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The effect of the bright triad on positive innovation in healthcare sector: The mediating role of emotional intelligence

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ABSTRACT

The study examines whether the presence of the Brilliant Triad of personality traits–emotional stability, conscientiousness, and agreeableness–leads to positive Innovation among individuals working in health organizations. It also investigates the role of emotional intelligence as a mediating variable in explaining this relationship. The current study model, which includes three main variables, is tested on the basis of the theory of emotional events. The sample of the study included 364 junior physicians who worked in a variety of clinical departments in public hospitals in one of the cities in southern Iraq. A questionnaire form was used to collect study data, and a structural equation model was used to test the hypothetical model. The bulk of relationships in the search model were reinforced by data analysis. Findings demonstrated the value of emotional intelligence as a mediating factor in establishing a precise understanding of the connection between the Bright Triad and constructive Innovation. The study's findings were used to discuss a wide range of theoretical and practical implications and to make some suggestions for future research.

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Bright triad; emotional intelligence; positive innovation; personality; traitshealthcare

1. Introduction

Positive Innovation is one of the most important elements for the survival and development of the organization and is thus the focus of many previous studies as one of the most important factors that helps the organization in responding to the requirements of a changing environment and serves as an indicator of its success [1,2]. Innovation is viewed as an attitude, ability to think, and a creative behavior which is closely related to positive outcomes [1,2]. Innovation is the process of producing new and useful ideas related to products, processes, and procedures. This Innovation can be as simple as coming up with something new that changes the rules of business [3]. Therefore, organizations seek to increase Innovation at their various administrative levels, as it works to transfer innovation as an idea that is implemented within the organization through its various operations; it then leads organizations to advance further in the competitive field, which requires the management of organizations to encourage individuals employees to be creative [4]. In contrast to those positive results, the absence of this type of Innovation indicates the extent to which the performance of organizations has declined compared with other organizations. Considering that Innovation appears as a result of the interactions of individuals' behavior, this scenario constituted a starting point for many researchers to search for the identification of individual antecedents for Innovation [4–6]. The results of the studies confirm that innovation was positively associated with the personality that enjoys positive emotions, which were and still constitute the best strengths to which organizations rely on in their pursuit of success through innovation processes [4,7]. This phenomenon drives organizations to pay attention to the influence of internal factors (personality and intelligence) as important factors that represent the precedents for positive behaviors and Innovation [6,8,9].

The current study will attempt to identify the main personal dimensions that affect positive Innovation, which are the bright and positive aspects of personality known as the Bright Triad and the emotions associated with those traits [10,11]. As the emotions of individuals in the workplace determine their attitudes toward the organization when negative emotions occur, employees become incapable of positive performance with their trust toward organizations decreasing [12–14]. In view of the positive emotions of the Bright Triad, which created social personality traits that represent the 'bright' side of the behavior of individuals, the Bright Triad therefore constitutes the main axis of the cooperative and creative personality in the workplace; it plays a major role in shaping the personality of the individual, an important factor for individuals' creative behavior and in reducing and limiting negative behavior [11,15]. The Bright Triad constitutes three dimensions of personality, namely, emotional stability (low neuroticism),

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agreeableness, and conscientiousness, that mostly contribute to positive performance, especially well-being, and social values; these dimensions are derived from the Big Five factors [16]. These bright traits were associated with innovative behavior outcomes. The association of the bright personality with Innovation was not mysterious but has some influences, such as emotional intelligence that predicted this relationship [11,17–19].

The current study indicates the need to focus on emotions, specifically emotional intelligence, as it is one of the most important precedents that plays an important role in motivating innovative behavior in the organization, apart from its remarkable role in immunizing individuals from negative reactions, and maintaining their balance when facing problems instead of showing Negative behaviors that result from negative emotions [20,21]. Emotional intelligence represents a set of emotional perceptions that include all aspects of personality related to influencing personal behavior, way of thinking, and the manner in which we perceive situations and make decisions based on them. The latter explains its link to positive behaviors such as positive Innovation. By contrast, individuals who lack emotional intelligence are susceptible to behaviors and perceptions resulting from unbalanced and negative emotions as reactions to work pressures [7,22,23].

The concept of personality traits has been clarified and discussed extensively in previous studies so far as an attempt to clarify their impact on the behavior of the individual in both society and organizations, but the research was of increasing interest in negative personality traits compared to bright personality traits [24]. The current study aims to contribute to this topic by showing the importance and impact of bright and positive personality traits in the health field to promote this important sector. Given the importance of the health sector and the severe impact of performance in health organizations on the behavior of individuals working towards their organizations, this study searches for bright personality traits as the most important behavioral components that interact positively with emotional intelligence to control the negative effects resulting from work pressure and direct the behavior of individuals towards positive innovation [20]. This study, which is carried out in Iraq among health workers, focuses on the connection between the Bright Triad and positive Innovation as well as the mediating function that emotional intelligence can play in elucidating and clarifying that relationship. The next section outlines the theoretical foundation for this study and then examines some earlier research on these subjects. This effort's practical and managerial ramifications are examined after the data collection, analysis, and results are explained. The model described here is generalized beyond the confines of the current research sample and is thoroughly measured.

2. Literature review

2.1. Bright Triad

Vygotsky's work is considered one of the most inspiring sources for research interested in investigating the Bright Triad by using the dialectical method in the scientific method, which believes in the change of things overtime, and its continuous lack of stability, which formed a starting point for studies in the field of psychology that attempt to understand Positive personality [25]. Many researchers in the field of organizational behavior have attempted to understand the traits that constitute the positive personality and the behaviors that emerge from that personality to reach a deeper understanding of the bright and positive side of the behavior of individuals such as tolerance, cooperation, and diligence at work [26–28], and these traits are the factors behind building the Effective personality in the workplace [29]. Studies on positive personality traits (the Bright Triad) and the results obtained from them and directed toward examining positive behavior in general, have been scarce due to the novelty of this concept [10,30]. Studies that attempted to focus on the Bright Triad were not only separate studies but came as a backlash toward traditional methods that focused only on one aspect of personality, which is the dark side in the workplace. Consequently, they largely ignored the positive side that can be relied upon. This one-sided focus has to deal with the negative behavior that can come from some individuals and is not commensurate with human nature; in sum, the latter will be ignoring the bright side of the personality of individuals, which is an essential foundation for the development of organizations [28,31,32]. Accordingly, the positive traits that a bright personality enjoys, such as gratitude or love, and other traits give it a balanced behavior as a result of the impact of these traits on the nature of the individual's perception of situations in a more flexible way as well as dealing with them in a balanced manner [33].

Some researchers have attempted to identify and know the dimensions of personality that contribute to positive performance, especially in well-being and social values within organizations [16]. They have found the rationales for classifying the dimensions that define the positive (bright) personality, as the bright personality was evaluated on the basis of two main points: first, the extent to which it contributes to achieving the highest level of well-being for others [34,35] and second, behavior driven by values and attitudes that support social and organizational norms [36,37]. The judgment of bright personality traits

also depends on the availability of three basic dimensions in them, which are positive differentiation, creative adaptation, and dynamic development [25]. Accordingly, the concept of the Bright Triad is a set of personality traits that describe a positive behavioral attitude motivated by love and benevolence toward others and pro-social values, making it an indicator of many positive outcomes directed toward achieving high performance, growth, prosperity, and organizational success in a way that these traits enjoy altruism beyond self-interest [16,30]. These traits were classified in the form of triads which consist of three positive traits represented by conscience, compatibility, and emotional stability; these three features are actually inspired by the model of the Big Five factors of personality, given that the topic is still recent and needs in-depth studies [16].

The conscience refers to working individuals who are characterized by a high degree of trustworthy behavior, a sense of responsibility, achievement-oriented behavior, and an intense drive to continue making efforts to achieve goals without the need to be monitored [3,38]. By contrast, compatibility refers to individuals who display high self-confidence or others, bona fide behavior, cooperative spirit in the workplace, and emotional response to others [3,39]. Finally, emotional stability refers to a personality characterized by relaxation, a sense of security, balance, and avoidance of stress and anger [16]. It also refers to the balance in the cognitive and the behavioral sides in the behavior of individuals, which crystallizes by dealing with work situations [40].

2.2. Positive innovation

Studies related to knowledge and Innovation indicate a non-linear and multidimensional process that involves complex and dynamic interactions among actors, organizations, and social environments for Innovation to emerge in its full form [41,42]. The activities or stages of the creative process are often viewed as stages that occur in parallel rather than sequentially [43,44]. Positive Innovation is generally described as a process of developing and implementing new ideas by people who, overtime, engage in dealing and interacting with others in the workplace [45,46]. Thus, this concept embodies the idea that Innovation is primarily a process that arises within the social system, as it is often done collectively through which new ideas are developed within certain limits such as product innovation in business organizations [47–49] or the development of new business units [50]. On this basis, the creative process may be merely a reformulation of old ideas in a new way, or it may be an invention that challenges the current system, or a new formula or process that is unprecedented. As long as the idea is viewed as new, it can serve as the basis for business innovation, which may be unplanned or appear by chance; such idea is confirmed by the results of some studies, as the process of Innovation appears in critical studies of technology and product development [51].

Although many studies dealt with the concept of Innovation, many researchers agreed on an existing problem related to the lack of sufficient theoretical understanding to know how Innovation works as a psychological structure [52,53]. Therefore, referring to the theoretical developments of the creative process is necessary. The large number of studies over the decades simply contributed to more complexity and to more unanswered research questions. Conversely, few studies contributed to building a theoretical framework through which interrelationships can be explored. Among the structures at the personality level are associated with Innovation [54]. The majority of these studies aimed to contribute and expand the list of associations of different variables with indicators of Innovation. In addition, these research efforts seem to have shifted the focus away from studying individual antecedents of Innovation and focused more on contextual variables to investigate predictions of Innovation [55,56]. Recently, researchers have realized that an integrative theoretical approach is necessary to clarify individual differences in Innovation. On this basis, investment theory in Innovation was proposed, which used a theoretical perspective based on the econometric framework, through which it indicated that creative individuals buy things at a low price and sell their ideas at a high price [57,58].

2.3. Emotional intelligence

The concept of emotional intelligence emerged in the early nineties as a type of social intelligence; it is characterized by its ability to explain the variance in individual performance left by traditional or cognitive intelligence [59]. Apart from its ability to predict cognitive performance [59], the concept of emotional intelligence has received wide attention by researchers and has been presented as a mixed model that includes intelligence and personality traits [60]. Although the beginnings of emotional intelligence as a field of research were more than two decades ago by Goleman [61], it is a relatively new concept in the field of academic studies. In addition, emotional intelligence was later used to explain a wide range of personal outcomes, such as life satisfaction, well-being, turmoil, and mental and social relationships [62,63], work-related structures, such as job performance [64,65], and job satisfaction and organizational commitment [66]. Emotional intelligence refers to the combination of thoughts and feelings [67] that enable individuals to perceive and manage their own emotions as well as to monitor and interpret the feelings of others and

respond behaviorally accordingly [62]. A necessary axis to reach real intelligence is through its organic association with emotions mixed with thinking [68].

The basic assumption of emotional intelligence is based on the idea that the ability to regulate and manage emotions will enable individuals to make them more intelligent in terms of Emotionalism [69,70]. If we want to deconstruct the term emotional intelligence, we find that the definition of emotion indicates that it is an organized mental response to an event that includes physiological, experimental, and cognitive aspects; by contrast, the definition of intelligence refers to the purposeful selection, formation, and adaptation of real-world environments relevant to an individual's life [71,72]. By reviewing the multiple and different concepts of emotional intelligence, common elements were found in these concepts including the ability to solve problems, deal with different situations, self-understanding, and the ability to develop relationships [71,73].

2.4. Hypothesis development

2.4.1. Relationship between the bright triad and positive innovation

The bright personality was associated with three positive traits (emotional stability, agreeableness, and conscientiousness), which were later called, the Bright Triad. Emotional intelligence is seen as one of its inherent factors [17,74,75]. Therefore, the Bright Triad is viewed as a personality that can understand and manage its own emotional state as well as the emotional state of others. Such personality is characterized by high levels of emotional intelligence and is likely to become an effective personality, which explains the importance of emotional intelligence for the bright personality in job performance [76]. Given that emotional intelligence occurs as a result of the dynamic interaction among personality, cognition, and emotion, the personality with balanced emotions can be said to have a profound relationship with the concept of emotional intelligence [77].

H1: The Bright Triad has a positive impact on positive innovation.

2.4.2. Relationship between Bright Triad and emotional intelligence

Recent psychological research has focused on positive organizational behavior, with an increasing interest in positive personality traits, as they represent the most important factor in influencing the performance of both individuals and groups in the workplace [16]. In particular, the bright personality or the so-called Bright Trinity was a prominent example of the positive personality of the individuals working in those studies [24]. The Bright Trinity consists of a set of features represented by (emotional stability, compatibility, and conscience), and they made the Bright Trinity a model for the attractive and desirable personality owing to its close association with positive behaviors in social life and in the workplace; however, the effects of that personality do not stop at this point only but extend to keep individuals from being affected by negative situations and avoid provocation and angry feeling, which allows them the ability to control emotionally tense situations with others, especially when they are linked to emotional intelligence [74,75]. It provides a state of emotional balance in the manner of perceiving and controlling one's own emotions as well as the emotions of others, which then provides a clear picture of the positive behavior resulting from the Bright Triad [17,20].

H2: The Bright Triad has a positive impact on Emotional Intelligence.

2.4.3. Relationship between emotional intelligence and positive innovation

Emotional intelligence has been associated with many positive behaviors in terms of social performance in building and maintaining relationships and organizational performance, which rendered emotional intelligence an important concept that provides sufficient explanation to explain the variation in the behaviors of working individuals [69]. Consequently, the concept of emotional intelligence has received considerable attention over the past decades in many fields [78,79]. The presence of emotional intelligence was characterized by a negative correlation with deviant behavior and the ability to balance negative and charged situations with negative and tense emotions and a positive correlation with job performance, especially in a business environment characterized by fluctuating emotional climate; in the latter, emotional intelligence allows the ability to act innovatively for individuals working in it [78]. This finding prompted many researchers to investigate the relationship between emotional intelligence and positive innovation behavior, and studies concluded that the presence of emotional intelligence predicts well the presence of positive innovation in the workplace [80,81].

H3: Emotional Intelligence has a positive impact on Positive Innovation.

2.4.4. Mediating role of emotional intelligence

Psychological research has increasingly focused on the positive aspects of organizational behavior through its focus on personality due to its impact on individual and group performance within the organization [16], especially the bright side of the personality of working individuals [24]. In the latter, the bright personality or

the brilliant trinity was associated with qualities (compatibility, conscience, and emotional stability) that linked desirable personality to positive behaviors that reflect positively on the field of life and work alike, especially when they are related to some positive variables and particularly when that personality is linked to emotional intelligence, which appears as one of its inherent factors [74,75].

Emotional intelligence is a factor that cannot be compromised. Either the individual cares and manages his own mood and others in the organization or ignores it and pays the price. It also shows that people who know their emotions and are good at reading emotional signals are likely to be effective, and this phenomenon gives importance to emotional intelligence in performance Career [76] comes as a result of the harmonious interaction among personality, cognition, and emotion [77]. The latter is what Ahad indicated as follows: the positive behaviors that result from the characteristics of the Bright Triad were the result of the high correlation between those traits and emotional intelligence, such as the existing kind of Innovation of those traits that occurs when it is associated with emotional intelligence [17], which in turn works to direct this Innovation within the organization and commitment to that work [20]. In the past two decades, emotional intelligence has attracted profound research interest in a variety of fields [78,79] more specifically in the field that enables working individuals to move more effectively in the work environment and to act creatively [78]. Previous studies began to be interested in analyzing the relationship of this concept, which is a very important indicator for predicting the existence of creative behaviors within the organization [80–82].

H4: The presence of emotional intelligence mediates the relationship between Bright Triad and positive Innovation.

The hypotheses of the study were combined into the conceptual framework that serves as a model for this study (Figure 1).

3. Methodology

3.1. Sample and procedures

The study focused on the issue of positive creativity for individuals working in the health sector and an attempt to identify the precedents for positive creativity in the workplace, specifically knowing the extent of the contribution of bright personality traits and their impact on the emergence of positive creativity and clarifying that relationship through the role of emotional intelligence that enables working individuals who score high degrees of those Personal characteristics of dealing with work pressure and stress in the workplace and the ability to direct their behavior towards positive creativity.

The study collected data through a questionnaire distributed to a sample of 550 individuals working in a major public health sector hospital in Dhi Qar Governorate, Southern Iraq through the accreditation of the main hospital of the governorate (Nasiriyah General Hospital). From the set of distributed forms, the researchers obtained 520 questionnaires, 20 of which were invalid. Emphasis was placed on protecting the rights of the respondents and the confidentiality of their answers to the questionnaire. Moreover, the sample was chosen randomly. The duration of data collection was approximately three months.

The variables adopted by the study were directly clarified to the respondents. We attempted to answer their questions and ensured the confidentiality of their answers to reduce biases as much as possible and obtain more accurate data that are measurable and generalizable.

Table 1 above shows that, sixty percent of the participants were above 25 years old and (76%) of the participants were male. The majority of respondents (77%) had completed college and held a bachelor's degree, although a sizable portion (97%) did not pursue further education. (67%) of respondents have more than 10 years of work experience. The majority of participants (74%) reported having no prior awareness of the Bright Triad and positive antecedents, while (26%) said that their prior understanding of these concepts came from sources other than their academic studies.

3.2. Measures

A structured questionnaire was created with a number of questions on how the learner perceived the model's concepts. All the variables were rated on a five-point Likert-type scale (1 strongly disagrees; 5 strongly agrees). In addition to a group of controlling variables, which were represented by Age, Gender, Qualification & Experience. The following scales were chosen to measure the constructs after a review of the literature (Table 2).

4. Results

4.1. Descriptive statistics and correlation coefficient

Table 3 presents the descriptive statistics and correlation coefficient. The results show that the means ranged between 2.90–3.73. This figure indicates that on an average response level, social awareness was the highest in a mean, whereas individual innovation was the lowest in a mean. Standard deviations were appropriate and insignificant. As for the correlation coefficient,

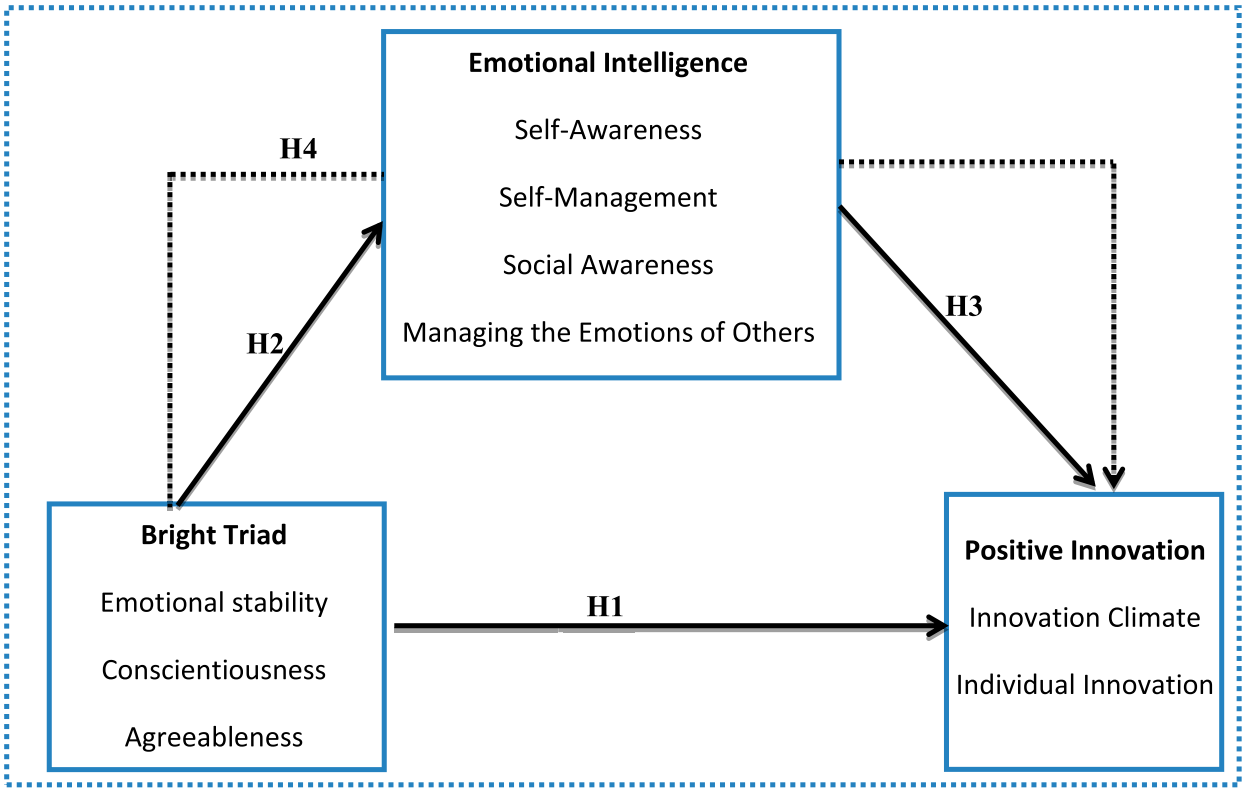


Figure 1. Model of Study.

they were all positive and thus indicating positive agreement with the study hypotheses.

4.2. Confirmatory factor analysis

To verify the validity of the structure of the three measures, Confirmatory Factor Analysis (CFA) will be used. Through the results of the CFA, the validity of the scale will be verified in measuring the relevant concepts [85]. On this basis, Validity will be examined through two types of validity: Convergent Validity, which determines the extent to which the sub-concepts measure a concept with each other, and discriminant Validity, which determines the extent to which Differentiation of sub-concepts measure a concept among themselves [86].

The convergent validity will be verified through (1) Factor loading for each item of the scale, which must exceed (0.50) and preferably exceed (0.70); (2) The value of the average variance extracted (AVE), which must be greater than (0.50) [87]. By contrast, discriminant validity is checked by comparing the two values of the average variance extracted (AVE) for each pair of measures with the Square Correlation-SC between the two respective dimensions. The discriminant validity is appropriate when the AVE for each two dimensions is greater than the correlation square (SC) between them [87]. Tables 4 and 5 show the results of the validity of convergent and discriminant, respectively.

Reliability refers to the probability that the same results will appear at another time when the scales are used. The stability will be checked by checking the values of the composite reliability (CR) and Cronbach's (α). The reliability of the three scales will be achieved by exceeding the value of the composite

Table 1. shows demographic information about participants in general and type of education (n = 500).

Category	Characteristic	Frequency	Percentage
Age	<20	30	.06
	20–30	300	.60
	30–40	65	.13
	40–50	60	.12
	50 or more	45	.09
	Total	500	100
Gender	Male	380	.76
	Female	120	.24
	Total	500	100
Qualification	Secondary school	30	.06
	Technical training diploma	70	.14
	Bachelor's degree	385	.77
	Master's or PhD	15	.03
	Total	500	100
Experience	<5 years	55	.11
	5–10 years	110	.22
	>10 or more	335	.67
	Total	500	100

Table 2. Used Scales.

Construct	Used scale
Bright Triad	Musek and Grum [16]: The scale has three dimensions and eighteen items.
Positive Innovation	McMurray and Dorai [83]: The scale has two dimensions and ten items.
Emotional Intelligence	Wong and Law [84]: The WLEIS scale has four dimensions and sixteen items.

Table 3. Descriptive statistics and correlation coefficient.

	Mean	S.D	ES	CO	AG	SeA	SM	SoA	MEO	IC	II	BT	EI	PI
ES	3.47	0.68	1											
CO	3.65	0.60	.537**	1										
AG	3.42	0.69	.593**	.509**	1									
SeA	3.47	0.68	.256**	.286**	.468**	1								
SM	3.56	0.72	.255**	.213**	.403**	.570**	1							
SoA	3.73	0.73	.208**	.153**	.279**	.419**	.532**	1						
MEO	3.51	0.66	.214**	.270**	.315**	.289**	.171**	.254**	1					
IC	3.14	0.71	.245**	.232**	.292**	.278**	.319**	.237**	.327**	1				
II	2.90	0.86	.242**	.192**	.274**	.217**	.231**	0.039	.184**	.577**	1			
BT	3.51	0.55	.658**	.699**	.648**	.405**	.352**	.259**	.319**	.308**	.284**	1		
EI	3.57	0.51	.320**	.313**	.501**	.680**	.691**	.669**	.570**	.396**	.227**	.455**	1	
PI	3.02	0.70	.273**	.236**	.317**	.275**	.304**	.144**	.279**	.663**	.610**	.332**	.341**	1

Note: ES = Emotional stability, CO = Conscientiousness, AG = Agreeableness, SeA = Self-Awareness, SM = Self-Management, SoA = Social Awareness, MEO = Managing the Emotions of Others, IC = Innovative climate, II = Individual innovation, BT = Bright Triad, EI = Emotional Intelligence, PI = Positive Innovation.

reliability and Cronbach's alpha of (0.70) [86]. Table 5 shows us the results of the reliability coefficient of the scales.

4.3. Test hypotheses

Path analysis was used to test the direct and indirect hypotheses of the study model. The four main hypotheses were initially tested, and then the sub-hypotheses were tested by introducing the three dimensions of the independent variable as multiple independent variables. Table 6 shows the results obtained from testing the main hypotheses, while Table 6 presents the results of testing direct and indirect sub-hypotheses.

The results indicate that control variables do not affect the dependent variable [positive innovation]. In addition, results indicate that all four main hypotheses are accepted. The results indicate a direct positive effect of the bright triad on positive innovation and emotional intelligence and a positive effect of emotional intelligence on positive innovation. Finally, an indirect effect of the bright triad exists on positive innovation through emotional intelligence, with emotional intelligence partially mediating the relationship between the independent and dependent variables.

The results in Table 7 indicate that all three-dimensional hypotheses of the independent variable on positive innovation are rejected. Meanwhile, the results indicate that only the two dimensions of emotional stability and agreeableness directly affect positive innovation and indirectly fully through emotional intelligence.

5. Discussion

This study set out to create its model and attempt to validate it to find antecedents and mediate factors for positive innovation in the workplace. As expected in the proposed model, the results obtained through Table 6 of the direct hypotheses confirmed that exposure to the Bright Triad has a direct positive effect on the tendency of subordinates to generate positive innovation ideas in the workplace. These findings are consistent with previous research that found that subordinates who scored high on the bright

Table 4. Convergent validity and reliability.

Variables	Items	Factor loadings	AVE	CR	A	Variables	Items	Factor loadings	AVE	CR	A
ES	es1	0.766	0.546	0.797	0.825	SM	sm1	0.738	0.574	0.756	0.778
	es2	0.763					sm2	0.816			
	es3	0.852					sm3	0.719			
	es4	0.676					sm4	0.755			
	es5	0.660				SoA	soa1	0.736	0.592	0.774	0.821
	es6	0.697					soa2	0.816			
CO	co1	0.689	0.590	0.836	0.798		soa3	0.725			
	co2	0.792					soa4	0.796			
	co3	0.719				MEC	mec1	0.762	0.572	0.754	0.782
	co4	0.814					mec2	0.705			
	co5	0.710					mec3	0.707			
	co6	0.869					mec4	0.843			
AG	ag1	0.733	0.524	0.776	0.708	IC	ic1	0.839	0.579	0.799	0.842
	ag2	0.805					ic2	0.781			
	ag3	0.719					ic3	0.819			
	ag4	0.799					ic4	0.668			
	ag5	0.636					ic5	0.680			
	ag6	0.631				II	ii1	0.860	0.513	0.821	0.851
SeA	sea1	0.865	0.542	0.720	0.815		ii2	0.749			
	sea2	0.661					ii3	0.678			
	sea3	0.703					ii4	0.858			
	sea4	0.700					ii5	0.793			

Table 4. Discriminant validity.

	AVE	SC		AVE	SC
ES<–>CO	0.568	0.288	SeA<–>MEO	0.557	0.084
ES<–>AG	0.535	0.352	SM<–>SoA	0.583	0.283
CO<–>AG	0.557	0.259	SM<–>MEO	0.573	0.029
SeA<–>SM	0.558	0.325	SoA<–>MEO	0.582	0.065
SeA<–>SoA	0.567	0.176	IC<–>II	0.546	0.333

trinity dimensions were more likely to engage in proactive behavioral behaviors such as positive innovation [16,17,74]. Moreover, the results obtained confirmed that emotional intelligence had a direct and positive relationship with positive innovation, as the ability to work with individuals to realize the emotions they feel and control them accurately, as well as the awareness and control of what others feel can be It makes individuals able to direct and regulate their emotional climate appropriately to achieve positive goals such as innovation that benefit them and the organization [80,81]. Regarding the dimensions of the bright trinity, we find that this relationship develops positively, especially when it is related to the emotional intelligence of working individuals, as they are often immune to high degrees of negative effects of the work environment and related negative feelings that can affect them and be reflected in their behavior [17,69,88]. Therefore, the behaviors of working individuals, based on the theory of affective events, are often associated with the type of emotion that characterizes them; Thus, if the emotion is positive, it is positively associated with positive behaviors such as positive creativity and vice versa [89].

On the other hand, the results showed that the sub-hypotheses related to the association of the dimensions of the bright trinity independently with positive innovation were unacceptable. This relationship can be clarified for the reason that the positive behavior that emanates from the dimensions of the bright trinity is not the result of collecting the influence of each dimension separately, but is the result of the interaction of those dimensions. With each other as a whole in the personality of working individuals, if the individual has a sense of conscience without the desire to agree with others or to have enough emotional stability, it will be difficult to achieve positive innovation or the desire to achieve it even. The same applies to the availability of a dimension of emotional stability or compatibility without the presence of other dimensions and interaction with them. Finally, the results showed that the indirect relationship linking these dimensions to positive innovation through emotional intelligence was positive except for the conscientiousness dimension, and this relationship can be justified for the reason that the conscientiousness dimension that urges working individuals to work devotion may not be sufficient to exceed what is required of them to search for the possibility of improvement Work through innovation.

6. Practical implications

Several administrative effects must be developed in light of the discussion of the findings of the study. The study developed a set of administrative effects, which can be clarified as follows. First, innovative behavior in organizations can generally be managed and modified through a set of recommended

Table 6. Testing the main hypotheses.

			Estimate	S.E.	C.R.	*P*	Results
Age	→	Positive Innovation	.009	.021	.543	.443	Unsupported
Gender	→	Positive Innovation	.014	.023	.343	.321	Unsupported
Qualification	→	Positive Innovation	.032	.018	1.543	.087	Unsupported
Experience	→	Positive Innovation	.005	.019	.210	.765	Unsupported
Bright Triad	→	Positive Innovation	.282	.071	3.991	***	Supported
Bright Triad	→	Emotional Intelligence	.424	.045	9.472	***	Supported
Emotional Intelligence	→	Positive Innovation	.327	.076	4.307	***	Supported
Bright Triad → Emotional Intelligence → Positive Innovation			.138	.042	3.285	***	Supported

Table 7. Testing the sub-hypotheses.

			Estimate	S.E.	C.R.	*P*	Label
Age	→	Positive Innovation	.011	.022	.551	.423	Unsupported
Gender	→	Positive Innovation	.019	.022	.876	.223	Unsupported
Qualification	→	Positive Innovation	.022	.021	.987	.197	Unsupported
Experience	→	Positive Innovation	.009	.016	.435	.609	Unsupported
Emotional stability	→	Positive Innovation	.108	.067	1.614	.106	Unsupported
Conscientiousness	→	Positive Innovation	.057	.071	.793	.428	Unsupported
Agreeableness	→	Positive Innovation	.113	.070	1.606	.108	Unsupported
Emotional stability	→	Emotional Intelligence	.205	.046	4.456	***	Supported
Conscientiousness	→	Emotional Intelligence	.065	.049	1.328	.184	Unsupported
Agreeableness	→	Emotional Intelligence	.340	.045	7.589	***	Supported
Emotional Intelligence	→	Positive Innovation	.322	.078	4.115	***	Supported
Emotional stability → Emotional Intelligence → Positive Innovation			.066	.017	3.882	***	Supported
Conscientiousness → Emotional Intelligence → Positive Innovation			.021	.021	1.000	.205	Unsupported
Agreeableness → Emotional Intelligence → Positive Innovation			.109	.033	3.303	***	Supported

conceptual frameworks and evaluations. For example, it can be recommended to give working individuals sufficient flexible space for trial and error with the importance of learning from error and to make it an essential tool used by managers in managing and modifying employee behavior to relieve the work environment as much as possible from the tension and negative feelings that individuals may feel when they work in New ways or innovative ideas as a result of fear and an attempt to avoid the negative effects of the possible error. Second, human resource managers must focus on coordinating the characteristics of people with the goals that organizations seek to achieve. The reason behind this idea is that this consistency will provide many benefits for organizations. Therefore, the processes associated with these efforts related to the selection and appointment of individuals must be reviewed. This endeavor will enable the recruitment of individuals with high levels of emotional stability, compatibility, and conscientiousness in a way that makes them more compatible with the purpose of the organization. Finally, our results indicate that emotional intelligence continues to be among the most important organizational variables that direct the positive behavior of individuals toward innovation. Additionally, emotional intelligence can be managed in a way that benefits organizations. Therefore, creating a positive work environment for employees requires attention to attract individuals who have high levels of the characteristics of the Bright Triad and emotional intelligence and managing each of them in a way that stimulates the emergence of positive innovative behavior in the workplace.

7. Limitations and future research

Similar to any other studies, the current study has some limitations, which in turn present an opportunity for future research. The first and most important obstacle is the nature of the study, which relies on a cross-sectional design, which serves to make unreliable inferences about the causal relationship between the variables presented in the current study model. this posits that individuals who engage in positive innovation actions also possess positive personality traits and that positive disability is explained by higher levels of emotional intelligence in working individuals with those positive traits. to address this problem, we suggest that future studies adopt a longitudinal design that allows them to reach more accurate results regarding the causal relationships of these variables. Second, the results show that emotional intelligence partially mediates the relationship between Bright Triad and positive innovation. However, the study did not address many of the contextual and personal variables that could have a significant impact on the results of the study that were reached. Accordingly, we suggest searching for variables that may represent an important role in mediating that relationship (for example, creative competence, self-esteem, psychological empowerment, and structural empowerment) in addition to some contextual variables that can influence the strengthening of that relationship linking the Levantine triad to positive innovation (for example, organizational culture, positive climate). Third, despite the relatively large size of the study sample, which could be useful in reaching more accurate results, the place of application of the study confined to one hospital may work to reduce the possibility of generalizing these results for reasons related to the influence of local and cultural characteristics of the workplace. On this basis, the study suggests applying this study in several different places to increase the possibility of generalizing the results. A final hurdle lies in the nature of the self-reported measures adopted in this study, which are not free from bias in the responses obtained. Therefore, subsequent studies can adopt additional measurement methods that enhance the objectivity of the results.

8. Conclusion

The Bright Triad is a set of personality traits that organizations need on an ongoing basis. The current study showed that the Bright Triad is capable of stimulating positive creativity among subordinates who are exposed to high levels of emotional stability, conscientiousness, and compatibility, which can then contribute to increasing the level of well-being that individuals feel in the workplace. However, the subordinates who show creative behavior in the workplace had high levels of emotional intelligence, which explains the nature of psychological balance enjoyed by the Bright Triad characteristics of individuals. The latter then directs this balance toward creative behavior in organizations.

Disclosure statement

No potential conflict of interest was reported by the author(s).

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