# Effect of Workplace Happiness to Innovative Behavior of Employees at Cafés in Five Cities of Batangas Province as Mediated by Co-Worker Support and Job Stress

**Garcia, Alvin Autor**[**]

[*] College of Accountancy, Business Economics, and International Hospitality Management – Graduate School
[*] Batangas State University – The National Engineering University

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***Abstract***- The main objective of this study is to determine the effect of workplace happiness to the innovative behavior of employees at cafés in the cities of Batangas as mediated by co-worker support and job stress. Each of these factors was examined on this impact on employees' performance and organizational success and how they affect the level of productivity of an individual. The study recorded that most of the employees are 19-24-year-old, bachelor's degree-holder employees in cafes in Batangas Province have high workplace happiness, innovative behavior, and co-worker support, with moderate job stress. Female employees received more support from co-workers than male employees. However, workplace happiness significantly affects innovative behavior, and co-worker support and job stress do not significantly mediate this effect. Based on the findings, a Human Resource Programs was developed.

***Index Terms***- Café, Co-Worker Support, Job Stress, Innovative Behavior, Workplace Happiness

## I. INTRODUCTION

Café culture locally and internationally has been a long-standing custom in people's way of life. From students spending their after-school hours studying in cafes, workers getting their daily dose of coffee in the morning, long-time friends spending their weekends catching up with each other's lives, and individuals finding their solace in a quiet and pleasant environment. Cafes plays a vital role to the local economy. They generate employment opportunities, support local suppliers, and attract tourists, thereby boosting economic activity. Cafés are often places of community engagement and can host events like book clubs, open mics, art exhibitions, and other local gatherings. This can turn them into hubs for local culture and creativity, fostering a sense of belonging and connection within neighborhoods.

Particularly, cafés in Batangas Province are not just places that offer a relaxed, casual dining experience with focus on coffee and light meals or snacks, but these cafés also serve as social hubs and offers spaces for individuals to unwind and work. However, business establishments like cafés can encounter numerous issues in terms of product, services, and how well their employees are in a workplace. According to Sulhaini, et.al. (2023), cafes often struggle with maintaining high product quality and offering a diverse range of products. When it comes to customer experience, Syairah & Ismail (2020), emphasize that café environment, including design and cleanliness can significantly influences consumer behavior.

In a world where stress is a rampant cause of burnout and workplace fatigue, café employees are not exempted on this possibility. As a human being, employees, in general, can experience unhappiness in work due to lack of support from colleagues which stems from different factors in the establishment they work for. Emotional stress also plays a significant factor on why employees feel unsatisfied on their work. These problems can lead to unproductive, uncollaborative, mentally and physically exhausted, and uncreative employees with limited critical thinking. With these factors mentioned on negative workplace situations of the same kind, these does not exclude café employees.

Therefore, the researcher intends to study the effect of workplace happiness to the innovative behavior of employees at cafés in the cities of Batangas as mediated by co-worker support and job stress. Each of these factors have importance and has an impact on employees' performance and business success. Therefore, the researcher intends to improve the said variables and to maximize the level of productivity of an individual in a café setting.

## II. IDENTIFY, RESEARCH AND COLLECT IDEA

### Research Design

The researcher used the descriptive correlational method. It is a research design use to examine the relationship between two or more variables without manipulating them. It aimed to identify

| Variable | Number of Items | Cronbach's Alpha (Previous Studies) |
|---|---|---|
| Workplace Happiness | 8 | .90 (Bani-Melhem et al., 2020) |
| Co-Worker Support | 9 | .92 (Ladd & Henry, 2000) .91 (Bani-Melhem et al., 2018) |
| Time Stress | 8 | .86 (Parker & DeCotiis, 1983) |
| Anxiety | 5 | .79 (Parker & DeCotiis, 1983) |
| Job Stress | 13 | .88 (Bani-Melhem et al., 2018) |
| Innovative Behavior | 6 | .89 |

whether there is a statistical association or correlation between variables and to describe the strength and direction of this relationship. The descriptive correlational method is a research approach used to explore the relationship between variables without manipulating them. While it provides valuable insights into associations between variables, it does not establish causation and may require additional research methods to draw more definitive conclusions about cause-and-effect relationships.

## Respondents

The respondents of the study were the café employees and staffs in five key cities of Batangas Province. They are the most suitable for this study because they are currently affiliated to cafes. They can give more accurate and more appropriate answer to assess and to determine the effect of workplace happiness, co-worker support, job stress, to employee's innovative behavior at cafes. The researcher got the list from the Department of Trade and Industry via email communication. With the total of 193 café businesses in five cities of Batangas Province, the researcher selected 129 respondents using the sample size calculator by Raosoft Inc, providing a confidence level of 95% with a margin of error of 5%. The distribution of population was presented in Table 1.

| Location/City | Total Population | Sample Size |
|---|---|---|
| Batangas | 47 | 31 |
| Calaca | 29 | 19 |
| Lipa | 58 | 39 |
| Santo Tomas | 31 | 21 |
| Tanauan | 28 | 19 |
| **Total** | **193** | **129** |

**Table 1.**
**Distribution of Population**

## Data Gathering Instrument

Survey questionnaires was composed of two parts: first is the profile of the respondents in terms of age, sex, civil status, and educational attainment, and the second part contains the questionnaire proper. The questionnaires were distributed single handedly by the researcher and accordingly to the sample size of each location.

**Table 2**
**Scoring of the Response/s**

On the other hand, the reliability of each scale or variable in the questionnaire is presented in Table 2. As shown in Table 2, the workplace happiness, co-worker support and innovative behavior from the study of Bani-Melhem et al., 2020, Ladd & Henry, 2000 and, Bani-Melhem et al., 2018, were all interpreted as excellent based on their value. However, when it comes to time stress and anxiety stress, the study of Parker & DeCotiis, 1983 was deemed to be acceptable.

## Data Gathering Procedure

The researcher selected cafés in the cities of Batangas to conduct a survey to determine the effect of workplace happiness to the innovative behavior of employees at cafés as mediated by co-worker support and job stress. Standardized questionnaire used for the actual survey at cafés in five key cities of Batangas Province was adapted from the previous studies. Since it is a standardized questionnaire, the researcher headed straight forward to actual survey.

The administration of the survey questionnaire was done face-to-face to ensure that all data gathered were not tampered or manipulated. The researcher has two ways to retrieve the questionnaire from the respondent wait until the questionnaire was accomplished and/or retrieve them the other day.

The data gathered were all treated with outmost confidentiality and will be kept. The researcher also ensures that all respondents were treated fairly and equitably, regardless of their age, sex, civil status, and educational attainment.

## Statistical Treatment of Data

Statistical treatment of data is necessary in order to make use of the data in the right form. The raw data collection is only one aspect of any experiment.

Descriptive Statistics are brief descriptive coefficients that summarize a given data set, which can be either a representation of the entire or a sample of a population. The researcher used mean, frequency and percentage, Kruskal Wallis H-Test, One-way ANOVA, Mann Whitney U-Test, Independent Sample T-Test, Simple Linear Regression, Mediation Analysis using Linear Regression and Sobel Test as statistical tools for this study.

## III. RESULTS AND DISCUSSIONS

Table 3 presents the profile of the employees in terms of age, sex, civil status, and educational attainment. As shown on the table, in terms of age, among the 129 total respondents, the majority of the respondents are 19-24 years old as it registered a frequency of 60, and have a percentage of 46.5. Moreover, 25-30 year-olds have a frequency of 46 with a percentage of 35.7. Additionally, 31-36-year-olds with a frequency of 16 and a percentage of 12.4. On the other hand, the least among them are 37 years old and above with 7 frequency and 5.4 percent.

**Table 3**

| Distribution of the Employees | | | |
|---|---|---|---|
| | **Age** | **Frequency** | **Percent** |
| | 19 – 24 years old | 60 | 46.5 |
| | 25 – 30 years old | 46 | 35.7 |
| | 31 – 36 years old | 16 | 12.4 |
| | 37 years old and above | 7 | 5.4 |
| | **Sex** | **Frequency** | **Percent** |
| | Male | 70 | 54.3 |
| | Female | 59 | 45.7 |
| | **Civil Status** | **Frequency** | **Percent** |
| | Single | 101 | 78.3 |
| | Married | 28 | 21.7 |
| | **Educational Attainment** | **Frequency** | **Percent** |
| | High School | 45 | 34.9 |
| | Technical-Vocational | 25 | 19.4 |
| | Bachelor's Degree | 57 | 44.2 |
| | Master's Degree | 2 | 1.6 |
| | **Total** | **129** | **100.0** |

**Table 4**
**Assessment on the level of workplace happiness**

| | Workplace Happiness | Weighted Mean | Verbal Interpretation |
|---|---|---|---|
| 1 | At work, I usually experience positive feelings (satisfaction, contentment, pleasure, etc.) rather than negative ones (anger, frustration, etc.) | 4.33 | Very High |
| 2 | At work, I lose track of time in my tasks, that the hours fly quickly | 4.38 | Very High |
| 3 | At work, I enjoy working with my colleagues and look forward to seeing them. | 4.42 | Very High |
| 4 | My work provides me with creative opportunities, complex problems, or challenging tasks so I can always learn new things. | 4.50 | Very High |
| 5 | At work, I produce positive results that are valued by others. | 4.29 | Very High |
| 6 | At work, my knowledge, skills and abilities are appreciated. | 4.45 | Very High |
| 7 | My boss helps me get ahead. | 4.37 | Very High |
| 8 | My works means a lot to me. | 4.54 | Very High |
| | **Overall** | | **Very High** |

As shown in the table, my work means a lot to me, the mean is 4.54 and verbally interpreted as very high. The study proved that working in an environment that is highly appreciated has a positive impact on café employees. Engaged employees who actively participate in their work are likely to contribute ideas, volunteer for projects, and show enthusiasm for their tasks. A positive workplace tends to have lower turnover rates. When employees are satisfied, they are more likely to stay with the business for the long term.

**Table 5**
**Assessment on the level of co-worker support**

| | Co-worker Support | Mean | Verbal Interpretation |
|---|---|---|---|
| 1 | My co-workers are supportive of my goals and values. | 4.33 | Very High |
| 2 | Help is available from my co-workers when I have my problem. | 4.37 | Very High |
| 3 | My co-workers really care for my well-being. | 4.33 | Very High |
| 4 | My co-workers are willing to offer assistance to help me to perform my job to the best of my ability. | 4.39 | Very High |
| 5 | Even I did the best job possible my co-workers would fail to notice. | 2.49 | Low |
| 6 | My co-workers care about my general satisfaction at work. | 4.12 | High |
| 7 | My co-workers shows very little concern for me. | 2.52 | Low |
| 8 | My co-workers care about my opinions. | 4.24 | Very High |
| 9 | My co-workers are complimentary of my accomplishments at work. | 4.26 | Very High |
| | **Overall** | **3.90** | **Very High** |

Table 5 presents the assessment of employees on the level of co-worker support. The researcher assesses that co-worker support has an impact and it can be found with 3.90 as the composite mean and verbal interpretation of high. This shows that support from coworkers is essential for developing a great workplace culture, improving teamwork, fostering well-being, and advancing overall organizational performance. It is a crucial component in creating a solid and productive team.

The item my co-workers are willing to offer assistance to help me to perform my job to the best of my ability, got the highest mean of 4.39 with the verbal interpretation of very high. Co-worker assistance to one another promotes a spirit of cooperation and teamwork. The researcher found that café employees are willing to work together. In this manner, work can quickly be done and will reach their shared objectives. A well-organized team is frequently more innovative and capable of handling challenges that may arise in a café setting.

Nordat et al. (2019) stated that co-worker support is the willingness of employees to help other colleagues accomplish daily tasks, either in the form of instrumental or emotional support. It means that they are willing to help each other in terms of crisis especially when it comes to work. Healthy employees may lead to more efficient and more productive part of the team.

**Table 6**
**Assessment on the level of job stress**

| | Job Stress | Mean | Verbal Interpretation |
|---|---|---|---|
| 1 | Working here makes it hard to spend enough time with my family. | 2.71 | High |
| 2 | I spend so much time at work; I cannot see the forest for the trees. | 2.51 | High |
| 3 | Working here leaves a little time for the other activities. | 2.73 | High |
| 4 | I frequently get the feeling I am tied up to the company. | 2.59 | High |
| 5 | I have too much work and too little time to do it. | 2.53 | High |
| 6 | I sometimes dread the telephone ringing at home because the call might be job related. | 2.42 | High |
| 7 | I feel like I never have a day off. | 2.33 | High |
| 8 | Too many people at my level in the company get burned out by the job demands. | 2.46 | High |
| | **Time Stress** | **2.53** | **High** |
| 9 | I am fidgety or nervous as a result of my job. | 2.44 | High |
| 10 | My job gets to me more than it should. | 2.45 | High |
| 11 | There are lots of times when my job drives me right up the wall. | 2.47 | High |
| 12 | Sometimes when I think about my job, I got a tight feeling on my chest. | 2.23 | High |
| 13 | I feel guilty when I take time off from job. | 2.22 | High |
| | **Anxiety** | **2.37** | **High** |
| | **Overall** | **2.49** | **High** |

Table 6 presents the assessment of employees on the level of their job stress. The researcher assesses that job stress has an impact and it can be found with 2.49 as composite mean and verbal interpretation of high. A nice and supportive culture is more likely to be created by an employer that actively measures and controls job stress. Sworking environment, increased job satisfaction, and staff morale.

The item, working here leaves a little time for the other activities, got the highest mean of 2.73 and verbal interpretation of high. The researcher found that most of the respondents working at café had little time for other activities such as leisure or some alone time. Job stress can negatively affect the mental and physical well-being of employees. Employees might be at risk of burnout, anxiety, or other stress-related health issues. In relation, Ekienebor (2016) stated that when employees experience high levels of stress without managerial concern for solutions, it can result in a decline in their performance and productivity. Also, higher levels of job stress can lead to lower job performance and decreased productivity among employees.

**Table 7**
**Assessment on the level of innovative behavior**

| | Innovative Behavior | Mean | Verbal Interpretation |
|---|---|---|---|
| 1 | At work, I seek new service techniques and methods. | 5.40 | Very High |
| 2 | At work, I sometimes come up with innovative and creative notions. | 5.21 | Very High |
| 3 | At work, I sometimes propose my creative ideas and try to convince others. | 5.16 | High |
| 4 | At work, I try to secure the funding and resources needed to implement innovations. | 5.20 | Very High |
| 5 | At work, I provide a suitable plan and workable process for developing new ideas. | 5.14 | High |
| 6 | Overall, consider myself a creative member of my team. | 5.16 | High |
| | **Overall** | **5.21** | **Very High** |

Table 7 presents the assessment of employees on the level of their innovative behavior. The researcher assesses that the employee's innovative behavior is found with 5.21 as a composite mean and verbal interpretation of very high. The researcher concludes that most of the employees working at cafes are open to adapting to changes in the business environment. In rapidly evolving industries, like the café, the ability to embrace new ideas and approaches is crucial for staying ahead of the competition.

The item, at work, I seek new service techniques and methods, got the highest mean of 5.40 with verbal interpretation of very high. The researcher concludes that some employees working at café are willing to adapt to new technologies, market trends, and business environments. Concerning that, Hadi et al., (2020) stated that innovative behavior enables them to stay relevant and competitive in the face of change. Innovative behavior will emerge when people are faced with an urgent or challenging condition while completing work, besides that the leader gives freedom and opportunity to workers to realize their ideas to solve problems that occur, this will certainly encourage increased organizational performance. Also, based on the study of Leong & Rasli (2014), innovative behavior plays a role in accelerating individual mindsets which will ultimately improve organizational performance.

**Differences on Workplace Happiness, Co-worker Support, Job Stress, and Innovative Behavior**

**Table 8**

**Differences on workplace happiness, co-worker support, job stress, and innovative behavior of employees when grouped according to age**

| Variable | Chi-square value | p-value | Decision on Ho | Interpretation |
|---|---|---|---|---|
| Workplace Happiness | .575 | .902 | Fail to Reject | Not Significant |
| Innovative Behavior | 3.767 | .288 | Fail to Reject | Not Significant |
| Co-worker Support | .628 | .598 | Fail to Reject | Not Significant |
| Job Stress | .323 | .809 | Fail to Reject | Not Significant |

Table 8 shows the results of Kruskal-Wallis H-Test regarding the differences on workplace happiness and innovative behavior and the results of one-way analysis of variance regarding the differences on co-worker support and job stress when grouped according to age. Kruskal-Wallis H-Test was used for differences on workplace happiness and innovative behavior because the data in at least one group is not normally distributed while one-way analysis of variance was used for differences on co-worker support and job stress because the data in all groups are normally distributed.

As shown in Table 8, there is no significant difference on workplace happiness, co-worker support, job stress, and innovative behavior of employees when grouped according to age as indicated by p-values that are all greater than .05 level of significance. The researcher believes in several factors in such why there is no significant difference on workplace happiness, co-worker support, job stress, and innovative behavior of employees when grouped according to age. With advancements in technology and changes in workplace culture, generational differences might not be as pronounced as they once were. Café employees might as well can demonstrate adaptability and innovative behavior in response to changing work environments and technological advancements.

To support the claim that workplace happiness does not have significant difference in terms of age, Lalwani and Verma (2023) stated that happiness in the workplace is influenced by factors such as designation, gender, and marital status, but age is not a significant predictor of happiness in the workplace. People across all age groups can experience high or low levels of workplace satisfaction based on a variety of other factors (such as the work environment, leadership, job fit, and personal circumstances).

Table 9 shows the results of Mann-Whitney U-Test regarding the differences on workplace happiness, job stress, and innovative behavior and the results of independent samples t-test regarding the differences on co-worker support when grouped according to sex. Mann-Whitney U-Test was used for differences on workplace happiness, job stress, and innovative behavior because the data in at least one group is not normally distributed while independent samples t-test was used for differences on co-worker support because the data in both groups are normally distributed.

**Table 9**
**Differences on workplace happiness, co-worker support, job stress, and innovative behavior of employees when grouped according to sex**

| Variable | Mann-Whitney U | p-value | Decision on Ho | Interpretation |
|---|---|---|---|---|
| Workplace Happiness | 1801.0 | .209 | Fail to Reject | Not Significant |
| Innovative Behavior | 1927.5 | .512 | Fail to Reject | Not Significant |
| Co-worker Support | -2.012 | .046 | Reject | Significant |
| Job Stress | 1.732 | .086 | Fail to Reject | Not Significant |

As shown in Table 9, there is no significant difference on workplace happiness, job stress and innovative behavior of the employees when grouped according to sex as indicated by p-values that are all greater than .05 level of significance. However, there is significant difference on the co-worker support when grouped according to sex as indicated by p = .015, which is less than .05 level of significance. In particular, female employees received more support from their co-workers than the male employees.

Based on the results, sex does not influence the workplace happiness of the respondents. To support this findings, Mousa (2020) proved that gender diversity does not affect workplace happiness because gender diversity, diversity management, and organizational inclusion can effectively predict workplace happiness. This approach views employees based on their educational credentials regardless of their cultural differences such as gender, religion, political ideology and so on.

**Table 10**
**Differences on workplace happiness, co-worker support, job stress, and innovative behavior of employees when grouped according to civil status**

| Variable | Mann-Whitney U | p-value | Decision on Ho | Interpretation |
|---|---|---|---|---|
| Workplace Happiness | 1376.0 | .827 | Fail to Reject | Not Significant |
| Innovative Behavior | 1198.5 | .215 | Fail to Reject | Not Significant |
| Co-worker Support | -1014 | .313 | Fail to Reject | Not Significant |
| Job Stress | 1.829 | .070 | Fail to Reject | Not Significant |

Table 10 shows the results of Mann-Whitney U-Test regarding the differences on workplace happiness and innovative behavior and the results of independent samples t-test regarding the differences on job stress and co-worker support when grouped

according to civil status. Mann-Whitney U-Test was used for differences on workplace happiness and innovative behavior because the data in at least one group is not normally distributed while independent samples t-test was used for differences on job stress and co-worker support because the data in both groups are normally distributed.

As shown in Table 10, there is no significant difference on workplace happiness, co-worker support, job stress and innovative behavior of the employees when grouped according to civil status as indicated by p-values that are all greater than .05 level of significance. The researcher believes that café industries are embracing diversity and inclusion regardless of their civil status, focusing more on individual contributions and abilities rather than personal demographics. Factors like autonomy, recognition, and opportunities for growth tend to have a more significant impact than civil status. Also, the individual variability or workplace experiences are influenced by a combination of factors, including personality, job role, work environment, and personal circumstances. Civil status is just one aspect of an individual's life and may not have a direct correlation with their workplace experiences.

**Table 11**
**Differences on workplace happiness, co-worker support, job stress, and innovative behavior of employees when grouped according to educational attainment**

| Variable | Chi-square value | p-value | Decision on Ho | Interpretation |
|---|---|---|---|---|
| Workplace Happiness | 4.000 | .261 | Fail to Reject | Not Significant |
| Innovative Behavior | .451 | .930 | Fail to Reject | Not Significant |
| Co-worker Support | .263 | .967 | Fail to Reject | Not Significant |
| Job Stress | 6.161 | .104 | Fail to Reject | Not Significant |

Table 11 shows the results of Kruskal-Wallis H-Test regarding the differences on workplace happiness, job stress, and innovative behavior and the results of one-way analysis of variance regarding the differences on co-worker support when grouped according to educational attainment. Kruskal-Wallis H-Test was used for differences on workplace happiness, job stress, and innovative behavior because the data in at least one group is not normally distributed while one-way analysis of variance was used for differences on co-worker support because the data in all groups are normally distributed.

As shown in Table 11, there is no significant difference on workplace happiness, co-worker support, job stress, and innovative behavior of employees when grouped according to educational attainment as indicated by p-values that are all greater than .05 level of significance.

Research on the relationship between educational attainment and workplace happiness yields mixed results. Bertermann (2023) finds a positive effect of education on life satisfaction for employed individuals, but a negative one for the unemployed. Solomon (2021) highlights trade-offs in the education-job satisfaction link, with better-educated individuals experiencing greater job resources but also incurring greater job demands, leading to a weakly negative net relationship. Bane (2015) further complicates the picture by finding that workplace happiness is not solely determined by income. These studies collectively suggest that the relationship between educational attainment and workplace happiness is complex and may be influenced by a range of factors.

Table 12 shows the results of simple linear regression analysis on the effect of workplace happiness to innovative behavior. As shown in Table 12, workplace happiness and innovative behavior are correlated with R = .613. However, only 37.5% of the total variation in innovative behavior can be explained by workplace happiness. Further, the regression model significantly predicts innovative behavior with F = 67.269 and p < .001 or that the model is a good fit for the data.

**Table 12**
**Effect of Workplace Happiness to Innovative Behavior**

| Variable | B | Std. Error | t-value | p-value | Decision on Ho | Interpretation |
|---|---|---|---|---|---|---|
| Constant | 1.686 | .428 | 3.938 | < .001 | - | - |
| Workplace Happiness | .798 | .097 | 8.202 | < .001 | Reject | Significant |

*Model Summary:* R = .613; R2 = .375
*Regression Model:* F = 67.269; p < .001

Moreover, workplace happiness has significant effect to innovative behavior as indicated by p < .001. The following equation can be used to innovative behavior (IB) from workplace happiness (WH): IB = 1.686 + .798(WH). This means that for every one unit increase in workplace happiness, there is corresponding .798 unit increase in innovative behavior. The positive unstandardized beta coefficient (B = .798) implies that the effect is positive or that when the level of workplace happiness gets higher, the level of innovative behavior also gets higher.

Since the p-value is lower than the .05 level of significance this could also mean that the respondent's happiness affects their innovative behavior. The result rejected the null hypothesis. The researcher can signify that workplace happiness has significant positive effects on the innovative behavior of café employees.

Sallas-Vallina (2017) stated that when an employee feels happy, he/she will be more positive and relaxed in the work environment. This, in turn, is more likely to generate the necessary brain chemicals conducive to creativity and effective problem-solving. Furthermore, according to Bani-Melhem et al., (2018) the effect of positive emotion (e.g. happiness) on innovative behaviors is the increase of an individual's desire for personal development, new information and new ideas, thus increasing their innovation.

Table 13 shows the results of simple linear regression analysis on the effect of workplace happiness to co-worker support. As shown in Table 12, workplace happiness and co-worker support are correlated with R = .615. However, only 37.9% of the total variation in co-worker support can be

explained by workplace happiness. Further, the regression model significantly predicts co-worker support with F = 68.252 and p < .001 or that the model is a good fit for the data. Moreover, workplace happiness has significant effect to co-worker support as indicated by p < .001. The following equation can be used to co-worker support (CS) from workplace happiness (WH): CS = 1.497 + .534(WH).

**Table 13**
**Effect of Workplace Happiness to Co-Worker Support**

| Variable | B | Std. Error | t-value | p-value | Decision on Ho | Interpretation |
|---|---|---|---|---|---|---|
| Constant | 1.497 | .285 | 5.258 | < .001 | - | - |
| Workplace Happiness | .534 | .065 | 8.261 | < .001 | Reject | Significant |

*Model Summary:* R = .615; R2 = .379
*Regression Model:* F = 68.252; p < .001

This means that for every one unit increase in workplace happiness, there is corresponding .534 unit increase in co-worker support. Since workplace happiness significantly affect both innovative behavior and co-worker support, the next step is to determine the mediation of co-worker support.

**Table 14**
**Effect of Co-Worker Support and Workplace Happiness to Innovative Behavior**

| Variable | B | Std. Error | t-value | p-value | Decision on Ho | Interpretation |
|---|---|---|---|---|---|---|
| Constant | 1.406 | .476 | 2.951 | .004 | - | - |
| Co-Worker Support | .187 | .142 | 1.320 | .190 | Fail to Reject | Not Significant |
| Workplace Happiness | .698 | .123 | 5.674 | < .001 | Reject | Significant |

*Model Summary:* R = .620; R2 = .385
*Regression Model:* F = 34.728; p < .001

Table 14 shows the results of multiple linear regression analysis on the effect of co-worker support and workplace happiness to innovative behavior. As shown in Table 13, co-worker support and workplace happiness are correlated to innovative behavior with R = .620.

However, only 38.5% of the total variation in innovative behavior can be explained by co-worker support and workplace happiness. Further, the regression model significantly predicts innovative behavior with F = 34.728 and p < .001 or that the model is a good fit for the data. However, only workplace happiness has significant effect to innovative behavior as indicated by p < .001.

Co-worker support has no significant effect to innovative behavior as indicated by p = .190, which is greater than .05 level of significance. This result suggests that co-worker support does not mediate the effect of workplace happiness to innovative behavior.

**Table 15**
**Mediation of co-worker support (CS) on the effect of workplace happiness (WH) to innovative behavior (IB).**

| Path | B | Std. Error | t-value | p-value | Decision on Ho | Interpretation |
|---|---|---|---|---|---|---|
| *Total Effect* | | | | | | |
| WH → IB | .798 | .097 | 8.202 | < .001 | Reject | Significant |
| *Direct Effect* | | | | | | |
| WH → CS | .534 | .065 | 8.261 | < .001 | Reject | Significant |
| CS → IB | .187 | .142 | 1.320 | .190 | Fail to Reject | Not Significant |
| WH → IB | .698 | .123 | 5.674 | < .001 | Reject | Significant |
| **Path** | **Sobel Test** | **Std. Error** | **t-value** | **p-value** | **Decision on $H_o$** | **Interpretation** |
| *Indirect Effect* | | | | | | |
| WH → CS → IB | 1.300 | .077 | - | .193 | Fail to Reject | Not Significant |

Table 15 shows the results of linear regression analyses and Sobel test that confirm the non-significant mediation of co-worker support. As shown in Table 15, the total effect of workplace happiness to innova tive behavior is significant with p < .001. Moreover, the direct effect of workplace happiness to co-worker support and to innovative behavior are also both significant with both p < .001 but the direct effect of co-worker support to innovative behavior is not significant with p = .190, which is greater than .05 level of significance. Even with the intervention of co-worker support, there seems to be no significant decrease in the unstandardized beta coefficients of workplace happiness from .798 (in the total effect) to .698 (in the direct effect), which as mentioned earlier, suggests that co-worker support has no significant mediation.

The significance of mediation is tested using Sobel test, which shows that the indirect effect from workplace happiness to innovative behavior through co-worker support is not significant with p = .193 and thereby confirming that co-worker support does not significantly mediate the effect of workplace happiness to innovative behavior.

**Table 16**
**Effect of Workplace Happiness to Job Stress**

| Variable | B | Std. Error | t-value | p-value | Decision on Ho | Interpretation |
|---|---|---|---|---|---|---|
| Constant | 3.316 | .565 | 5.869 | < .001 | - | - |
| Workplace Happiness | -.174 | .128 | -1.357 | .178 | Fail to Reject | Not Significant |

*Model Summary:* R = .127; R2 = .016
*Regression Model:* F = 1.840; p = .178

Table 16 shows the results of simple linear regression analysis on the effect of workplace happiness to job stress. As shown in

Table 15, workplace happiness and job stress are not correlated with R = .127 only. Moreover, only 1.6% of the total variation in job stress can be explained by workplace happiness. Further, the regression model does not significantly predict job stress with F = 1.840 and p = .178 or that the model is not a good fit for the data. In addition, workplace happiness has no significant effect to job stress as indicated by p = .178, which is greater than .05 level of significance. This implies that job stress has no mediating role on the effect of workplace happiness to innovative behavior.

As stated by Cheng 2014, stress is entirely reliant on the extent of emotional intelligence that a person may entail. When individuals practice positive emotions, their psychological and intellectual abilities expand their satisfaction with life, and happiness and search and explore to come up with more innovative ideas. Furthermore, the ability of workers to understand and manage their own emotions and other workers' emotions will reduce their job stress and consequently lead to increased employee well-being and happiness at work.

**Table 17**
**Effect of Job Stress and Workplace Happiness to Innovative Behavior**

| Variable | B | Std. Error | t-value | p-value | Decision on Ho | Interpretation |
|---|---|---|---|---|---|---|
| Constant | 1.298 | .486 | 2.672 | .009 | - | - |
| Job Stress | .117 | .071 | 1.645 | .103 | Fail to Reject | Not Significant |
| Workplace Happiness | .818 | .097 | 8.406 | < .001 | Reject | Significant |

*Model Summary:* R = .625; R2 = .390
*Regression Model:* F = 35.501; p < .001

Table 17 shows the results of multiple linear regression analysis on the effect of job stress and workplace happiness to innovative behavior. As shown in the table, job stress and workplace happiness are correlated to innovative behavior with R = .625. However, only 39% of the total variation in innovative behavior can be explained by job stress and workplace happiness. Further, the regression model significantly predicts innovative behavior with F = 35.501 and p < .001 or that the model is a good fit for the data. However, only workplace happiness has significant effect to innovative behavior as indicated by p < .001. Job stress has no significant effect to innovative behavior as indicated by p = .103, which is greater than .05 level of significance.

Said & Elsahfei (2021), proved that stress has a negative impact on the mental and physical health of employees, which will ultimately have a negative impact on performance. Workplace stressors like long working hours, job insecurity, unrealistic deadlines, and lack of control over job-related decisions contribute to creating a challenging and unsatisfying work environment, diminishing happiness levels, and also, hindering innovative behavior. However. job stress can also influence positively to innovative behavior of employees. Stressors like challenge stressors can motivate employees to develop new and innovative ways of working to meet demands, fostering innovation in the workplace.

**Table 18**
**Mediation of job stress (JS) on the effect of workplace happiness (WH) to innovative behavior (IB)**

| Path | B | Std. Error | t-value | p-value | Decision on Ho | Interpretation |
|---|---|---|---|---|---|---|
| *Total Effect* | | | | | | |
| WH → IB | .798 | .097 | 8.202 | < .001 | Reject | Significant |
| *Direct Effect* | | | | | | |
| WH → JS | -.174 | .128 | -1.357 | .178 | Fail to Reject | Not Significant |
| JS → IB | .117 | .071 | 1.645 | .103 | Fail to Reject | Not Significant |
| WH → IB | .818 | .097 | 8.406 | < .001 | Reject | Significant |
| **Path** | **Sobel Test** | **Std. Error** | **t-value** | **p-value** | **Decision on $H_o$** | **Interpretation** |
| *Indirect Effect* | | | | | | |
| WH → JS → IB | -1.049 | .019 | - | .294 | Fail to Reject | Not Significant |

Table 18 shows the results of linear regression analysis and Sobel test that confirm the non-significant mediation of job stress. As shown in the table, the total effect of workplace to innovative behavior is significant with p < .001. Moreover, the direct effect of workplace happiness to innovative behavior is also significant with p < .001 but the direct effect workplace happiness to job stress and of job stress to innovative behavior are both not significant with p = .178 and p = .103, respectively, which are greater than .05 level of significance.

Workplace happiness has a positive effect on innovative behavior in the workplace but has no effect when job stress mediates. The happiness in the workplace refers to the employees' satisfaction with their work and life as stated by Wesarat, Sharif, & Majid, (2015); Prasetyo, Ratnaningsih, & Prihatsanti, (2017). The employees who feel happiness in their workplace tend to be more focused on working and increasing their productivity, which can relate to innovative behavior. Januwarsono (2015) adds that employees who are happy and enjoy working, when facing the most difficult situations they can handle it easily. Based on the results, it signifies that job stress does not affect the workplace happiness and innovative behavior of café staffs. Employees dealing with stress in a café is not as hard as it is expected compare to the other service industries. While, it is also worth noting that job stress may have negative and positive effects on employee health and well-being, which can indirectly affect workplace happiness and innovative behavior. Therefore, it is important for organizations to address job stress and implement strategies to support employee well-being and work-life balance.

The study highlighted significant insights and key points for future research and practice. The conclusion of the study are as follows:

## IV. CONCLUSIONS

1. Most of the employees are 19 – 24 years old and bachelor's degree holder and majority are female and single.

2. The employees have high levels of workplace happiness, innovative behavior, and co-worker support, and moderate level of job stress.

3. The study found no significant difference in workplace happiness, job stress, or innovative behavior between male and female employees, regardless of age, civil status, or educational attainment.

4. Workplace happiness significantly affects innovative behavior.

5. Co-worker support and job stress do not significantly mediate the effect of workplace happiness to innovative behavior.

6. The study examines human programs for café employees in Batangas, focusing on workplace happiness, well-being, and recognition. Strategies include Specialty Coffee Association courses, industry events, flexibility policies, communication enhancement, and recognition programs.

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## AUTHOR

Garcia, Alvin Autor – Master in Business Administration – Batangas State University – The National Engineering University, 20-57920@g.batstate-u.edu.ph