

## The Impact of Innovative Work Environment on Sustainability at Manaseer Group

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### Abstract

The study aimed to clarify the impact of the innovative work environment by its dimensions (leadership, physical environment, enhancing innovation, and providing learning opportunities) on sustainability (social, economic, and environmental sustainability) at Manaseer Group (MG). The study followed a quantitative descriptive approach. The study population consisted of all employees at all administrative levels at MG, distributed across seven companies employing 1,382 employees. The data were collected through an electronic questionnaire distributed to a sample of 302 employees via the group's official website, using the proportional stratified random sample method. (290) questionnaires were retrieved, representing the final study sample. The study used the SPSS program to analyze the data using descriptive analysis tools such as the arithmetic mean and standard deviation, as well as the simple and multiple standard regression tests to test the hypotheses. The results showed that the levels of both the innovative work environment with its dimensions and sustainability with its dimensions were all high in (MG). It also showed that there is a statistically significant effect of innovative work environment by its dimensions on sustainability at (MG), where a significant effect was found for leadership, promoting innovation, and providing learning opportunities, while there was no effect of the physical environment on sustainability at (MG). The study recommended enhancing the utilization of the physical environment and continuous work to develop and invest in it well and considering it in strategic planning processes effectively in order to improve its utilization in enhancing sustainability. It also recommended to continuing enhance the commitment of group leadership to building a culture of innovation and promoting an atmosphere of innovative competition among employees on an ongoing basis, as well as the need to enhance cooperation with the government and advice exchange in managing environmental and economic files, which contributes to enhance sustainability at (MG).

**Keywords:** Innovative Work Environment, Sustainability, Manaseer Group (MG)

### Introduction

Companies face unprecedented challenges in an economy dominated by globalization, fast technological advancements, and rapidly changing consumer demands. The ability to

continually innovate products, services, and processes has become essential for survival and success. An innovative work environment is critical, as it differentiates companies from others, enables them to react to shifts in market trends, and helps companies take proactive measures to prepare for any change. An innovative work environment ensures that the company is stronger than its competitors. Therefore, companies must adapt and respond to all these challenges. This can be achieved by harnessing innovation, insights, and the participation of all employees. Leaders must also empower others, allow them to take the lead, train and support them, and provide the appropriate environment to successfully achieve the desired results (Xu & Suntrayuth, 2022).

The demands of globalization, corporate desire, the global economic crisis, and the demand for business oversight from external stakeholders are among the factors that have forced companies to shift toward sustainability practices that focus on environmental, social, and economic factors. These are prerequisites for survival under current circumstances (Kantabutra & Ketprapakorn, 2020). Considering evolving societal expectations regarding new models of production and consumption, over time the general landscape has changed, particularly influenced by changes in public policy. We have witnessed a series of pressures from stakeholders, which led to the integration of corporate sustainability into the strategic management of organizations. This has prompted them to adopt sustainability practices (Barbosa et al., 2023).

The Manaseer Group, which comprises a group of companies operating in various fields and sectors, is one of the most important contributors to the Jordanian economy, contributing to economic growth and providing numerous job opportunities. Hence, this study examines the impact of an innovative work environment on sustainability at the Manaseer Group. In light of the successive and rapid changes in the business environment. As a result of technological and administrative developments, business organizations in general face a challenge related to sustainability. Therefore, companies in general, and the Manaseer Group in particular, must strive to find solutions and bring about sustainable change. They must also provide the economic aspect to support this change. The study's challenge lies in sustainability at the Manaseer Group, as the environmental, social, and economic sustainability model focuses on improving business strategies for the environment, human society, and economic prosperity. Furthermore, implementing an effective sustainability strategy will enhance profits and create new opportunities for these companies. Some studies have recommended addressing sustainability, particularly within industrial and service companies such as the Manaseer Group. Furthermore, an innovative work environment has become an important requirement for improving companies' efforts to adapt to their environment and develop appropriate mechanisms that help these companies maintain high levels of performance.

The vision and mission of the Manaseer Group demonstrate that it seeks to maintain its continuity, progress, and enhance its competitiveness to achieve its goals. It also seeks to achieve sustainability in the business environment by providing the best goods and services with the highest levels of quality and innovation. It contributes to improve the lives of individuals, enhance their well-being, meeting the needs of the local community, and play a role in building a better future for next generations by positively impacting society in every aspect of daily life through charitable work and sustainable social projects (the official website of the Manaseer Group). The researchers believe that these demands require attention to the

innovative work environment to achieve sustainability in the business environment. Therefore, the study primarily seeks to verify the impact of the innovative work environment in its dimensions (leadership, physical environment, promoting innovation, and providing learning opportunities) on sustainability in its dimensions (social sustainability, economic sustainability, and environmental sustainability) in the Manaseer Group.

## **Literature Review**

### *Innovative Work Environment*

The work environment has been of interest to management and researchers since the 20th century when it was recognized as an important indicator of productivity. However, the concept of the work environment was not very clear at first. The work environment is viewed as the combination of tasks, human relationships, or social relationships within the workplace (Leila et al., 2022). It represents the environment in which employees work to achieve organizational goals. This includes tools, systems, structures, procedures, and everything that affects employee performance, which may have a negative or positive impact. The physical environment of the work environment includes the location and surroundings, such as tangible assets in the workplace, such as ventilation, noise levels, air quality, parking, and tangible benefits, such as office design and content. The workplace environment also includes intangible factors that play a vital role in a company's success and that cannot be seen but can be measured, such as policies, incentives, rules, work culture, working relationships, supervisor support, compatibility with colleagues, and many other factors (Hafeez et al., 2019). The work environment in general, and specifically the physical aspect, affects the psychosocial state of workers. The appearance of buildings and furniture makes a difference in well-being and can facilitate communication and interaction of workers (Swedish Work Environment Authority, 2002, 14).

After defining and explaining the work environment, we need to define and explain the concept of an innovative work environment. Both the work environment and the innovative work environment are concepts that need to be distinguished. The work environment refers to the physical and psychological work environment, as we discussed earlier, while the innovative work environment refers to a broader environment that allows for innovative ideas and behaviors at work.

An innovative work environment is defined as one that encourages employees to embrace unconventional thinking rather than discouraging it. It is an innovation-friendly environment that aims to disrupt the status quo and challenge stereotypes to offer something new. It also refers to an organizational climate geared toward innovation, meaning that knowledge workers realize that their innovative ideas will be appreciated or encouraged (Xu & Suntrayuth, 2022). Boxall and Macky (2014) defined an innovative work environment as one that seeks to achieve long-term benefits rather than short-term ones. This environment focuses on determination and persistence in the face of challenges and the circumstances surrounding the organization. It enhances employees' ability to innovate and develop new ideas related to their work, which contributes to achieving the company's long-term goals. An innovative work environment creates a comfortable organizational climate within the organization, where company members trust each other, making collaboration beneficial to the organization. It also facilitates knowledge sharing among employees, thus revealing new ways of doing work (Eltayeb & Abou Shouk, 2021).

Raziq and Maulabakhsh (2015) also pointed out that an innovative work environment also includes "the reciprocal relationship between employees in their workplace." Trust in an innovative work environment enables knowledge workers to be bold and experiment with new ideas. An innovation-oriented company, supported by trustful relationships, allows knowledge workers to apply their innovative ideas and behaviors to achieve organizational goals. An innovative work environment is one that encourages creative thinking processes. It is an environment characterized by the innovative capacity to invest in employees' self-confidence, intelligence, risk-taking, independence, ambition, perseverance, analytical skills, and the ability to generate positive new ideas. It also strives to achieve long-term goals and is determined to persevere under the surrounding circumstances (Jankelová et al., 2017).

The researchers believe that an innovative work environment is one that supports innovative thinking among employees and motivates them to accomplish work in unconventional ways. It is characterized by providing broad spaces for freedom of thought, where employees can present their ideas without fear of being led. This environment includes flexibility in work methods, which allows employees to collaborate in highly innovative ways. It also focuses on continuous learning, training, and skill development that enhances employees' ability to innovate. Leadership support plays an important role in motivating employees, as leadership must be open and encouraging of new ideas. An innovative work environment is characterized by taking into account the diversity of employee characteristics.

### **Innovative Work Environment Dimensions**

The authors used four dimensions to measure the Innovative Work Environment in this study, as follows:

#### *Leadership*

The primary role in practicing innovative leadership lies with the innovative leader, who promotes the achievement of the organization's vision and mission. This leader possesses many qualities, such as leadership skills, talents, values, and knowledge, and can identify current risks and anticipate their future negative impacts (Şen & Eren, 2012). Leaders must also be prepared to adapt to the changes and challenges facing the company, especially in an unstable environment. This requires them to be flexible and creative in their solutions. Establishing effective communication channels between employees and management enhances opportunities for the exchange of ideas and information, which contributes to improving overall performance. Leadership must also be able to identify rewards and incentives that encourage innovative ideas, which fosters a spirit of positive competition between the two. This can be achieved by building an open learning environment that fosters creativity and creates an atmosphere that encourages experimentation and learning from mistakes (Gunathilaka et al., 2015). Leadership also enhances innovative behavior among employees, as leaders inspire and motivate employees to be positive in their work. Leadership is essential for managing a team of specialists efficiently and focuses on the outcome of the work, not the specific path it leads to. The goal is for leadership to contribute to stimulating innovation within the organization. Leadership plays a pivotal role in transforming ideas into reality, which contributes to sustainable innovation within the company (Turek & Wojtczuk, 2017). From the researchers' perspective, leadership plays an important role in fostering an innovative work environment through its ability to understand and develop employee capabilities, providing the necessary mechanisms to establish an organizational culture that

supports an innovative environment, and serving as a role model for others in their dedication to completing work while adhering to laws and regulations.

### *Physical Environment*

The physical work environment is a crucial factor in shaping an innovative work environment by influencing employee performance and job satisfaction. There are two main types of physical work environments: indoor and outdoor, which include aspects such as temperature, workspace design, and office arrangements. These environments are not only concerned with aesthetics but also with how they facilitate the achievement of organizational goals (Roron, 2016). Physical design can significantly impact how well an employee fits into their role, highlighting the importance of a well-organized workspace (Pusparani et al., 2021).

The physical work environment also includes the arrangement of the workplace and its effects on workers. Hazards, such as exposure to harmful substances, noise, and radiation, can have negative effects on workers' health and productivity, suggesting that workplace design plays a pivotal role in determining worker well-being (Joseph, 2016).

Salonke (2015) defined the physical work environment as the physical aspect of a workplace, referring to the physical aspects of the work environment that influence job satisfaction, health, concentration, and productivity. Meanwhile, Salunke et al. (2023) defined it as the physical aspect of a workplace, referring to the physical aspects of the work environment that influence job satisfaction, health, concentration, and productivity. Abun et al. (2023) defined it as the bridge between employees and the workplace, referring to the setting, situation, condition, or circumstances in which employees perform their jobs. The physical work environment also includes the workplace setting and how it affects employees and protects them from hazards such as hazardous materials, radiation, and noise in the workplace, as well as the form and duration of these influences, which can impact their health and ability to work (Joseph, 2016). Herzberg's dual-factor theory contributes to placing the importance of the physical environment in the workplace context. This theory distinguishes between internal factors related to job satisfaction and external factors that address dissatisfaction. Motivational factors, including achievement, recognition, and responsibilities, contribute to employee satisfaction, while physical factors contribute to the workplace. Low motivation combined with an unsatisfactory work environment can lead to disengagement and loss of focus. Therefore, ensuring a high level of appropriate physical environment in the workplace is essential to enhancing employee motivation and overall satisfaction (Ataliç et al., 2016). That is why companies need to pay more attention to improving employee performance and providing them with an environment where they can perform at their best. If the workplace is unsafe or unhealthy, this negatively impacts employee performance (Shaari et al., 2022).

### *Enhancing Innovation*

Innovation promotion refers to the process of continuously transforming knowledge and ideas into new products, processes, and systems for the benefit of the organization. This is achieved by managing innovation capabilities, developing innovation processes, and monitoring innovation outcomes (Saunila & Ukko, 2012).

Innovation promotion can be defined as a process that includes learning capabilities, manufacturing capabilities, marketing capabilities, research and development capabilities,

the ability to build organizational structures and strategies, as well as the ability to utilize resources. It also involves shaping a flexible organizational structure according to innovation projects and coordinating the work of all activities toward innovation goals and processes. This is achieved by focusing resources on innovation activity and coordinating research and development functions (Tareq et al., 2020). Fostering innovation is a fundamental dimension of an innovative work environment, playing a vital role in enabling companies to adapt to rapid market changes and meet growing customer needs. Innovation requires an organizational culture that encourages creativity and experimentation. It also requires an interactive and supportive work environment, where employees can freely propose new ideas, increasing the chances of discovering innovative solutions. This goes beyond developing new products, but also includes improving existing processes and procedures, leading to increased efficiency and reduced costs (Ur Rehman et al., 2019).

It is important to note the importance of having clear strategies to promote innovation. This can be achieved by encouraging collaboration between different teams. The exchange of knowledge and experience contributes to generating new ideas, which in turn contributes to finding innovative solutions. Teams should also be given opportunities to participate in innovation workshops and competitions, as well as continuous training and development, which encourages positive competition and increases interaction among employees (Aboramadan et al., 2020). From the researchers' perspective, to ensure the success of innovation promotion efforts in companies, it is essential to have mechanisms in place to evaluate new ideas presented by employees and provide appropriate rewards. This encourages employees to continue to come up with new ideas.

#### *Providing Learning Opportunities*

It is a process that involves equipping employees with the targeted skills, knowledge, and competencies to improve their performance and productivity within their job responsibilities. This involves implementing structured learning activities and experiences to enhance job-related skills and abilities (Jiao & Bu, 2024).

It is a comprehensive, ongoing strategy aimed at equipping employees with the skills and knowledge necessary to assume future responsibilities and roles within the company. It includes a wide range of educational encounters and opportunities that prioritize individual development, skill acquisition, and career advancement. It also includes mentoring, training, and formal learning (Raj & Srivastava, 2016). Learning opportunities for teams involve generating knowledge by analyzing problems in innovative ways, taking quick and effective action, and solving problems at the group level. This enables them to learn from experience and apply new methods. This leads to the rapid dissemination of knowledge. As teams progress in learning, they become models for the organization's learning culture. Team insights can be applied, while the newly developed skills are transferred to other employees and groups in the form of mutual learning standards for the entire organization. In an innovative work environment, this collective learning represents the cornerstone for enhancing the creative process, leading to improved performance and increased competitiveness of the organization. This is achieved by creating an environment that encourages collaboration and continuous learning and helps motivate teams to innovate and present new ideas that contribute to its sustainable success (Marquardt, 2010, 41). The researchers believe that learning opportunities are a key component of an innovative work

environment, as they enhance employee skills and stimulate creativity. Through these opportunities, employees gain new knowledge and develop their abilities, which increases their self-confidence and encourages them to come up with innovative ideas that help the company overcome challenges. When employees feel that the company is investing in developing their skills, they are more loyal and willing to contribute to achieving its goals.

### *Sustainability*

Sustainability is an integrated system that enhances companies' growth opportunities, increases their effectiveness, and enhances their ability to continuously interact with the surrounding environment (Purvis et al., 2019). Environmental, social, and economic sustainability constitute the three pillars of the sustainability model, which encompasses a company's long-term goals. Environmental sustainability focuses on achieving all three, while short-term goals focus solely on economic gains. Today, many companies face new transformations and environmental impacts that pose significant obstacles to sustainability. Socially responsible companies must leverage their resources to engage in businesses that are not sustainable in order to maximize their profits. Sustainability depends on their response and achievements (Rahman et al., 2022). Sustainability is viewed as a production model that aims to achieve better economic outcomes for both humans and the surrounding environment, not only in the present but also in the distant future. Its main goal is to achieve a balance between the production of goods and the raw materials that are used for the optimal allocation of production factors. Thus, the goal of sustainable operations becomes achieving more production at a lower cost and using less raw materials. For this reason, sustainability is often mentioned in conjunction with concepts such as recycling, renewable energies, and bioclimatic design (Goniadis, 2015, 21).

Sustainability does not mean imposing restrictions on society or companies or restricting consumption. Rather, it means that companies, when choosing activities and manufacturing goods and technologies, must address the requirements of environmental safety and maintain the idea of balance. Economic, environmental, and social sustainability require allocating resources in a way that does not threaten the survival of society or its main components. In order for sustainability to exist, all its requirements must be applied to consumption and production (Harris, 2000, 14). Many companies have realized that sustainability is an important aspect of their survival and ability to carry out their operations. They have implemented environmentally friendly production processes to mitigate climate change and have developed a code of conduct and business ethics to demonstrate their commitment to sustainability. For example, in 2009, companies announced their long-term environmental goal of reducing carbon emissions, electricity and energy consumption, and waste to create a socially responsible and environmentally friendly tourism industry. Another company announced in 2018 that it would conduct its business ethically to meet the needs of its customers and created a quality index to ensure its commitment to economic, social, and environmental sustainability standards (Su & Chen, 2020). The researchers view sustainability as a set of activities and practices that meet the needs of the present without negatively impacting the needs of future generations. It includes three main dimensions: the environmental dimension, which includes conserving natural resources, reducing emissions, pollution, and greenhouse gases, and addressing climate change issues; The social dimension, related to responsibility towards society, workers' rights, and social justice, and the economic dimension, related to achieving profitability and performance in a sustainable manner.

Sustainable companies seek to achieve a balance between these dimensions, which enhances their long-term stability and increases their reputation and ability to achieve stakeholder satisfaction.

### **Sustainability Dimensions**

There are three dimensions for measuring sustainability as follows:

#### *Social Sustainability*

Social sustainability encompasses both substantive and procedural aspects. Substantive refers to what is required to achieve social sustainability, while procedural refers to how it is achieved. It is not always easy to distinguish between the substantive and procedural aspects, as they reinforce each other. Social sustainability is treated as a standalone goal or a third pillar that imposes constraints on economic and environmental imperatives. It is a condition for the flourishing of economic and environmental systems and social capital, and it is a causal mechanism for environmental and economic change (Boyer et al., 2016).

Social sustainability is a methodology based on social risk management as the existential basis of sustainability, with justice, safety, sustainable urban forms, and environmental consumption as four key components. Achieving social sustainability enhances individuals' ability to utilize their capabilities, thus contributing to sustainable development in a comprehensive manner (Eizenberg & Jabareen, 2017). The essence of social sustainability lies in equality, diversity, social cohesion, democracy, and governance, and in the quality of life for all members at the individual, group, and community levels (health, housing, education, employment, and safety) (Goniadis, 2015, 26).

The researchers believe that social sustainability refers to the ability of companies to achieve comprehensive and sustainable well-being for members of society by promoting social justice, which emphasizes the equal realization of individual rights regardless of their diversity. Social welfare is also an essential part of sustainability and includes providing education and healthcare that contribute to improving quality of life. It also includes encouraging individuals to participate in community and decision-making, which contributes to developing trends that meet community needs.

#### *Economic Sustainability*

Sustainability principles are intertwined with sound economic principles, which provide appropriate and solid guidance for economic actors. Economic activities provide employment opportunities, income and earnings opportunities, and economic growth, focusing on maximizing profits. It is essential for companies to provide essential services and coordinate the activities of economic actors to ensure coordinated strategies for achieving sustainability (Fotros & Torkamani, 2019). Shmygol and Kasianok (2020) defined economic sustainability as long-term competitiveness, profitability, and meeting shareholder demands. From a financial perspective, an economic entity must be sufficiently capable of meeting shareholders' demands over the long term, such that competitiveness and profitability go hand in hand with meeting needs.

It also refers to a company's ability to develop dynamically under the influence of the external and internal environment while maintaining all productive and economic indicators. It is not

solely a focus on the financial aspect; rather, it is multifaceted and interconnected, encompassing both external and internal dynamic factors. This explains the stability theory, which makes it essential for an economic entity to achieve economic sustainability (Unur et al., 2017). To achieve economic sustainability, companies must adopt an innovative approach to developing production methods, which contributes to improving efficiency and reducing waste. Economic policies must also follow a balanced approach between economic, social, and environmental dimensions, so that economic aspects do not negatively impact society or the environment. Corporate social responsibility plays a vital role in this aspect, as companies must meet the additional needs of the communities in which they operate. It is also necessary for them to be flexible in their response to developments in the environment and to adopt innovative strategies to address various environmental challenges. Through this integrated approach, it is possible to ensure the sustainability of economic resources for future generations, enhance economic sustainability, and ensure continued sustainable growth, which enhances the well-being of society and reduces risks (Okechukwu & Ugwu, 2023).

Thus, economic sustainability can be defined, from the researchers' perspective, as the ability of companies to achieve economic growth based on present needs without compromising future needs. It focuses on the efficient use of production elements and reducing waste, which enhances productivity and creates a balance between supply and demand in the markets to achieve economic stability and ensure economic justice.

#### *Environmental Sustainability*

Environmental sustainability is a process that involves maintaining a stable resource base, avoiding over-exploitation of renewable production systems or ecological reservoir functions, and depleting non-renewable resources. It also involves investing in adequate alternatives, including the conservation of biodiversity, environmental stability, and other ecosystem functions that are classified as economic resources (Harris, 2000, 6).

Companies can ensure environmental sustainability by analyzing input and output indicators within the supply chain to reduce environmental impacts. Companies must consider inputs such as energy, materials, and water, as well as outputs such as waste, emissions, and effluents in their operations. Globally, there is an increase in the pursuit of sustainability and environmental awareness, which leads to enhanced organizational performance (Gunathilaka & Gunawardana, 2015). Environmental sustainability is the preservation of natural services within acceptable limits, based on an equation between human well-being and the degree of use of these services. This relationship should be based on the perspective of preserving these resources for future generations, as indicated by (Moldan et al., 2012). It is also considered an important condition for the balance and interconnectedness between resources and humans, provided that these needs do not exceed the environment's capabilities and exhaust its resources (Morelli, 2011).

In order to achieve environmental sustainability, companies must preserve the natural environment with all its functions and benefits for a long period of time. It is preferable for the actions taken to encourage balance in the natural environment while simultaneously promoting positive growth rates. Any actions that would disrupt the environmental balance should be avoided, but if they occur, they should be limited. The primary purpose of environmental sustainability is to reduce the impact of human activities on the environment

and encourage the restoration and preservation of the ecological balance (Goniadis, 2015, 26).

The researchers believe that environmental sustainability is an expression of a company's commitment to preserving the ecological balance, ensuring that its products do not pose a threat to this balance, conserve energy sources, and do not harm the environment. It poses a threat to the bio-balance, and the company must have a plan for waste management and pollution management.

*Study Hypotheses and Model*

Based on the above, the researcher formulates the following hypotheses:

H<sub>1</sub>: There is a significant impact at ( $\alpha \leq 0.05$ ) of the innovative work environment by its dimensions (leadership, physical environment, enhancing innovation, and providing learning opportunities) on sustainability (social, economic, and environmental sustainability) at MG.

H<sub>2</sub>: There is a significant impact at ( $\alpha \leq 0.05$ ) of innovative work environment on social sustainability MG.

H<sub>3</sub>: There is a significant impact at ( $\alpha \leq 0.05$ ) of innovative work environment on economic sustainability MG.

H<sub>4</sub>: There is a significant impact at ( $\alpha \leq 0.05$ ) of innovative work environment on environmental sustainability MG.

The researchers designed the study model based on the above hypotheses, as shown in Figure 1.

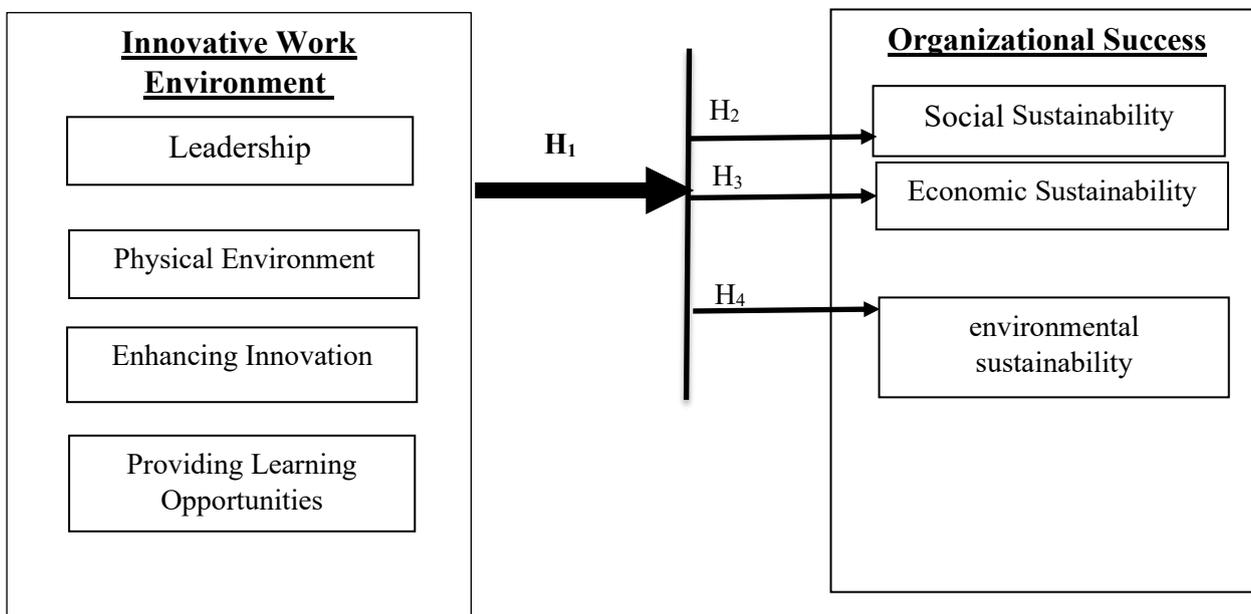


Figure 1 :Study Model

The current study population consists of administrative employees at all administrative levels in the Manaseer Group, distributed across (7) companies, with (1,382) employees. A proportional stratified random sampling method was used to represent the study population. Based on this, the sample size represented in the study is (302) employees. After distributing the electronic questionnaire to the study sample, which is (302) employees, through the

Human Resources Department in the above companies, (290) valid questionnaires were retrieved for statistical analysis, representing the final sample of the study.

### *Study Tool*

The questionnaire was used as the primary data collection tool, and its items were determined based on previous studies. To ensure the validity, reliability, and coverage of the study tool, it was presented to several specialized referees for review and verification. To ensure the reliability of the questionnaire, Cronbach's alpha was used to measure consistency. The questionnaire was then distributed to the study sample to obtain data that was analyzed to achieve the study objectives, answer its questions, and test its hypotheses. The study tool consisted of three parts, as follows:

Part One: Demographic variables, represented by age, gender, educational qualifications, and years of experience.

Part Two: This part included the items used to measure the independent variable (innovative work environment). A group of studies were used to develop the items in this part: (Daghim, 2020; Abun & Macasp, 2023).

Part Three: This part included the items used to measure the dependent variable (sustainability). A group of studies were relied upon to develop the paragraphs of this part: (Al-Ashoush, & Al-Hanandeh, 2022; Al-Hamidi, 2023; Tres et al., 2021).

## **Results**

### *Table (1)*

The reliability of the tool (questionnaire) used to measure the variables included in the questionnaire was verified by calculating Cronbach's alpha for the dimensions of the independent and dependent variables. A result is considered statistically acceptable if its value is greater than 0.70 (Sekaran & Bougie, 2016, p. 235). The table below indicates that the Cronbach's alpha for the study tool was 0.980, while the independent variable, the innovative work environment, was 0.967, and the dependent variable, sustainability, was 0.951. The values for the dimensions ranged between 0.856 and 0.893. Therefore, the study tool can be described as reliable, and the items obtained from it are suitable for measuring the variables and are subject to a high degree of reliability. The table indicates that the levels of the dimensions of the innovative work environment were significantly high, with an arithmetic mean of 4.51, and the arithmetic means ranged between 4.55 and 4.48.

Leadership came in first place with an arithmetic mean of 4.55 and a high degree of agreement. Physical environment came in second place with an arithmetic mean of 4.52 and a high degree of agreement. Promoting innovation came in third place with an arithmetic mean of 4.49 and a high degree of agreement. Providing learning opportunities came in fourth and last place with an arithmetic mean of 4.48 and a high degree of agreement. This indicates that the innovative work environment at the Manaseer Group is at a high level from the employees' perspective. The table indicates that the levels of sustainability were high, with an arithmetic mean of 4.49. Economic sustainability came in first place with an arithmetic mean of 4.505 and a high degree of agreement. Environmental sustainability came in second place with an arithmetic mean of 4.500 and a high degree of agreement. Social sustainability came with an arithmetic mean of (4.493) and a high degree of agreement, which indicates

that sustainability among the Manaseer group is at a high level from the point of view of the sample members.

Table 1  
Descriptive Analysis Results for Study Items

Variable	Items	Alpha	Mean	Std. deviation
leadership	6	0.861	4.55	.564
Physical environment	6	0.863	4.52	.602
Enhancing innovation	7	0.900	4.49	.639
Providing learning opportunities	6	0.893	4.48	.665
Social sustainability	5	0.883	4.493	0.654
Economic sustainability	5	0.856	4.505	0.623
Environmental sustainability	5	0.868	4.500	0.637

The researcher employed multiple regression coefficients to test H<sub>1</sub> while simple regression was employed to test H<sub>2</sub>-H<sub>4</sub>. As presented in the following tables:

Table 2  
Hypothesis Testing Results

	Model Summary		ANOVA			Coefficient					
	R	R <sup>2</sup>	F	DF	Sig.	Statement	B	Std. error	β	T	Sig.
<b>H<sub>1</sub>:</b> Impact of innovative work environment on sustainability	.942	.888	563.43	4	0.00	leadership	0.267	0.052	0.249	5.092	0.00
						Physical environment	0.023	0.055	0.023	0.419	0.00
						Enhancing innovation	0.428	0.055	0.451	7.834	0.00
						Providing learning opportunities	0.234	0.047	0.256	4.982	0.00
<b>H<sub>2</sub>:</b> Impact of innovative work environment on sustainability	.913	.834	1451.64	1			1.009	0.026	0.913	38.1	0.00
<b>H<sub>3</sub>:</b> Impact of innovative work environment on sustainability	.876	.768	952.315	1			0.921	0.03	0.876	30.86	0.00
<b>H<sub>4</sub>:</b> Impact of innovative work environment on sustainability	.884	.781	1029.74	1			0.95	0.03	0.884	32.09	0.00

**H<sub>1</sub>:** There is a significant impact at ( $\alpha \leq 0.05$ ) of the innovative work environment by its dimensions (leadership, physical environment, enhancing innovation, and providing learning opportunities) on sustainability (social, economic, and environmental sustainability) at MG. The table shows the results of a standard multiple linear regression on the impact of the innovative work environment, with its dimensions (leadership, physical environment, fostering innovation, and providing learning opportunities), on sustainability in the Manaseer Group. The correlation coefficient was 0.942, indicating a strong correlation between the innovative work environment and sustainability (Al-Najjar et al., 2020, 223). The coefficient of determination was  $R^2 = 0.888$ , which means that the innovative work environment, with its dimensions (leadership, physical environment, fostering innovation, and providing learning opportunities), explains 88.8% of the variance in the dependent variable (sustainability) at degrees of freedom (DF = 4).

Furthermore, the value of  $F = 563.439$  at a significance level of 0.000 confirms the significance of the regression. The coefficient table at the level (0.000) shows that the value of (B) for the leadership dimension reached (0.267) and a standard error of (0.052), the value of ( $\beta$ ) reached (0.249), and the value of T (5.092). These results confirm that this dimension is statistically significant. Also, at the level of significance (Sig) (0.675), the value of (B) for the physical environment dimension reached (0.023), a standard error of (0.055), the value of ( $\beta$ ) reached (0.023), and the value of T (0.419). These results confirm that this dimension is not statistically significant. Moreover, the value of (B) for the dimension of promoting innovation reached (0.451) and a standard error of (0.055), the value of ( $\beta$ ) reached (0.455), and the value of T (7.843), which is significant at the Sig level (0.00). Furthermore, the value of (B) for the learning opportunities dimension reached (0.234) and standard error (0.047), the value of ( $\beta$ ) reached (0.256), and the value of T (4.982) which is significant at the (0.00) level. Based on the previous results, leadership, promoting innovation and providing learning opportunities had a significant impact, while the physical environment did not prove to have a significant impact. Thus, H<sub>1</sub> was accepted.

**H<sub>2</sub>:** There is a significant impact at ( $\alpha \leq 0.05$ ) of innovative work environment on social sustainability MG.

Table 2 shows the results of the simple regression of the impact of the innovative work environment on social sustainability in the Manaseer Group. The correlation coefficient reached R (0.913), which indicates a strong correlation between the innovative work environment and social sustainability. The value of the coefficient of determination ( $R^2$ ) is (0.834), which means that the innovative work environment, with its dimensions (leadership, physical environment, promoting innovation, and providing learning opportunities), explains 83.4% of the variance in the dependent variable (social sustainability). The F value reached (1451.637) with degrees of freedom (DF = 1) and a significance level (Sig. = 0.000). This confirms the significance of the regression at a significance level of ( $\alpha \leq 0.05$ ). This confirms the existence of an impact of the innovative work environment on social sustainability in the Manaseer Group.

The coefficients table also indicates that the value of (B) reached (1.009) with a standard error of (0.026), and the value of  $\beta$  reached (0.913), and the value of T reached (38.1) at the significance level of (0.000), and this confirms the significance of the regression at the significance level of (0.000), Thus, H<sub>2</sub> was accepted.

**H<sub>3</sub>:** There is a significant impact at ( $\alpha \leq 0.05$ ) of innovative work environment on economic sustainability MG.

Table 2 shows the results of a simple regression on the impact of the work environment on environmental sustainability in the Manaseer Group. The results indicate that the correlation coefficient (R) reached 0.8884, indicating a strong correlation between the innovative work environment and economic sustainability (Al-Najjar et al., 2020, 223). The coefficient of determination (R<sup>2</sup>) reached 0.781, which means that the innovative work environment, with its dimensions (leadership, physical environment, fostering innovation, and providing learning opportunities), explains 78.1% of the variance in the dependent variable (environmental sustainability). The table above indicates that the F value is 1029.742, at a significance level of 0.000, with degrees of freedom (DF = 1), and at a significance level of 0.000. This confirms the significance of the regression at a significance level of  $\alpha \leq 0.05$ , confirming the existence of an impact of the innovative work environment on environmental sustainability in the Manaseer Group. The coefficients table also indicates that the value of (B) reached (0.950) with a standard error of (0.030), and the value of ( $\beta$ ) reached (0.884), and the value of T reached (32.090) at a significance level of (0.000), which confirms the significance of the regression at a significance level of (0.000). Accordingly, H<sub>3</sub> was accepted.

**H<sub>4</sub>:** There is a significant impact at ( $\alpha \leq 0.05$ ) of innovative work environment on environmental sustainability MG.

Table 2 shows the results of the simple regression of the impact of the innovative work environment on environmental sustainability in the Manaseer Group. The results indicate that the correlation coefficient (R) reached (0.8884), which indicates a strong correlation between the innovative work environment and economic sustainability. The value of the coefficient of determination (R<sup>2</sup>) reached (0.781), which means that the innovative work environment, with its dimensions (leadership, physical environment, promoting innovation, and providing learning opportunities), explains (78.1%) of the variance in the dependent variable (environmental sustainability). The table above indicates that the F value is (1029.742) at a significance level (Sig. = 0.000) and at degrees of freedom (DF = 1) and at a significance level (Sig. = 0.000). This confirms the significance of the regression at a significance level ( $\alpha \leq 0.05$ ), which confirms the existence of a statistically significant effect at a significance level ( $\alpha \leq 0.05$ ) for the innovative work environment on environmental sustainability in the Manaseer Group.

The coefficients table also indicates that the value of (B) reached (0.950) with a standard error of (0.030), and the value of ( $\beta$ ) reached (0.884), and the value of T reached (32.090) at a significance level of (0.000), and this confirms the significance of the regression at a significance level of (0.000), Therefore, H<sub>4</sub> is accepted.

## **Discussion**

### *First*

The study results indicate that the level of the innovative work environment across its dimensions was high. Leadership ranked first, followed by the physical environment, promoting innovation, and providing learning opportunities. All these dimensions achieved high approval ratings. This gives a clear impression that leadership plays a significant role in the group's innovative orientations, as it recognizes that employees, if provided with the

appropriate environment, will contribute to the company's success. These results indicate that successful leadership is a fundamental pillar for creating a work environment that supports innovation. Leadership that encourages critical thinking and brainstorming, provides the necessary support for employees, and allows them ample space for experimentation and participation in decision-making contributes significantly and clearly to the development of new and innovative solutions and alternatives. The physical environment at work also plays a significant role in promoting creativity and innovation among employees. This confirms the availability of its requirements, including open spaces, good lighting, and the availability of modern technology, as well as the requirements for cooperation among employees. When the physical environment is well-coordinated and designed, it supports communication and interaction in the work environment, contributes significantly to stimulating new ideas, and works to Promoting innovative thinking. The results of providing learning opportunities indicate that the company is keen to provide employees with the necessary knowledge and skills in a precise and continuous manner to inform them of the latest scientific findings. This confirms the Manaseer Group's commitment to developing and motivating employees on an ongoing basis. The group believes that providing an environment that provides employees with knowledge enhances their acquisition of new skills, greatly expands their horizons, and enhances their ability to think critically and innovate. These opportunities contribute to improving their performance, which enables the group to adapt to and respond to rapid changes. The company's provision of learning opportunities makes employees feel empowered and integrated into the innovation process, as they feel that they are part of improving performance and implementing creative solutions. This motivates them to provide innovative ideas that contribute to solving problems and enhancing productivity, which ultimately reflects on the organization's success in achieving its goals.

### *Second*

The results indicate that the level of sustainability and its dimensions were high, ranking first after economic sustainability, second after environmental sustainability, and third after social sustainability. This reflects a strong awareness of the importance of economic efficiency and financial stability in ensuring the sustainability of the company's operational processes. This is achieved through the adoption of sustainable economic practices and businesses, such as improving operational efficiency, managing costs, and expanding through market understanding. These results also reflect the group's commitment to achieving sustainable profits, ensuring the continuity of its operations without interruption, and meeting customer needs, especially in light of difficult economic challenges. Focusing on economic sustainability has contributed to the group's success and prosperity. Environmental sustainability ranked second, reflecting the Manaseer Group's awareness of its role in preserving natural resources and protecting the environment for future generations, and the group's commitment to legislation that emphasizes reducing environmental impact. This commitment is underscored by its efforts to reduce energy consumption, manage waste, and adopt environmentally friendly technologies, particularly given that many of the group's companies operate in the mining, iron, and infrastructure sectors, which are in direct contact with the environment. Social sustainability ranked third, a key focus for the Manaseer Group. This demonstrates the group's focus on improving employee well-being and contributing to supporting local communities through social responsibility programs and community development projects. The results demonstrate the group's commitment to providing an equal work environment that contributes to employee commitment and loyalty to the company. These results indicate

that the group is building positive relationships with the local community and working to enhance trust between the company and its stakeholders.

### *Third*

There is a significant impact of the innovative work environment by its dimensions (leadership, physical environment, enhancing innovation, and providing learning opportunities) on sustainability (social, economic, and environmental sustainability) at MG. These results indicate a strong focus on an innovative work environment at the Manaseer Group, and that this environment impacts the group's sustainability. The group has been a player in the Jordanian economy for over 15 years, continually expanding, and striving to effectively develop its tools to achieve sustainability. Therefore, the group has developed its leadership skills, strengthened the financial requirements of the business, and supported innovation among its employees. As a part of the community, it has harnessed all its resources to ensure good relations with the community and maintain its image. Leadership has been shown to have a significant impact on sustainability, indicating that the leadership of the Manaseer Group recognizes the importance of achieving high levels of sustainability. This contributes to the group's confidence among its constituents, in addition to maintaining growth rates, particularly in the economic sphere and in communication with the community. The results showed that the physical environment had no significant impact, despite its high level. This means that the Manaseer Group possesses an excellent physical environment, but it is not well-utilized and has not been effectively incorporated into strategic planning processes. The Group needs to revisit its utilization and utilize it effectively to promote sustainability.

Also, based on the results of testing the first hypothesis, it was found that the dimension of promoting innovation has a significant impact on sustainability. This is due to the group's ongoing efforts to improve the innovative work environment by promoting all forms of innovation at work. The group recognizes that excellence in its activities requires it to continuously promote innovation.

The analysis results also indicated that the dimension of providing learning opportunities had a significant impact on sustainability. This result confirms the group's great interest in providing employees with knowledge and skills and instilling a culture of innovation through activities that include knowledge transfer, whether through workshops or specialized internal and external training programs, monitoring their knowledge acquisition, and measuring the impact of this on work performance.

### *Fourth*

There is a significant impact at ( $\alpha \leq 0.05$ ) of innovative work environment on social sustainability MG.

An innovative work environment plays an active role in social sustainability, as the group is part of the community and is required to engage with it, preserve its resources, and meet its needs. This is clearly evident in the social roles the group prioritizes, through its ongoing engagement with community members, employing local residents in its various companies, establishing an education and training center, establishing schools, and establishing various social facilities.

*Fifth*

There is a significant impact at ( $\alpha \leq 0.05$ ) of innovative work environment on economic sustainability MG.

The results of the second sub-hypothesis test indicate a statistically significant effect at the significance level ( $\alpha \leq 0.05$ ) of the innovative work environment, with its combined dimensions (leadership, physical environment, fostering innovation, and providing learning opportunities), on economic sustainability at the Manaseer Group.

This result is logical because the innovative work environment contributes to enhancing the economic sustainability of the group's resources by ensuring optimal investment to achieve higher operational returns, high growth rates, and maximizing the added value of raw production elements.

*Sixth*

H<sub>4</sub>: There is a significant impact at ( $\alpha \leq 0.05$ ) of innovative work environment on environmental sustainability MG.

Environmental sustainability is a global international requirement, and countries have enacted laws regulating it. Companies, including the Manaseer Group, have raced to implement these guidelines, believing them to be a foundation for evaluating their operations, especially since they operate in fields that impact the environment. Today, the Manaseer Group recognizes the importance of this, in parallel with achieving sustainability in general.

**Recommendations**

Based on the study's findings, a set of recommendations were presented, including:

1. Enhance the utilization of the Manaseer Group's abundant physical environment by enhancing the use of tools, devices, and the technological environment, continuously developing and investing in them, and effectively incorporating them into strategic planning processes to enhance their utilization in promoting sustainability.
2. Continue to reinforce the leadership's commitment to building a culture of innovation on an ongoing basis and embedding it within the group's culture and across all its activities by continuing to integrate employee culture into the group's culture and encouraging employees to perform at their best. Moreover, build a culture that supports innovation by holding seminars, conferences, and workshops on developments related to the group's operational processes, and by sending employees internally and externally to develop their capabilities to enhance their performance.
3. Continuing to foster and provide an environment of innovative competition among employees on an ongoing basis, by continuously establishing controls and standards that positively contribute to raising employee efficiency. Continuing to monitor the selection of advanced work tools, this includes monitoring manufacturing companies and their latest manufacturing models, and promoting the provision of advanced educational resources that contribute to employee knowledge and skills through daily newsletters and workshops.
4. Strengthening and developing communication with the local community by establishing a separate administrative unit tasked with direct communication with local communities, identifying their needs and meeting them within the permitted capabilities and instructions. This ensures that this response is fair, transparent, and inclusive of the

largest possible number of community members. This enhances the group's social sustainability.

5. Enhancing cooperation with the government and exchanging advice on managing environmental and economic issues, especially given that the group's investments exceed \$3 billion. This constitutes a lever for the national economy and contributes to enhancing sustainability within the Manaseer Group.
6. Conducting further studies in the future that address both the innovative work environment and sustainability, utilizing other dimensions.

### **Contribution**

The study contributed to providing a comprehensive theoretical framework on the concepts of innovative work environments and sustainability, benefiting researchers and specialists in the same field, on the other hand it also sought to bridge the knowledge gap related to these concepts and presented a set of findings and recommendations for decision-makers at the Manaseer Group, outlining appropriate implementation mechanisms.

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