizational support, which is represented by the

relationship between the support that organizations give to their workers, and their awareness of this support, because of its direct and positive impact in developing the ideas of working individuals and their innovative abilities, as embodied in their innovative behavior. in their organizations. In order to reach the objectives of the research, it has been structured in four sections:

• The first topic: research methodology.
• The second topic: the theoretical framework for the research variables.
• The third topic: the field framework for research.
• The fourth topic: the most important conclusions and recommendations

The first topic / research methodology
This topic reviews the basic steps of the current research methodology according to the following paragraphs:
First: The research problem: Maintaining the current location of any private university and ensuring its continuity is no longer easily available due to the nature of the highly changing business environment prevailing, which pushes private universities in Dhi Qar Governorate towards the interest in promoting and developing the innovative behavior of its employees with the aim of

achieving the highest level of Efficiency, and the innovative behavior of workers is what will determine the extent of strategic success or failure in private universities in Dhi Qar Governorate, where the innovative behavior of university leaders is evaluated through the availability and realization of new ideas and methods of work. Hence, this study can be considered as support for private universities in Dhi Qar Governorate, and we can formulate the problem of the study as follows:

Is there a correlation and impact relationship between the perceived organizational support and the innovative behavior of workers in private universities in Dhi Qar Governorate?

Hence, the problem of the current study crystallizes in its need to obtain answers to many questions that can be summarized as follows:

1. What is the reality of innovative behavior in private universities in Dhi Qar Governorate?
2. Does perceived organizational support have a role in innovative behavior in private universities in Dhi Qar Governorate?
3. What is the extent of the existence and level of correlation and influence relations between perceived organizational support and innovative behavior in private universities in Dhi Qar Governorate?

Second: The importance of research: The importance of the research can be summarized as follows**:**

1. Diagnosing the reality of research variables represented by perceived organizational support, innovative behavior in private universities in Dhi Qar governorate.
2. B. Determining the nature and type of the relationship between the research variables (perceived organizational support, innovative behavior).
3. T. Motivating and assisting private universities in Dhi Qar governorate to adopt an appropriate mechanism to address their weaknesses and develop and strengthen their strengths by presenting a set of conclusions and recommendations that resulted from this study.
4. d. Test foreign standards that have proven their effectiveness in different environments and try to harmonize them with organizations operating in the Iraqi environment.

Third: Research Objectives: The research seeks to identify the extent to which the perceived organizational support variable is practiced in private universities in Dhi Qar Governorate from the point of view of their employees, the level of their employees' practice of innovative behavior, and testing the nature of the perceived organizational support relationship and its dimensions, and finally providing suggestions and recommendations to the management of private universities in Dhi Qar Governorate for the purpose of benefiting from it.

Fourth: The hypothetical scheme of the research: Figure (1) shows the hypothetical research scheme, as it shows the nature of the logical relations between the variables and dimensions of the research in terms of correlation and influence among them, as well as clarifying the main and sub-research variables to be embodying the research problem and the objectives expected to be achieved. To search from two variables, one independent and the other dependent, as follows:

1. The independent variable: represented by the perceived organizational support, and included the dimensions (organizational commitment, organizational justice, and participation in decision-making).
2. Dependent variable: It represents the innovative behavior of employees, and includes the dimensions (idea generation, idea promotion, and idea implementation).
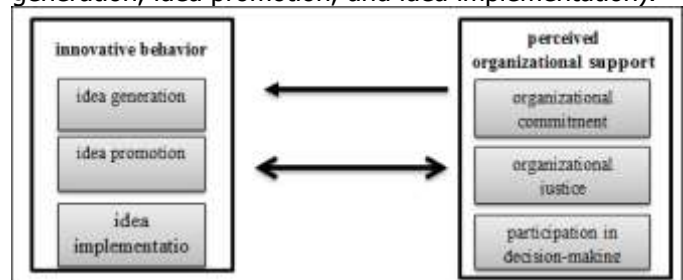

Figure (1) The hypothesis of the research

Fifth: Research hypotheses: The current research started in its treatment of the problem through the following hypotheses:

1. The first main hypothesis: There is a positive, statistically and morally significant correlation between perceived organizational support and innovative behavior.
2. The second main hypothesis: There is a positive, statistically and morally significant effect relationship between perceived organizational support and innovative behavior. The following sub-hypotheses were derived from it:

a) There is a positive, statistically significant and moral impact relationship between organizational commitment and innovative behavior.

b) There is a positive, statistically significant and moral impact relationship between organizational justice and innovative behavior.

c) There is a positive, statistically significant and moral impact relationship between participation in decision-making and innovative behavior.

The second topic: the theoretical framework for research

First: Perceived Organizational Support

1. **The concept of perceived organizational support**

Many researchers have shown a great deal of interest in the fields of psychology and management, as the emergence of perceived organizational support (POS) was in the eighties of the twentieth century, and the concepts of perceived organizational support varied in different

ways and methods, each according to his point of view, Arafa (Shabbir et al., 2021:36) that it is one of the factors that have a tangible impact on the efficiency of the work of the employees in the organization, as their good performance and providing the best services they have. And (Boone, 2020:2) sees it as the impression of employees about the responsibility and organizational effort carried out by their organization and the provision of assistance to workers to meet all work-related needs. It represents the perceived organizational support from the point of view of both From (Yavas & Babakus,2010) it is a more comprehensive concept where they defined it as the fixed and continuous policies, procedures and tools that support service providers to achieve their goal and develop themselves through encouragement. Both researchers explained (Eisenberger et al.,2016) (Amir & Mangundjaya, 2021). SOP is an overall belief of employees about the extent to which their organization values the contributions they make and cares about their well-being. There are several treatments that organizations offer that can improve SOP, such as incentives, rewards, appropriate working conditions, support from supervisors, and fairness. It is assumed (Danish & Usman, 2010) that employee progress At work and their success in challenging tasks entrusted to them that can require mentally challenging, may allow them to choose their own skills and abilities and thus achieve a higher level of job satisfaction. (Robbins & Judge, 2012: 76) indicated that (POS) is the degree to which employees believe that the organization values their contribution and cares about their safety, and research shows People view their organization as supportive when the rewards it offers are fair, when employees are involved in decision-making, and when they see the support provided by their supervisors. (Singh & Malhotra, 2015: 2) believes that (POS) is the prevailing belief among employees that the organization cares and appreciates the efforts they make as well as their contribution to its success.

2. The importance of perceived organizational support

(Gelbard & Carmell,2008:465) pointed out that what stands behind the perceived organizational support are three basic and important processes represented in creating a great sense of obligation to act for the working individuals in a manner that contributes to optimal job performance, the presence of care and respect, that is, the presence of emotional commitment to the organization, in addition to a belief It is widely recognized by working individuals that their organization rewards high-performing workers. He added (Mitchell et al.,2012:731) that the importance of (POS) is to satisfy the desires and psychological needs of the workers and increase the interaction and response between the organization and its workers, make the employees of the organization enjoy greater independence in their work

and give them sufficient confidence, giving the workers the resources they need to complete Work efficiently. While the majority of research indicated the increasing importance of perceived organizational support in achieving many of the goals and benefits of the organization, and that it helps create a suitable environment for work, and this in turn helps reduce the rates of work turnover done by the worker in the organization with the exception of new employees or those who are at the end of their work period (Pinna et al.,2020:3). (Le & Lei, 2019:8) believes that the perceived organizational support is one of the most important factors that are considered a supportive work environment and increases the feelings of employees with their participation in the organization and their creative behavior and job performance. It also contributes to reducing the level of absenteeism and work turnover, and other mutual benefits between the organization And its factors resulting from organizational support, which is realized that it is a common finding that combines the general organizational goals of the organization and the goals of its employees, and the higher the organizational support, the higher the correlation of the goals with each other. (Gelbard & Carmell, 2008: 465) pointed out that what is behind the perceived organizational support are three basic and important processes represented in creating a great sense of obligation to act for the working individuals in a manner that contributes to optimal job performance, the presence of care and respect, that is, the presence of emotional commitment to the institution, in addition to a belief It is widely recognized by working individuals that their organization rewards high-performing workers. The effect of perceived organizational support is also very clear, especially on the team members in the organization, and he confirmed that there are many types of support related to the success of the team's work, which are represented in group design, rewards and recognition, information systems, direct supervision, performance evaluation, performance measurement and integration (Kennedy,2009:75). Organizational support also contributes to reducing the level of work turnover, while if the organization does not care about the welfare of its workers and does not show interest in their contribution to the organization, and this in turn leads to neglect and the emergence of negative phenomena represented in leaving work, meaning that the greater the support provided From the organization to its workers, the turnover of work decreased (Tumwesigye, 2010:944).

3. The dimensions of perceived organizational support

Opinions and viewpoints varied in diagnosing the dimensions of perceived organizational support (SOP) and determining the nature that it affects organizations, and this is due to the relationship of this variable with other organizational variables, as well as its impact on

organizations and their workers on the one hand, and a multiplicity of intervention on the other hand, where it was classified (Lin & Ping, 2016). It has three dimensions: organizational justice, participation in decision-making, and organizational commitment.

a. Organizational commitment: The concept of organizational commitment has attracted the attention of many researchers because of its role in the relationship between the organization and its workers, so the concept of commitment is one of the concepts that have become major concepts in management and behavior sciences (Sow, 2015:21). It links employees and the organization because of its different impact on the behavior and trends of employees in their organization, and the behavior in the organization is rational and restricted behavior, meaning that the behavior is often directed towards achieving the goal of the organization, in addition to the workers struggling to give priority to their personal goals, which may not It fits very much with the organizational goals of the organization, so the organization must strive hard for success and reach its goals and to develop the capabilities and skills of its employees and motivate them to be more serious in their performance of their work, and a strong desire to stay in the organization and to be more willing to make the effort required to achieve the goals of the organization, and that each Organizations maintain a distinguished level through behavioral and organizational activities (Heizman, 2019:31). And (John, 2010: 280) defines it as the strong feeling of the employees of the connection with the organization in which they work through their belief in its goals, principles and values and their strong desire to achieve its goals and stay in it.

B. Organizational justice: According to (Chan & Lai, 2017:3), fair procedures begin to emerge when workers are treated as an end rather than a means and that fair procedures will reflect the values of the organization. (Singh & Srivastava, 2016: 596) indicated that organizational justice has several causes and it is important to know and study them, as it is considered a social phenomenon and includes aspects of organizational or social life. In his attention to it (Cropanzano et al., 2007:36) he explained the components of organizational justice, which consist of three components: (1) distributive justice, (2) procedural justice, and (3) interactive justice.

c. Participation in decision-making: (McManus & Mosca,2015:37) referred to it as the passion for work and the physical, emotional and cognitive participation of workers in the performance of their organizational roles, where the material aspect of participation emphasizes the wages of employees at work, while the cognitive aspect includes their beliefs about the organization, its leaders and working conditions. And the partnership relationship between the employees and the organization and providing support to them makes them feel respected and appreciated, and that increases their cooperation, good performance and commitment (Lin&Ping,2016:3).

Second: innovative behavior

1. The concept of creative behavior: (Nijenhuis, 2015:13) presented his concept of innovative behavior as represented by the actions of individuals who direct them towards the generation, creation, processing and implementation of ideas in the organization, which may be linked to the introduction of a new product, technology, and modern processes with the aim of increasing production efficiency and consequently the success and development of the organization . It has been suggested (Shehadeh, 2016: 218) that the innovative behavior is the behavior that individuals portray in the workplace as a result of a series of decisions that may start when they are aware and explain the current situation, then data is collected, the available alternatives are presented, and the most appropriate choice is made in order to adopt a behavior or idea certain. Innovative behavior plays an auxiliary mediating role in the relationship between organizational performance development and organizational climate, and this in turn is directly and positively reflected in achieving organizational goals (Shanker et al., 2017:2). (Kwona & Kim, 2019:3) pointed out that, essentially, innovative behavior should be considered as an important and distinct type of performance that the participating employees are likely to exhibit, and by being distinguished, they will be in a unique relationship with the influencing factors. For his part (Arif et al., 2019:926), he explained that innovative behavior is the intentional introduction and application (within an individual, group, or organization) of ideas, processes, products, or procedures related to a new adoption unit, and designed to benefit the individual, group, organization or society.

2. The importance of innovative behavior: its importance lies in focusing on workers, which is a vital necessity, reflecting the organization's ability to innovate that results from human capital, and that participation in the innovative work behavior among workers leads to the production of better products or services (Albukhait et al,.2018:3). Moreover, the importance in many of the principles of contemporary management, such as continuous improvement and modification, corporate entrepreneurship (Dormer,2012:12), so it is necessary to become learning and promoting innovative work behavior for continuity in an environment dominated by the tremendous development in technology as well as To globalization in all fields and to do so, while the organization needs to stimulate innovative behavior, as research revealed the importance of an enhanced climate for innovative behavior in an environment that is low on products and services (Stoffers et al, 2015:200). Focusing on working individuals is a vital imperative that reflects the organization's ability to innovate that results from

human capital, and that participation in innovative work behavior among workers leads to the production of better products or services (Albukhait et al., 2018: 3). Its importance lies in the development and growth of personality, increasing satisfaction, improving interdependence or achieving appropriate communication between individuals (deJong,2007: 16)). In addition, the importance in many of the principles of contemporary management, such as continuous improvement and modification, corporate entrepreneurship (Dormer, 2012:12).

3.Dimensions of innovative behavior: Many researchers have agreed, including (Rasheed and Mazhar, 2018) (Tayyaba et al., 2016: 156). (Hoch, 2013:162) based on what was stated by (Janssen, 2000:292) about the dimensions of innovative behavior, which will be adopted in this research, which are as follows:

A. Idea generation: The first stage includes all those steps aimed at improving and developing products, services, or organizational practices (Tayyaba et al., 2016: 156). The behavior of the working individuals associated with this stage was represented as a major part of the innovative process, as (Janssen, 2000) considers that the new and possible generated ideas need to be realistic and achievable. According to (Shah et al., 2001: 26), it is necessary to develop and generate new ideas in different ways and methods, thus replacing traditional methods and creating specialized methods, in response to human variables and making them appropriate with problems in order to achieve the relationship between the thinking process and the design result.

B. promotion of ideas: The process of promoting ideas refers to the support of new ideas that were not previously used for the purpose of obtaining awareness of these ideas from within the organization and stimulating a common understanding of these ideas that work to replace innovative ideas with more useful applications (Hoch, 2013: 162). This is done by adopting political as well as social methods in the process of promoting the idea for the purpose of the organization obtaining resources, encouraging and motivating its working members, providing the necessary support to them and taking risks in order to achieve modern ideas that lead to the development of the organization and reach the optimal solution to problems (Kheng et al., 2013 :95). This stage gives strength to the ideas generated and is taken away from organizational barriers and resistance to change. The search for greater organizational support and building strong cooperation are important considerations at this stage (Tayyaba et al, 2016:156). Idea promotion is an important stage of creative behavior in the workplace, as support for the unique idea is mobilized during this stage, and approval is gained through persuading other colleagues or

management (Pukiene, 2016:16).

c. Implementation of ideas: The cooperation of team members in the group with each other works to transform innovative ideas into methods of great benefit to the organization, as this organization becomes more developed and effective by sharing its information and resources instead of working only to achieve its own individual goals (Hoch, 2013: 163) This is done by providing the necessary support to managers and their reliance on the perception of the reality of the business and motivating the workers and providing all the necessary resources and others so that the process of implementing the ideas becomes more realistic (Skerlavaj et al., 2014:1). linked to the actual quality of the services and products that will be implemented in order to achieve the general interest of society and that the basic building for continuous improvement in the organization is the realization or implementation of new ideas, and thus knowledge of all the factors and causes that enhance the creative process and its application in the organization, (Faraz et al., 2019:11). This stage works to transform the generated and promoted ideas into reality, and the special behaviors that must be mentioned at this stage are the development of new products or services or functional technologies (Tayyaba et al., 2016:156).

The third topic / field framework for research
Data analysis results

First: The nature of the data distribution : There is a need to determine the nature of the data distribution in order to determine the appropriate statistical method for analysis. The orientation will be towards parametric statistics if the distribution of the data is normal, while the orientation will be toward the non-parametric statistics when the data is unnaturally distributed (Field, 2009). In order to ascertain the nature of the data distribution, skewness and kurtosis will be tested to ascertain the nature of the data. Based on this test, and since the level of significance or degree of confidence required in this study is ($P < 0.05$), the data approach the normal distribution curve when the Z value of Skewness and Kurtosis is within (±1.96). The value of Z is extracted by dividing the calculated wobble and flatness values by its standard error (Kerr et al., 2002:49). Table (1) shows the results of the data distribution test:

Table (1): Normal distribution test results

Variables	Kurtosis			Skewness		
	Z Kurtosis	Std. Error	Statistic	Z Skewness	Std. Error	Statistic
Perceived organizational support	-1.791	.254	-.455	0.913	.127	.116
innovative behavior	-1.071	.254	-.272	0.692	.127	.088

source: Output of the program SPSS.V.26
From the above table it is clear that the data distribution was normal because the Z-values of Skewness and Kurtosis did not exceed (±1.96), therefore, parametric statistical tools will be used.

Second: the relationship between the variables: In this aspect, the inferential part of the statistics will be dealt with. Which aims to try to discover the correlation and influence relationships between the variables of the current study model. This part of the chapter is the most important because the next chapter (Conclusions and Recommendations) will depend greatly on the results to be obtained. As this aspect will be addressed initially by testing the correlation relations between the variables of the current study and its sub-dimensions. The Pearson correlation coefficient will be used for the purpose of testing the correlation relations, which in turn is a preliminary input and a main indicator of the possibility of accepting or rejecting hypotheses. As well as his contribution to identifying the problem of linear correlation, if it exists. Correlation contributes to identifying the direction and strength of the relationship between the main variables and their sub-dimensions.

In this context, the results will be described depending on the direction and strength of the relationship and according to the opinion of Saunders et al, 2016:545)).
1. When the direction of the relationship is positive (+), this means that an increase in one of the variables leads to an increase in the other variable and vice versa (i.e. a direct relationship).
2. When the direction of the relationship is negative (-), this means that an increase in one variable is offset by a decrease in the other variable, and vice versa (i.e. an inverse relationship).
3. The strength of the relationship is complete (positive/negative) when the value of the correlation coefficient is equal to (1.0).
4. The strength of the relationship is very strong (positive / negative) when the value of the correlation coefficient ranges between (0.99 to 0.80).
   5. The strength of the relationship is strong (positive/negative) when the value of the correlation coefficient ranges between (0.79 to 0.60).
   6. The strength of the relationship is medium (positive/negative) when the value of the correlation coefficient ranges between (0.59 to 0.35).
   7. The strength of the relationship is weak (positive/negative) when the value of the correlation coefficient is lower than (0.34).
While the value of the correlation coefficient of (0) indicates that there is no correlation between the two variables.

Table (2) Correlation between main and sub-variables

12	11	10	9	8	7	6	5	4	3	2	1	Dimensions / Variables
							1	.621**	.550**	.562**	.571**	1. Regulatory Compliance
						1	.497**	.630**	.567**	.568**	.570**	2. Organizational justice
					1	.625**	.451**	.495**	.371**	.492**	.476**	3. Participation in Decision Making
				1	.865**	.841**	.769**	.694**	.586**	.648**	.645**	4.Perceived Organizational Support
			1	.523**	.449**	.464**	.384**	.521**	.416**	.470**	.529**	5.Idea Generation
		1	.495**	.644**	.580**	.552**	.457**	.545**	.486**	.504**	.483**	6.Promoting ideas
	1	.659**	.352**	.551**	.520**	.484**	.351**	.402**	.295**	.400**	.391**	7.Implementation of ideas
1	.818**	.882**	.752**	.601**	.532**	.512**	.487**	.599**	.489**	.561**	.573**	8.Innovative behavior
**. Correlation is significant at the 0.01 level (2-tailed).												

source: Output of the program SPSS.V.26
As shown in Table (2), the results indicate that:
• The first main hypothesis: There is a strong linear significant correlation between the mediating variable (perceived organizational support) and the dependent variable (innovative behavior) at a level of significance (p-value ≤ 0.01). The value of this direct correlation is estimated at (.601**).
• Pearson's output of the correlation relationship indicates the significant correlation between the sub-dimensions (organizational commitment, organizational justice, participation in decision-making) for the perceived organizational support variable and the dependent variable innovative behavior. This relationship was direct at a level of significance (p-value ≤ 0.01) for all sub-dimensions. The value of this linear relationship is estimated at (.487**, .512**, .583**), respectively.

Third: Testing the impact hypotheses of the study:
 For the purpose of accepting or rejecting the research hypotheses of the effect relationship, it must be tested and its results explained, and this will be done through the use of the regression analysis method available in the advanced statistics program (spss.v.26) For the purpose of accepting the main and subsidiary hypotheses of the study, the tabular value (t) should be less than the calculated (t) value and with a significant level (sig) less than 0.05. This analysis will include a number of indicators including regression coefficients B, the calculated F value and the coefficient of determination (Interpretation) R2, for the calculated values of T and F, the statistical

program (SPSS) will compare them directly with their tabular values to ensure the issue of statistical significance, which will be clarified by virtue of the sign (*) that will appear on the values of the T and F coefficients, as shown in Table (3) , my agencies:

The second main hypothesis: There is a statistically significant and significant effect relationship between perceived organizational support and creative behavior at the 0.005 level of significance.

Table (3) Results of the second main hypothesis test

Model	Unstandardized Coefficients		Standardized Coefficients	R^2	F	t	Sig.
	B	Std. Error	Beta				
Perceived Organizational Support	.766	.047	.552	.503	260.590	16.143	.000
Dependent Variable: .Innovative behavior							

SOURCE: Output of the program SPSS.V.26

It is clear from the above table that the calculated t value amounted to (16.143), which is greater than the tabular (t) value (1.96), which indicates that there is a significant effect of the independent variable on the dependent variable and that the value of (f) is very large and the level of significance (p < 0.05). This indicates the effect of the total perceived organizational support variable on creative behavior, thus accepting the second main hypothesis .From the same table we note that the regression coefficient (β) between the median variable) reached a value of (552.), which means that the increase by one unit in the perceived organizational support It leads to the development of innovative behavior by (55%) As for the value of the coefficient of determination (2R), which is a descriptive measure used to explain the usefulness of the regression equation in estimating values, and it represents the percentage of decrease in errors when using the regression equation, it was (503). The (perceived organizational support) explains (50%) of the variance in (innovative behavior) and that (50%) is a variance explained by factors that were not included in the regression model. 4)

Model	Table (4) Multiple linear regression analysis test for the exclusion of the median variable in the dependent variable						
	Unstandardized Coefficients		Standardized Coefficients	R^2	F	t	Sig.
	B	Std. Error	Beta				
organizational commitment	.146	.045	.163			3.271	.001
organizational justice	.251	.054	.269	.520	92.159	4.632	.000
Participation in decision making	.349	.046	.427			7.644	.000

Statistical decision column: Acceptance / Acceptance / Acceptance

| DEBENDET   VIRIBOL: innovative behavior |

Source: Output of the program SPSS.V.26

Through the results of Table (4) above, we would like to clarify the following:

1. There is a statistically significant and significant effect relationship between the dimension (organizational commitment) and the dependent variable (innovative behavior) at the level of significance (0.05). As it is clear from the above table that the calculated t value amounted to (3.271), which is greater than the tabular t values (1.96), while the regression coefficient (β) reached a value of (0.163), which means that an increase of one unit in commitment leads to improve innovative behavior by (16%).

2. There is a significant and statistically significant effect relationship between the dimension (organizational justice) and the dependent variable (innovative behavior) at the level of significance (0.05). It is clear from the above table that the calculated t value (4.632), which is greater than the tabular t value (1.96), and the regression coefficient value (β) amounted to (0.269), which means that an increase by one unit in organizational justice leads to an improvement in innovative behavior by (27%).

3. There is a statistically and morally significant effect relationship between the dimension (participation in decision-making) and the dependent variable (innovative behavior) at the level of significance (0.05). It is clear from the above table that the calculated t value is (7.644), which is greater than the tabular t value (1.96), and the regression coefficient value (β) amounted to (0.427), which means that an increase of one unit in participation in decision-making leads to an improvement Creative

behavior (43%).

RESULTS:
1- There is a direct effect of the perceived organizational support on the innovative behavior at the level of significant significance (0.01).
2- There is a direct and positive effect of organizational commitment on innovative behavior at the level of significance (0.05) because (C.R > 1.96).
3- There is a direct and positive effect of organizational justice on innovative behavior at the level of significance (0.05) because (C.R > 1.96).
4- There is a direct and positive impact of participation in decision-making on innovative behavior at the level of significant significance (0.05) because (C.R > 1.96).

The Fourth Topic / Conclusions And Recommendations
First: the conclusions
1. The results showed that the private universities and colleges of the study sample have incentives and rewards plans, which encourage workers to innovate, which enhances the trend towards generating new ideas.
2. The results showed that despite the interest of the surveyed private universities on preparing the necessary plans to enhance the employees' perception of the perceived organizational support provided by the surveyed private universities. However, it is a little slow in showing genuine concern for the well-being of its workers. This may be related to the capabilities of the university. Sometimes it is linked to the pioneering leadership practices of the university.
3. Providing the necessary support by supervisors, providing an appropriate work environment in private universities, applying organizational justice, and the participation of workers in this decision-making process, in turn, will lead to support for internal and external communication processes, as the results of the study indicated the existence of a correlation with a moral significance.
4. The surveyed private universities' provision of a work environment that encourages creativity and increases the workers' feeling that the university cares about their well-being and gives them the opportunity to participate in the decision-making process. This will contribute to the process of developing the workers' proactive vision and enhance their future orientations in line with the changes that occur in the university's environment.

Second: Recommendations
1. Encouraging individuals working in private colleges in Dhi Qar governorate to adopt innovation in all fields related to work, and this is through the support that leaders in private colleges must provide to their employees, and encourage methods and techniques in different ways that stimulate innovation in order to achieve excellence in work and provide The services are better, and the work in a more modern way makes the private universities able to face the sharp competition from their counterparts from other private universities.
2. Working to provide an appropriate and supportive climate for the generation of creative ideas and granting material and moral rewards to encourage workers to innovate and put forward new ideas, and to develop special methods of providing services, and to move away from traditional methods and methods, which in turn, fight and destroy the spirit of innovation and make work run routinely, traditionally , monotonous, in addition to giving employees the opportunity to present their ideas and discuss them with the college administration at the university and seek by it to adopt these ideas and implement possible ones in the future.
3. The focus directed by the senior leadership in the private universities investigated is to pay attention to the external environment and the change that occurs in it, and to work to provide support to the workers and prepare them to interact and respond to any change that may occur in the work environment at the university.
4. The leaders of the private universities investigated should strengthen the perceived organizational support through the application of justice and the involvement of workers in the decision-making process and their attendance at seminars, workshops and scientific conferences related to their field of work.

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