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TECHNOLOGY, ISLAMABAD



**Internal Marketing and
Employee's Innovative Work
Behavior: The Mediating Role of
Job Embeddedness**

by

Mubarak Hussain Haider

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Internal Marketing and Employee's Innovative Work Behavior: The Mediating role of Job Embeddedness

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I dedicate my work to my late father and beloved mother who sacrificed for me their joys and extended every support whenever needed. Without their prayers, I could not do anything.



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This is to certify that the research work presented in the thesis, entitled “**Internal Marketing and Employee’s Innovative Work Behavior: The Mediating Role of Job Embeddedness**” was conducted under the supervision of **Dr. Aisha Akbar**. No part of this thesis has been submitted anywhere else for any other degree. This thesis is submitted to the **Department of Management Sciences, Capital University of Science and Technology** in partial fulfillment of the requirements for the degree of Doctor in Philosophy in the field of **Management Sciences**. The open defence of the thesis was conducted on **June 07, 2018**.

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List of Publications

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- 3- Haider, M. H., & Riaz, A. (2010). Role of transformational and transactional leadership with job satisfaction and career satisfaction. *Business and Economic Horizons*(01), 29-38.
- 4- Ali. A, Chaudhary. M.A, Khushnood .S., Hussain. M (2016). Load Dispatch Management using Trend Analysis of Demand and Generation in Pakistan. *Technical Journal, University of Engineering and Technology*, Vol 21 (2).

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Abstract

Despite a lot of research work on innovative work behavior, the research is not only inconclusive but still to develop a consensus on a single best antecedent of innovative work behavior. Innovative work behavior remains in the limelight of research due to its direct relationship with organizational innovation. Innovative work behavior is an employee's behavior that demands to be investigated with employee's specific antecedent. Internal marketing is an emerging concept of human resource management that is the only employee's specific antecedent to consider the employee as an internal customer and his/her job as a domestic product. Management literature has yet not investigated internal marketing as an antecedent of innovative work behavior.

While conducting any research, the target sector for research is of paramount importance. Public and private sectors differ in culture, organizational structure and an administrative point of view. The private sector contributes more than the public sector and specifically the industrial sector. Industrial sector contributes 25% of the economy and in the industrial sector, engineering sector contributes 13.5% in the GDP. In Pakistan, the focus of the past research has been in the service sector and neglected the manufacturing sector which is a backbone of the country. Similarly, the past studies in the manufacturing sector focused the organizational specific variables and overlooked internal marketing with innovative work behavior. This study is based on social exchange theory to develop an integrated model of innovative work behavior which is mandatory for innovation in the manufacturing sector of Pakistan. In the model, innovative work behavior is dependent variable with independent variable internal marketing and its dimensions like strategic rewards, internal communication, training and development, leadership and empowerment. In the model, job embeddedness is a mediating variable, social capital and intrinsic motivations are the moderating variables.

Data were collected from the sample of the manufacturing sector. There are more than 450 auto parts manufacturing firms in Pakistan located in different cities.

The data for 1116 valid samples were collected through questionnaire from four cities only.

Findings of the results are novel in Pakistani context as well as in the management literature. Internal marketing as a composite variable, internal communication, leadership, and empowerment have a positive impact on innovative work behavior. Internal marketing also has a positive impact on job embeddedness and job embeddedness has a positive impact on innovative work behavior. Job embeddedness partially mediates the relationship between internal marketing and innovative work behavior. Intrinsic motivation positively moderates the relationship between internal marketing and job embeddedness but social capital does not moderate positively between job embeddedness and innovative work behavior. Strategic rewards and training and development have no effect on innovative work behavior. The relationship of variables in the model was supported theoretically and statistically in this study.

Keywords: *Internal Marketing, Innovative work behavior, Job Embeddedness, intrinsic motivation and Social capital*

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Abbreviations

IWB	Innovative Work Behaviour
IM	Internal Marketing
SR	Strategic Rewards
IC	Internal Communication
TD	Training and Development
SL	Senior Leadership
EMP	Empowerment
IMO	Intrinsic Motivation
SC	Social Capital

Chapter 1

Introduction

This section delineates the core vista of the thesis that looks into the function of the internal marketing activities on the innovative work behavior of employees by taking the mediating role of job embeddedness along with the moderating roles of intrinsic motivation and social capital. This part highlights the research background, research gaps, research question, and anticipated addition to the management and social science theory.

1.1 Background of the Study

Innovation is one of the important factors directly linked with the economic growth of any country. Innovation is also an integral part of the world's top ten countries in economic growth and Switzerland is on the top position from eleven years consecutively due to the persistent use of innovative methods (Dutta, Lanvin & Vincent, 2017). The report published by the World Bank has depicted that the modest tier of innovation is a serious concern of developing countries which have kept these countries vulnerable in education, health and economic development (Cirera and Maloney, 2017). Similarly, Global Competitive Index (GCI) report, ranked Pakistan in the least innovative countries at 119th position among 127 countries in the world (Schwab, 2016). Due to the consistent negligence of opting for new technologies, world economic forum has ranked Pakistan among the low

economic performing country (Kieny et al., 2017). All sectors including agriculture, manufacturing and service sectors need equal attention towards innovation but the manufacturing sector needs the highest importance for innovation. The large economy of the world is controlled by the countries that have control over the manufacturing sector (Manyika, 2012). The European economy depends on a large extent of innovation in products and manufacturing techniques and has targeted innovation as the number one priority till 2020 (Apak & Atay, 2015). In innovation-related research, the important thing is to understand that innovation is not a phenomenon but is dependent on employee's behavior (Van de Ven, 1986). Organizations can't achieve their goal if the employees' development programme is not consistent with employees' behavior (Locke & Latham, 2006). The development of employees remains the top priority of the American firms to achieve organizational goals. In 2015, American big corporations spent about \$160 billion and globally the expenditure was \$356 billion to enhance the employee's performance, however, results remained inadequate (Beer et al., 2016). These development programmes were focusing more on technical and skills related aspects of employees' job but less attention was given to behavior related issues. All findings suggest that to achieve the innovation-related goals, employee's behavior should be considered on a priority basis.

Innovative Work Behavior (IWB) is originating, espousing, and applying new thoughts for products and processes in the organization (Shi, 2012). IWB related research is still in the focus and trying to conclude the one best antecedent of IWB. The reason for not reaching a conclusion is the circumstance based approach to find innovation (Damanpour, 1996). Investigators who are voracious for innovation, believe that innovation comes from employee's behavior (Scott & Bruce, 1994; Wu, Parker, & De Jong, 2014). Employee's IWB is associated with organizational performance, and also brings the innovation to the process as well as in product development. It is evident from the research findings that to bring innovation in an organization, the employee's IWB is mandatory. Despite extensive research work on IWB, the findings are inconclusive and need further to be explored (Bos-Nehles, Rekema, & Janssen, 2017). Organizations can only be

benefited from innovation if they encourage their employees for IWB (Agarwal, 2014).

Organizations need to move from the focus on the implementation of conventional HR practices with the focus on their employees' behavior (Ulrich, 1998). This would require a multifarious way to implement innovative HRM related practices (Shipton et al., 2005) and these practices would be implemented in an integrated form by taking the essence of marketing like activities. There is a still need to align HR activities with employee's IWB (Wijchen, 2017). Therefore in this perspective, the Internal Marketing (IM) is a newly emerging practice in the domain of human resource management. HR practices are more aligned to control all departments for administrative purpose while internal marketing focuses on all employees and their functions (Collin & Payne, 1991). The primary focus of past research studies has been mainly on organizational effectiveness only (Schuler, & Jackson, 2014; Delery, & Gupta, 2016) and ignored IWB (Janssen, 2000). The HR function is more oriented to an organizational perspective while internal marketing is employee focused. Only, internal marketing views employees as domestic customers and their jobs as domestic products (Berry, 1981).

IWB is an employee's behavior that can easily be changed with an employees' behavior specific antecedent. A gap exists in literature to explore the antecedent exclusively employee's behavior oriented. Research demands to investigate an antecedent to focus on employee's behavior because the employee is responsible for innovation.

The present research explores the new antecedent internal marketing for IWB. In internal marketing, all efforts of human resource are primarily diverted towards employee's behavior. Many of the past research studies have consensus that when employee's IWB is focused, organizations achieve innovation related goals. When an employee's IWB is addressed then innovation is compulsory.

Internal Marketing (IM) is the essential factor of organizations' innovativeness (Mieres, Snchez, & Vijande, 2012). IM is the emerging concept of human resource management with an objective of continuous improvement through the complex system of economic, social and technical relationship with the workplace. Internal

marketing is a combination of different facets but the most widely used facets of IM are the strategic rewards, internal communication, training and development, leadership and empowerment. All these IM's dimensions have been tested individually and generated mixed results. There was a need to supplement the literature with a research study with IM as a composite variable and with its dimensions separately too. Different dimensions of IM may give different results according to the size and structure of the organization but composite IM construct provides the true picture of the organization's approach towards implementation of IM practices.

Organizational reward systems vary because of varying nature but still remains important for leaders to enhance innovation and performance of employees (Aarons, 2006; Jung & Sosik, 2002). On the other hand, the research on 927 employees in Belgian industries revealed insignificant link of rewards with creativity and innovation (Spiegelaere, Gyes, & Hootegem, 2016). Financial rewards may not affect an employee's behavior until they are linked to employee's behavior (De Jong & Den Hertog, 2007). When rewards are directed towards employee's cognition, they trigger innovation. Internal communication facet of IM provides an atmosphere for ethical work climate, mutual trust, attitude towards innovation, and employee's own and organizational goal alignment (De Bussy, Ewing, & Pitt, 2003). A study in the food industry by Jacobsen et al., (2014) proved the link of internal communication with new product development. Internal communication keeps employees well abreast of information needed to perform. Training and development is an important dimension of IM to get a competitive advantage in the market. Organizational outstanding performance, creativity, and innovation are the results of the extent of training received by employees (Ahmad, Jehanzeb, & Alkelabi, 2012). Training of employees plays a pivotal role in the survival of the organization due to its direct impact on creativity, innovation and inventive behavior of the employees leading to enhanced organizational performance and competitive advantage (Lyn-ton & Pareek, 2000; Edralin, 2004; Vemi, 2007). Organizations arrange training programmes to fill the gap between set targets and achieved targets but ignore the behavior related training programmes. Leadership is another dimension of IM that

has also been investigated with employee's IWB. Leadership promotes innovation in an organization (Valle & Avella, 2003).

In contemporary research, empowerment provides the responsibility and authority that employees enjoy at the workplace. IM dimension, empowerment is a tool that enhances motivation and triggers IWB (Marane, 2012). The trend of new research has linked empowerment with IWB. Empowerment is an integral part of strategies of the organization to enhance IWB (Abstein & Spieth, 2014; Montani, Odoardi, & Battistelli, 2012; Bysted & Hansen, 2015; Bysted & Jespersen, 2014; Fernandez & Moldogaziev, 2013). When workers feel a sense of autonomy and responsibility, they change their behavior.

While implementing IM practices for IWB, the important factor is the retention of an employee in the organization. The more experienced employees gain more knowledge and display innovation in a short time as compared to inexperienced workers. The employee remains in an organization due to the employee's own factor, organizational factor and the social factor.

Job embeddedness (JE) is another emerging concept of providing an employee the reason to stay in the organization. In job embeddedness, employee stays in the organization on the basis of finding himself fit for the job and the community, linked with organization and society and decide what to sacrifice for organization or society to stay in the organization. In fact, job embeddedness reduces turnover due to multiple reasons. In the present study, JE is a mediating variable between IM and IWB. The mediating role of JE determines the relationship of IM and IWB. The JE relationship is well established as a mediating variable between the predictor and criterion variables. The similar mediating effect of JE has been investigated in different research studies in different parts of the world (Harris, Wheeler, & Kacmar, 2011; Karatepe, 2016; Karatepe & Ngeche, 2012; Yancey, 2009; Ghosh & Gurunathan, 2014; Ferreira et al., 2017; Reitz & Anderson, 2011). As a mediating variable, JE explains the relationship between predictor variable IM and criterion variable IWB. A similar type of relationship of JE between IM and turnover intention has also been tested by Ibrahim, (2013). The turnover intention of the employees was reduced due to the mediating effect of JE. When employees

are committed due to JE with the organization because of organizational and social factors, they exhibit IWB (Ng & Feldman, 2010). The link of IM practices and IWB may be fortified with the presence of the mediating effect of JE.

Research by Sheldon & Elliot, (1999) depicts that individuals achieve goals which are self-concordant and coherent to their intrinsic motivation. Intrinsic motivation of employees helps the organization to implement its HR practices to achieve the desired goals. A study conducted in the textile industry of Pakistan by Mustafa, Bilal, Mahmood, & Murtaza, (2017), shows the strong effect of intrinsic motivation on implementing HR practices and improving employee's commitment. In this research study, intrinsic motivation is used as a moderating variable between IM and JE. The moderating effect of intrinsic motivation may strengthen the relationship between IM and JE by enhancing IM practices. Organizational HR practices are enhanced in the presence of intrinsic motivation that helps to reduce turnover, achieving an organizational goal and shaping employees' behavior. The similar type of moderation of intrinsic motivation has already been tested in different studies (Kuvaas, 2006; Liang, Chang, Peng, & Liang, 2016; Dysvik & Kuvaas, 2008; Shu, 2015) and found intrinsic motivation a significant moderating variable. Due to the positive moderation of intrinsic motivation, the IM may be enhanced to further improve JE.

Social capital (SC) is the second moderating variable between JE and IWB. Due to SC, at the workplace or in society, employees develop a web of relationship to enhance their functionality. SC helps to develop relationship informally and make strong social ties at the workplace. Social relationships stick employees on the job and remain with the organization for a long time. SC also provides the opportunity to share ideas informally which is difficult to share formally. The sharing of ideas due to social networks also helps to improve IWB and become the reason of innovation to the organization (Watson & Papamarcos, 2002). The moderating effect of SC strengthens the relationship between the independent and dependent variable that helps to achieve organizational and employee's goals. Previous research studies have also verified the similar moderating effect of SC among different constructs to achieve the organizational goal (Li & Jin, 2015;

Huang & Wang, 2013; Jalali, Thurasamy, & Jaafar, 2017). In this research, the interactional effect of SC with JE to enhance the IWB is determined. The SC determines the strength of the relationship between JE and IWB. SC interaction with JE may enhance the IWB.

This research is purely directed towards the current innovation related problem in the manufacturing sector of Pakistan to determine the employee's IWB. The employee focused construct IM along with its dimensions are investigated as a composite variable and with its dimensions as well. An effort is made to develop an integrated model based on social exchange theory with relevant constructs. In previous research studies, IM facets have been used separately and IM as a composite variable needed to be investigated.

All researchers agree on the importance of IWB. This research is on IWB as previously different parts of the world tried to link different antecedents of IWB. In all past studies focus on IWB remained on organizational perspective and missed the employee specific antecedent.

These studies have tried to link self-esteem, self-efficacy, creative and personal identity as antecedents of IWB (Rank, Nelson, Allen, & Xu, 2009; Tierney & Farmer, 2002; Farmer, Tierney, & Kung-McIntyre, 2003; Jaussi, Randel, & Dionne, 2007; Tierney & Farmer, 2011; and Mok & Morris, 2010).

Different authors believe that employee's knowledge and abilities are the antecedents of creative and IWB (Amabile, Conti, Coon, Lazenby, & Herron, 1996; Howell & Boies, 2004; Choi, Anderson, & Veillette, 2009). In past, researchers worked on psychological factors and found them equally important for employee's creativity and innovation (Amabile, Barsade, Mueller, & Staw, 2005; Binnewies & Wrnlein, 2011; George & Zhou, 2002; George & Zhou, 2007; Atwater & Carmeli, 2009; Kark & Carmeli, 2009; and Han & Yang, 2011).

Few researchers found big five traits of personality as the antecedents of employee's innovative behavior (George & Zhou, 2001; Patterson, Kerrin, & Gatto-Roissard, 2009; Yesil & Sozbilir, 2013).

Many researchers believe that the culture is associated with employee's innovativeness (Martins & Terblanche, 2003; Dulaimi & Hartmann, 2006; Naranjo-Valencia, Jimenez-jimenez, & Sanz-Valle, 2011; Acar & Acar, 2012; Eskiler, Ekici, Soyer, & Sari, 2016). Hofstede, (1984) categorically pointed out that the culture of every country is different and the national culture influences the organizational culture also. The research in Europe or the USA may not be generalized in Pakistan due to the cultural disparity.

Most widely used antecedent for IWB is HR Practices to predict IWB (Laursen & Foss, 2003; Wright, McMahan, & McWilliams, 1994; De Leede & Looise, 2005; Messersmith & Guthrie, 2010; Jimenez-Jimenez, Sanz-Valle, & Hernandez-Espallardo, 2008). All HR practices are considered to perform the more administrative type of work to benefit the organization and give less focus on employee's behavior.

Surprisingly, all previous studies focused on the employee's IWB with antecedents indirectly or partially related to employee's behavior. The IM focuses on employee's behavior directly and needs to be investigated as a new antecedent of employees' IWB.

1.2 Research Gap

Despite lot of attempts to explore the antecedents of Innovative Work Behavior(IWB), the research on IWB is still scarce and is in an evolutionary stage (De Jong & Den Hartog, 2010). There is a need to find the new antecedent of IWB (Bos-Nehles, Rekema, & Janssen, 2017). Innovation is the hallmark of employee's behavior (Van de Ven, 1986). Internal marketing is the emerging concept of human resource management practices. In internal marketing (IM) practices, the employee is regarded as an internal customer and his/her job as a domestic product (Berry & Parasuraman,1991). When employees are treated like a customer, they feel more valued and privileged and exhibit positive behavior.

Innovation in the organization can only be managed by knowing the relationship of factors needed for innovation (Smith et al., 2008). This research study tries

to fill the gap by developing an integrated model with relevant factors of IWB in private auto parts manufacturing sector on a large sample size. IM as a composite variable and its five dimensions have been used as the new antecedents of IWB. (figure1.1)

In IWB-related research, the dimensions of IM; rewards, internal communication, training and development, leadership and empowerment have shown different results in different research studies. The most probable reason of showing different results in organizations is due to organizational size, structure, environment, organizational culture and national culture of countries (Ozutku & Ozturkler, 2009; Tiwari & Saxena, 2012; Chandrakumara & Sparrow, 2004; Dordevic, 2016; Hofstede, 1984).

In such situation, as compared to the individual facet, the composite variable delivers the better result (Luthans, Avolio, Avey, & Norman, 2007). This particular research proposes that when employees feel better about IM practices, in exchange they exhibit IWB. Human resource practices could be different in both large and small auto parts manufacturing firms of Pakistan; the IM practices would also vary in these organizations. Research result shows that HR practices vary in small and large organizations (Kumar & Mishra, 2011). All prior studies have used dimensions of IM with IWB and found sundry results. IM as a composite variable remained the neglected aspect of research.

In this integrated model first time, IM is used with its individual facets as well as a composite variable. It gives a more comprehensive analysis of IM practices as an antecedent of IWB.

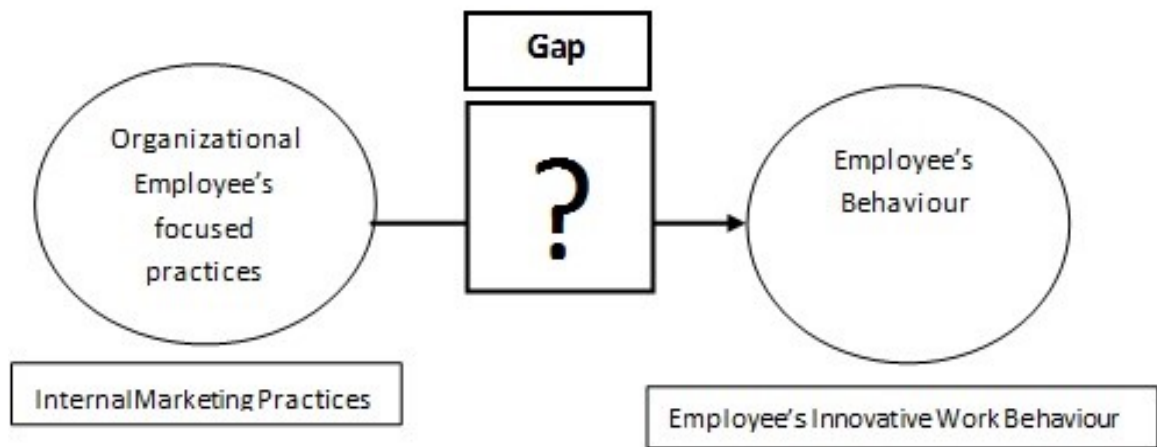


FIGURE 1.1: The model of organizational practices and innovative work behavior

In this research, the mediating variable job embeddedness (JE) observes the relationship between predictor variable IM and criterion variable IWB. JE is an employee's commitment based on employee's, organizational and social factors. When an employee is more embedded with the job, he exhibits more IWB (Ng, Feldman & Lam, 2010; Widiyanto, Abdullah, Kautsar & Meiyanti, 2012). JE has already been used as a mediating variable between many other constructs. Henceforth, the mediation of JE would enhance the IWB in the organization. The research findings explain that for innovation, it is important to reduce the turnover of employees. IM increases employee engagement and reduces employee's turnover (Mishra, Boynton, & Mishra, 2014). More job-embedded employees become more experienced and exhibit IWB as compared to the less experienced employees (Haider, & Akbar, (2017). JE provides the reason to stay with employees in the organization and reduces turnover (Mitchell, et al., 2001). Between the IM and IWB, the JE as mediation is the new addition to the body of literature. Positive mediation of JE means more IWB is expected. In previous research studies, JE was used in a different context and missed the link between IM and IWB as a mediating variable. In this dissertation, JE has been introduced as a mediating variable in the integrated model (see figure 1.2).

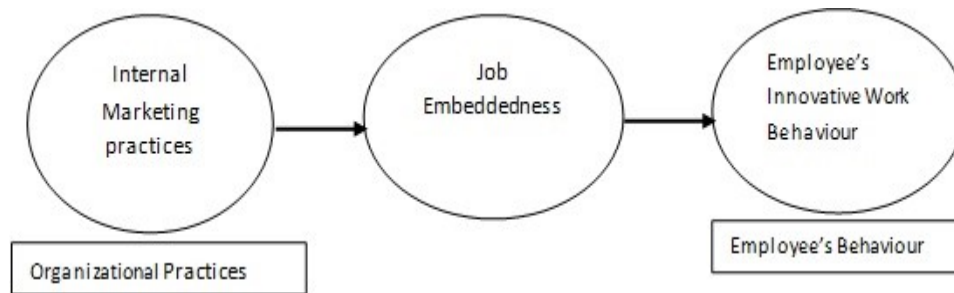


FIGURE 1.2: The mediating role of job embeddedness between internal marketing and innovative work behavior

Moderating variable explains the strength or weakness of the relationship between the independent and dependent variable. In the present study, Intrinsic motivation is used as a moderating variable between IM and JE. Research tells that when goals are self-concordant, they are easy to achieve (Sheldon & Elliot, 1998). When employees are intrinsically motivated, they comply with IM practices. The demotivated employee can't use his/her dexterity (Delery, & Gupta, 2016). The interactional effect of intrinsic motivation and IM may enhance the JE. The self-interest of employees in the form of intrinsic motivation should strengthen the relationship between independent variable IM and dependent variable JE. For successful implementation of IM practices, it is important that employees should show high intrinsic motivation. Intrinsic motivation keeps the worker's engagement with the job (Bergstrm, & Martinez, 2016). Intrinsic motivation has already been well tested as a moderating variable to strengthen the relationship between the predictor and the criterion variable. Intrinsic motivation moderates the relationship between job autonomy and work performance (Dysvik, & Kuvaas, 2010). To achieve an organizational goal, the employee should be intrinsically motivated (Jansen, & Samuel, 2014). In previous research studies, the link between intrinsic motivation as a moderating variable with IM and JE is missing.

Intrinsic motivation as a moderating variable is an addition to the literature on IM and JE. The integrated model developed in this dissertation explains intrinsic motivation as a moderating variable. There was a gap in the previous research studies on the individual factor needed to integrate into a model.

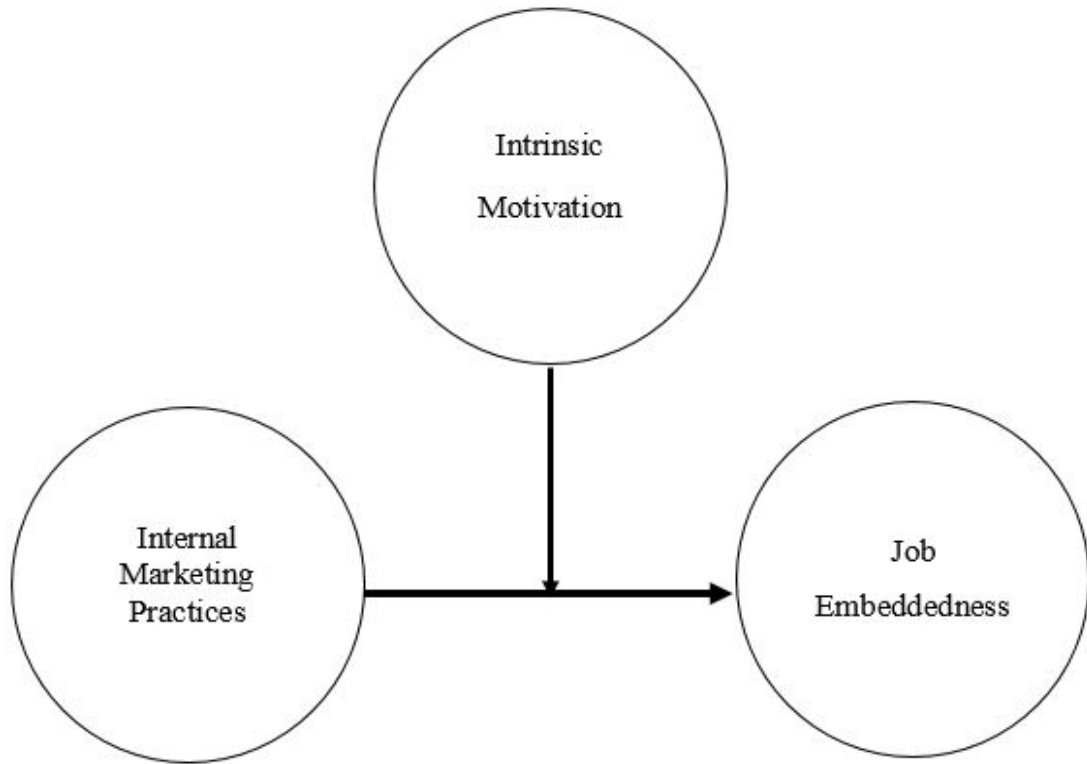


FIGURE 1.3: The moderating role of intrinsic motivation between internal marketing and job embeddedness

Social capital (SC) is the second moderating variable between job embeddedness and innovative work behavior. SC explains the social ties of employees during a social gathering. When employees meet socially, they exchange views and develop a relationship. Due to a strong relationship between workers, SC reduces turnover and improves job commitment (Watson & Papamarcos, 2002). Pakistani society is a collectivistic in nature where strong ties keep them bonded (Hofstede, 1984). Workers in Pakistani firms need to provide an atmosphere where they could interact and share their ideas socially. SC enhances employee's trust and commitment at the workplace (Bakiev, & Kapucu, 2012; Kilpatrick, Bell, & Falk, 1999; Xizhou, & Xiaoyan, 2013). The use of SC as a moderating variable clarifies its usefulness for enhancing JE and ultimately increasing IWB. The interactional effect of SC and JE determines the strength of the relationship between JE and IWB within the organization.

SC has already been used as a moderating variable between various other constructs and has significantly moderated between independent and dependent variables. This SC has an affirmative impact on the commitment of the employees. When workers develop a relationship through networking, they become more associated with each other. The relationship between workers forces them to be embedded in the job. In the integrated model, the SC is the social factor added to complete the conceptual model. SC as a moderating variable is an addition to the literature between JE and IWB (see figure 1.4).

An effort has been undertaken to develop an integrated model with employee's, organizational and social factors embedded in a single model.

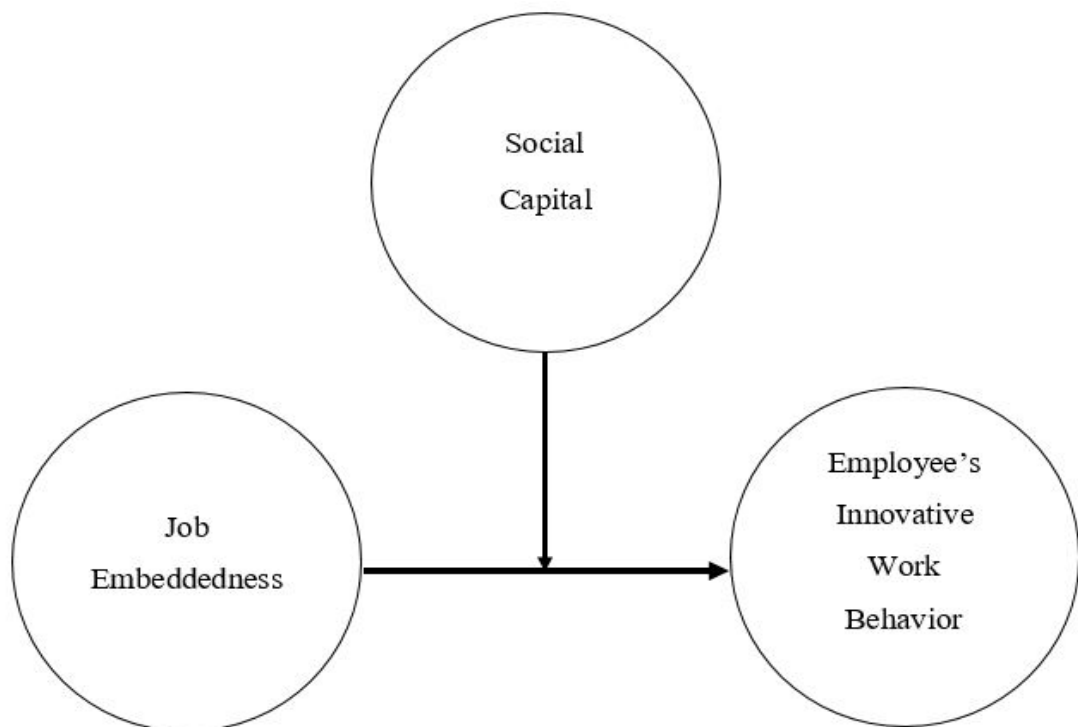


FIGURE 1.4: The moderating role of social capital between job embeddedness and innovative work behavior

In current fierce competition, innovation is mandatory for the long run survival of the organizations (Banbury & Mitchell, 1995; Roberts, 1999; Cefis & Marsili, 2006). Innovation serves as a sustainable competitive advantage and continuous improvement in product and process (Johnson, Scholes, & Whittington, 2008; Fuller, Marler, & Hester, 2006). The composite result of R&D, patents, technology

adoption, and skills is associated with innovation but individually R&D shows no link with innovation and productivity (Gu* & Tang, 2004; Bonesso & Tintorri, 2014). In an organization, the composite result provides the better picture than an individual variable.

Pakistani manufacturing firms lack innovation and for innovation individual innovative work behavior is mandatory. In past, the research focus remained on innovation but lacked IWB related research (De Jong & Den Hartog, 2010). Due to the complex nature of innovation research, researchers believe that no one can claim of generating the one best theory for innovation (Tidd, 2001). Manufacturing firms cannot survive without innovation for a long period. It forces the researcher to select the manufacturing firms to find the employees' innovative work behavior. A research was needed in auto parts manufacturing firms with outcome variable innovative work behavior, independent variable internal marketing, mediating variable job embeddedness, moderating variable intrinsic motivation and social capital. These are not only new variables in a single integrated model but also the relevant variables needed to study. The present research study has tried to add to literature from the theoretical point of view as well as diverse cultural and geographical point of view. After 9/11, the studies done by different research scholars revealed that the values of the societies have changed (Murphy Jr et al., 2004; Olivas-Lujn et al., 2004). Pakistan is the most affected country of terrorism after 9/11 and there was no such big research in the manufacturing sector that could determine the innovative work behavior in such fierce stressful environment. All previous research studies were from different cultures, societies, and countries where the level of education, economic development, human development and social development are different from our country Pakistan. It is not necessary that all theories tested in the west will fit in the east. This study will serve as the pre-requisite for the manufacturing sector of Pakistan to bring innovation by implementing internal marketing practices to enhance innovative work behavior of employees.

1.3 Integrated Model

For innovation in the organization, it is imperative that there must be innovative work behavior. Why is IWB important in the organization? This question merely looks very simple but is a tip of the iceberg. Organization's dependency on innovation relies on individual innovation to improve process, methods, and operations (Ramamoorthy, Flood, Slattery, & Sardesai, 2005). IWB has been studied with the most of the constructs but still needs to find the one best antecedent of IWB. Despite extensive research on IWB, the research is on evolutionary stage (De Jong & Den Hartog, 2010) and scarce as well and needs further to be studied (Janssen, Van de Vliert, & West, 2004). It seems that the previous research studies are circumstance based to generate theories (Damanpour, 1996) and need to find the relationship between factors to manage innovation in the organization (Smith, Busi, Ball, & Van der Meer, 2008). It clearly depicts that as IWB increases, it will enhance organizational efficiency in process, methods, and operations. IWB is tested with IM which is an employee-centered human resource practice and impacts on employee's behavior. JE has also been used as a mediating variable between IM and IWB. JE is a kind of commitment based on employee's, organizational and social factor. More JE means less turnover and more committed employees exhibit more IWB. Intrinsic motivation has been used as a moderating variable between IM and JE. Intrinsically motivated employees help to implement IM practices and increase JE and improve IWB. Intrinsic motivation as a moderator in this model explains the strength of the relationship between IM and JE. Social capital has been used as a second moderator between JE and IWB. Social capital as a second moderator explicates in this model the strength of the relationship between JE and IWB. Social capital enhances the relationship between JE and IWB. This integrated model is a comprehensive research model that links organizational, individual and social factors to impact on IWB of the individual. This integrated model is developed in the light of social exchange theory which is the primary theory of research for this research. By combining figure-1.1, figure-1.2, figure-1.3 and figure-1.4 we find the gap model in integrated form as shown in figure-1.5

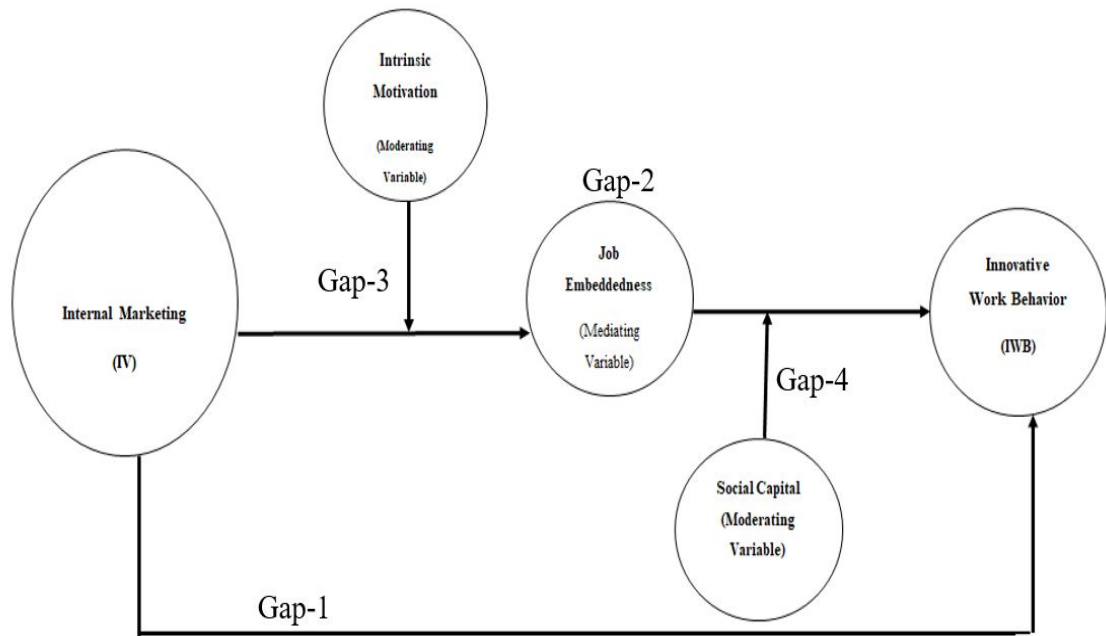


FIGURE 1.5: shows the gap model in integrated form

1.4 Problem Statement

Research on Innovative Work Behavior (IWB) needs more serious attention to determine the antecedent that could be focused on workers and their innovative behavior. Firms cannot innovate continuously unless individual tend to show a behavior to innovate (Van de Ven, 1986; Scott & Bruce, 1994; Chua et al., 1999; Janssen, 2000; De Jong & Den Hartog, 2007). Theoretical contributions reflect that innovation is a human behavior because the innovation-related research has transited from administrative science to communication, research related to anthropology to psychology and sociology (West, 1990). Employees' IWB is getting importance because of its crucial nature of the continuous improvement in products and processes (Fuller et al., 2006). Employee's IWB depends on the cognition, which is acquiring knowledge and understanding through thought, experience, and senses (Wu et al., 2014). Since the cognition of an individual varies due to changing experiences and senses when confronted with him that force him to exhibit different behavior in the workplace at the different time. IWB varies in the manufacturing and service sectors (Bloch & Bugge, 2013). Companies cannot survive without innovation (Okpara, 2007; Cader & Leatherman, 2011; Esteve-Prez & Maez-Castillejo, 2008). Pakistan is seriously lagging in innovation in the manufacturing sector that has hampered to generate a substantial revenue to improve GDP. It is imperative for Pakistani firms to give importance to employ's behavior along with the adoption of a new technology. There is a serious problem with opting the policies of Pakistani manufacturing firms to convert employee's behavior into innovative behavior.

1.5 Problem Definition in Pakistani Scenario

Research on innovative work behavior (IWB) is not only scarce in Pakistan but also have been done in a different context. Research studies confirm that economic development has transited from agriculture development to manufacturing development and further transited from manufacturing to the service sector development

(Clark, 1960; Kuznets, 1957; Chenery, 1979; Fuchs, 1980). Developed countries have control over agriculture and manufacturing sectors and are striving for the control over service sector. Pakistan is still a developing country and struggling to control the agriculture sector and moving towards the manufacturing sector. The focus of research studies on innovative behavior of employees in Pakistan remained in service sector (Javed, Bashir, Rawwas, & Arjoon, 2017; Masood & Afsar, 2017; Imran, Zaheer, Fatima, & Khan, 2014; Khan, Aslam, & Riaz, 2012; Imran, Saeed, Anis-Ul-Haq, & Fatima, 2010). In Pakistan, research was desperately needed in the manufacturing sector that was seriously dawdling in innovation. The major characteristics of the manufacturing sector are speedy technological modifications, the economy of scale production and global production networks integration easily (Szirmai, 2012; Lavopa & Szirmai, 2014). Manufacturing sector contributes to the economic development of any country. Pakistan allocates a handsome amount for engineering development every year but the misuse of funds have badly affected the economic growth of Pakistan (Akram, 2011; Ahmad, Sheikh, & Tariq, 2012; Zaman & Arslan, 2014). Peace and political stability are necessary conditions for economic development, unfortunately, terrorism has further synergized the negative impact on Pakistani economy (Hyder, Akram, & Padda, 2015). Due to the turmoil condition in Pakistan, the manufacturing sector is showing a negative trend that has further enhanced the trade deficit due to more imports (Arshad, Mukhtar, Bibi, & Zia, 2015). The manufacturing sector is a major contributor to the European and American economy. All these countries have innovation in their products and process. The top ranking countries in the world are innovative in the manufacturing sector (Schwab, 2016). In the economic development of the European Union, the major contribution is from the private sector (Balcerowicz, aszk, Rzoca, & Kalina, 2013).

Pakistani manufacturing firms lack innovation in product and process (Kemal, 2006). Pakistani working environment is quite stressful that inhibits IWB (Ahmad et al., 2015; Saleem, Tufail, Atta, & Asghar, 2015). IWB is mandatory for innovation in the organization. Despite having different nationality, employee's IWB brings innovation to the organization (Gogoleva, Balabanova, & Efendiev,

2016).

Research studies have supported the argument that the developed countries have more robust techniques of engineering sector as compared to developing countries. Engineering manufacturing sector of Pakistan contributes 13.2 percent of the GDP with a growth of merely 3.5 percent per annum. According to the global competitive index GCIR (2012-13) report, Pakistan ranks lower to 124th. Position. Pakistan is one of the lowest in the Global Competitive Index (GCI) ranked 124th out of 140 countries. Keeping in view the importance of innovation, research in the manufacturing sector of Pakistan was needed to find employee's IWB. This research work may help the Pakistani manufacturing companies to follow the principles of innovation religiously to devoid of the gloomy future of Pakistan and concentrate on employees who are responsible for innovation.

1.6 Context-Specific Research - Why to study innovative work behavior in private Sector Organizations of Pakistan?

The private sector contributes more than 79% of the total GDP of Pakistan as compared to Public sector merely 21% (Farooq & Wasti, 2015). In the private sector, the industrial sector contributes 20.30% of the aggregate GDP. In the industrial sector, the most important sector is the manufacturing sector which is 65.4 % of the total industrial sector and showing a declining trend (Farooq & Wasti, 2015). For innovation-related research, it is important that employees should be independent to share information. Employee's innovative efficiency may be inhibited in the public sector due to its bureaucratic organizational structure vis--vis the private sector (Rainey & Bozeman, 2000; Rainey, 2009; Fernandez & Moldogaziev, 2012). Innovation related research varies between public and private sector (Bloch & Bugge, 2013). The big difference prevails in both sectors due to the organizational structures.

The importance of the manufacturing sector is obviously due to its major contribution to the GDP. The cause of concern is its declining trend that our country cannot afford. According to global competitive index report 2016-17, Pakistan ranks 126th among 140 countries and one of the major reasons is lack of innovation (Schwab, 2016). Pakistani manufacturing firms lack in innovation both in the process and product development due to lack of technical inefficiency (Kemal, 2006). Most of the researchers have consensus that organizational continuous innovation is linked with employee's innovation (Scott & Bruce, 1994; Janssen, 2000; Chua, Chrisman, & Sharma, 1999; De Jong & Den Hartog, 2007; Van de Ven, 1986). Employee's innovative behavior can directly affect a firm's innovation in process and product.

Research on 961 manufacturing companies shows that there was an increase of 12.6% export of products from companies that were innovative in products and process (Lachenmaier & Wmann, 2006). Pakistan is well abreast of all kind of technologies needed for innovation but still struggling to innovate. The answer is very simple that innovation comes from the innovative work behavior of the individuals not only from technology. However, surprisingly it has been seen that the attitude of personnel towards innovation also turned out to be an important obstruction of innovative activities of Pakistani organizations (Bhatti, Maitlo, Shaikh, Hashmi, & Shaikh, 2012). A desperate study was needed in the private sector especially in the manufacturing sector of Pakistan where innovative work behavior needs to be studied. The research by Kniivil, (2007) linked economic development with industrial growth in China, South Korea, Taiwan, and Indonesia. This study will help the manufacturing sector to innovate by improving innovative work behavior of employees that will directly portray in the company's growth and the country's economic development.

1.7 Research Questions

The conceptual framework recrudesced and tested in this research (see Figure 1.5) addresses the following panoptic research questions:

Do organizational overall internal marketing practices affect innovative work behavior of employees?

More specifically, this dissertation answers the following questions:

Research Question 1

1. Do internal marketing and internal marketing dimensions have a relationship with employee's innovative work behavior and the relationship of internal marketing with job embeddedness?

Research Question 2

2. Does an employee's job embeddedness mediate the relationship between organizational internal marketing and employee's innovative work behavior and has a positive effect on innovative work behavior?

Research Question 3

3. Does an employee's intrinsic motivation moderate the relationship between organizational internal marketing and employee's job embeddedness?

Research Question 4

4. Does social capital moderate the relationship between an employee's job embeddedness and innovative work behavior?

To answer all the questions, this research suggests the definition of internal marketing and its dimensions and foregrounds its role in an employee's job embeddedness and innovative work behavior. It also hashes out the mediating role of job embeddedness between internal marketing and innovative work behavior. This research further purports a model of internal marketing with innovative work behavior. Finally, intrinsic motivation moderates the relationship between internal marketing and job embeddedness and social capital moderates between job embeddedness and innovative work behavior (see Figure 1.5) to depict the moderation effect.

1.8 Research Objectives

The specific research objectives of the study are as follows:

1. To investigate the influence of internal marketing on innovative work behavior.
2. To discover the influence of dimensions of internal marketing on innovative work behavior
3. To find out the influence of internal marketing on job embeddedness.
4. To examine the influence of job embeddedness on innovative work behavior.
5. To investigate the mediating role of job embeddedness between internal marketing and employees' innovative work behavior.
6. To find out the moderating role of intrinsic motivation between internal marketing and job embeddedness and the moderating role of social capital between job embeddedness and innovative work behavior.

1.9 Supporting Theories

The following section discusses the supporting theories in this research.

1.9.1 Primary Supportive Theory

The primary theory to support this research is the Social Exchange Theory as discussed below:

1.9.1.1 Social Exchange Theory

Social exchange theory (SET) is the primary theory for this research because of its right application on the research model. Different authors view differently about the social exchange and interactions but agree that it creates obligations from both sides and follows the rule of exchange (Emerson, 1976). If the organization values employees, in exchange employees perform better. The theory first time was proposed by Homans, (1958) discussing the social behavior as an exchange. Later

it was discussed as power-dependence relations by Emerson, (1962), exchange and power in social life by Blau, (1964), exchange as a conceptual framework for the study of inter-organizational relationships by Levine & White, (1961) and exchange and power in networks of inter-organizational relations by Cook, (1977).

In exchange rule, the employee's behavior is dependent on organizational policies. SET explains that if one party gives the benefit to other the other, the other will show the kindness (Gergen, 1969). Social exchange theory (SET) focuses on two precludes based on social contact and relationships. The initial approach tells how people and particularly individual interact and share rationally to exchange resource with each other to satisfy them. The second thinking and approach are the groups and the system as a whole where they interact, participate and contribute to the social system to get the benefit. Social exchange theory (SET) is the deep concept of understanding about the social interaction in exchanges of views and behavior at the workplace. SET stems from as back as in the 1920s (Malinowski, 1922; Mauss, 1925), connecting such disciplines as anthropology (Firth, 1967; Sahlins, 1972), social psychology (Gouldner, 1960; Homans, 1958; Thibaut & Kelley, 1959), and sociology (Blau, 1964). Within the context of SET, there is always an interdependency of interactions and dependent on other person's behavior (Blau, 1964). One of the important and basic concepts of SET is that as people interact with each other they develop relationships, trust each other with loyalty and mutual commitment over time. SET specifies that there are certain reasons for the workplace that force to develop interpersonal relations that become the relations of social exchange (Cropanzano, Byrne, Bobocel, & Rupp, 2001) and helps in generating innovative ideas. SET is based on reciprocal exchange and does not believe in explicit bargaining (Molm, 2003). It shows that the action of one party is contingent on the other's behavior that can be positive or negative. Social exchange depends upon the interdependency based on mutual and complementary arrangements (Molm, 1994). Psychologists also believe that the reciprocal exchanges differ from individual to individual (Clark & Mills, 1979; Murstein, Cerreto, & Mac Donald, 1977). Social exchange theorists have proposed that an employee's commitment is based on the support of the employer

(Eisenberger, Fasolo, & Davis-LaMastro, 1990). SET supports the research that if internal marketing policies are better in the organization then in exchange employees will exhibit innovative work behavior. Similarly, job embeddedness will be more due to better internal marketing policies of the organization. Due to more job embeddedness, there will be less turnover and more innovative work behavior of the employees.

1.9.2 Secondary Supportive Theory

The secondary supportive theory is a social capital theory for this research.

1.9.2.1 Social Capital Theory

The social capital theory is an extension of the social exchange theory. Social capital increases by the timely exchange of information (Burt, 1990). SCT focus remains on the interaction mechanism how it enhances social capital and its effects on the organization. The social capital theory explains the social networks among employees to share ideas and enhance social capital on the basis of social ties (Burt, 2000).

The social capital theory also explains the knowledge sharing capabilities of employees to improve innovative and creative ideas resides (Landry, Amara, & Lamari, 2002). SCT tells the use of financial and human capital as an opportunity to use to the organizational benefit (Burt, 1992). This theory supports the research model where opportunity in the form of internal marketing is provided and in exchange, workers exhibit their behavior. Secondly, internal marketing practices which are the opportunities perceived by employees are translated into the job embeddedness which is a form of organizational commitment based on social relations as well.

Social exchange theory which is a pre-requisite of social capital theory serves as a basis to understand the human behaviors (Homans, 1958). SCT is associated with SET and focuses on employees networking structure, how they gain information and power with their working networks to shape their behavior for organizational

benefit. The social capital is a major factor to increase interpersonal coordination and effective collective work to enhance organizational performance (Bolino, Turnley, & Bloodgood, 2002). When it comes to social capital, the organizations that practice to enhance SC, in fact, improve employee's social networking, enhancing norms and trust among employees and cooperation among them to enjoy mutual benefits (Putnam, 1993). Social capital, which is a cumulative form of social structure, helps to gain an advantage within the structure in which they are embedded as either an individual basis or corporate actors (Coleman, 1988). This also supports research that due to increasing social capital by implementing internal marketing practices, human capital that is a social and motivational factor of employee enhances the innovative work behavior.

1.10 The significance of the Study

Many past studies have shown a link between IWB with multiple antecedents and still work is going on to explore further antecedents of IWB. As we put a skipping view on the past research studies related to IWB, it seems that a contingency approach was used. According to behavioral and psychological studies, the employee's behavior is susceptible to organizational, employee's and social factors. In past research work, at least one factor was missing out on three factors. The present study fills the gap by placing rationally IM as an organizational factor, intrinsic motivation as employee's factor and social capital as a social factor to complete the research model.

The study has a great significance related to its implications in the Pakistani context. The study is more directed towards IWB with individual and organizational perspective, which is still an enigma and needs to be explored with relevance to the context. Organizations are facing a serious challenge of employee's behavior to enhance their ability to implement their innovative ideas to the workplace (Anderson, De Dreu, & Nijstad, 2004, Noefer, Stegmaier, Molter, & Sonntag, 2009). The study explores the innovative behavior of employees in the engineering manufacturing sector of Pakistan and by addressing these issues, the global competitive

index of Pakistan can be improved that will directly portray the positive side of the country. The study further clarifies the mediating role of JE between IM and IWB. The mediating role of JE not only explains the relationship between IM and IWB but also the reason to stay in the organization. The study tells the strength of innovative behavior of employees as innovation cannot come with ordinary efforts but comes through the optimum use of the capital possessed by a human in an organization (Darroch, 2005). The study explains the moderating role of intrinsic motivation in IM. The intrinsically motivated individual is more inclined towards the attainment of organizational goal and commitment (Gagn & Koestner, 2002). Intrinsic motivation determines the strength of the relationship between IM and JE. The intrinsically motivated employee helps to implement the IM practices in the organization.

The second moderating variable in this research study is social capital between JE and IWB. Social capital refers to the extent, to which employees cooperate, integrate and share information to generate innovative ideas and creativity (Ng & Roberts, 2007; Oh, Labianca, & Chung, 2006; Zahra, 2010). The significance of social capital moderation determines the strength of the relationship between JE and IWB. Social capital as a moderating variable determines the strength of the relationship between JE and IWB. The social interaction of employees helps them to make bonds and strong ties with each other. When employees interact with each other socially, they share ideas and improve IWB. This study is a prerequisite for the existing auto parts manufacturers sector and the new entrepreneurs. By implementing the research guidelines, the IWB of employees can be improved that can help in the innovative process and product development. Innovative countries are economically developed countries and this research may help Pakistan to be more competitive in the local and international market by producing innovative products.

1.11 Research Contributions

This research study is the first to focus employee's IWB in the manufacturing sector of Pakistan. IM as a composite variable and its dimensions have been tested as antecedents of IWB. IM is employee centered approach and was needed to test with IWB. IM served as an organizational factor in this research. JE is used as a mediating variable between IM and IWB. JE is an employee's commitment based on individual, organizational and social factor. The mediating role of JE in research, supplements the relationship of IM and IWB. JE reduces turnover and provides the reason for employees to stay with the organization. When employees remain for a long time with the organization, they gain more experience and exhibit IWB in the organization. IM improves JE and JE enhances IWB.

The research study also explains the moderating effect of intrinsic motivation between IM and JE. The past research studies have categorically highlighted that intrinsically motivated employees implement the HR practices more enthusiastically than the non-motivated employees. The interactional effect of intrinsic motivation with IM may enhance the JE. In the research model, intrinsic motivation is an employee's factor based on an employee's indigenous motivation.

The second moderating variable is social capital between JE and IWB. Social capital is the social interaction of employees that create the social ties among employees. The relationship built on the social interaction of employees keeps them embedded in the job and reduces turnover. The interactional effect of social capital with JE may enhance the IWB. Social capital in this research is a social factor that provides the social opportunity for employees to make networking and sharing ideas to improve IWB.

This research study provides a comprehensive research model based on organizational, employee's and social factors to determine IWB. Organizational factors in the form of IM directly enhance the IWB and JE. JE due to its mediating role enhances IWB. The employee's factor intrinsic motivation enhances JE and ultimately IWB due to its interactional effect on IM. The social capital is the social factor that improves IWB by interacting with JE.

1.12 Thesis Structure

Table 1.1 exhibits the thesis structure comprises of five distinct chapters along with its relationship with each other. The overview of each chapter is given in the underneath section:

Chapter one describes the background of the study by discussing the innovative work behavior basis in the literature of industrial psychology, behavioral science, and human resource management. Afterward, this discussion followed by research gap, problem, research questions, and objectives, supporting theories and significance of the study.

Chapter two presents the relevant literature review by defining innovative work behavior, Internal marketing and its facets, job embeddedness, intrinsic motivation and social capital.

Chapter three discusses the overall detail research design, questionnaire along with scale discussion, the population and sampling, data collection procedure and data analyses techniques.

Chapter four presents the results of data analyses and empirical tests research model by applying the relevant statistical techniques.

Chapter five deals with discussion, the contribution of the study along with the managerial implications, limitations and future research areas.

TABLE 1.1: Thesis Structure

Chapter 01 Introduction	Background of the study The Research Gap Conceptual Gap Model Problem Statement Research Questions Research Objectives Supporting Theories Problem Definition in Pakistan Scenario Context-specific Research The significance of the Study Research Contribution Thesis Structure Conclusion
Chapter 02 Literature Review	Review of pertinent literature encompasses the variables of this particular research study rationale for hypotheses development and presentation of the theoretical model Conclusion
Chapter 03 Methodology	Research Design Sample Characteristics Missing Data Data Analysis Tools Conclusion Instrumentation Population and Sample Data Collection Data Analysis Methods Conclusion
Chapter 04 Analyses and Findings	CFA Test Findings of Descriptive Analysis Demographics Statistics Correlation Matrix Regression Analysis Andrew F. Hayes Bootstrapping Slope Analysis Summary of Hypothesis Conclusion
Chapter 05 Discussion	Discussion along with the context of current research Theoretical Contribution Managerial Importance and Implication Limitations, Direction of Future Research Areas
References	
Appendix	Request letter Questionnaire Items Diagrams AVE Table Others

1.13 Conclusion

In the first chapter of the introduction part, the importance of innovation and IWB was explained. In the introduction, the important points are considered are about the importance of IWB and its manifestations. Innovation is only possible if the behavior of the employee is innovative. IWB is an employee's factor so it is important to find an antecedent that could focus on employee's behavior. IM considers employee as internal customer and job as domestic product. The past studies miss this link of IWB and the individual focus antecedent. The mediating role of JE shows the relationship between IM and IWB. Due to JE, there will be less turnover intention and more IWB. The moderating role of intrinsic motivation strengthens the relationship between IM and IWB. The second moderation of social capital strengthens the relationship between JE and IWB.

The historical background of IWB has also been discussed in this chapter. How IWB transition and what were its antecedents have been shown in this chapter. In this section, the research gaps have also been discussed thoroughly. After explaining the research gap the integrated model has been presented. This integrated model of the organizational factor IM, the mediating role of JE, the employee's factor intrinsic motivation as a moderating variable and the social factor as a second moderating variable has been explained. After the integrated model, the research questions and research objectives have been written. This research is based on research questions and objectives to achieve. This section also explains the overarching theory and the secondary theory. The problem statement highlights how important innovation is and in the Pakistani context why is it important? Pakistan is lowest in world's ranking due to lack of innovation. Due to poor performance in innovation, the economic development is also very slow. Engineering manufacturing sector plays a pivotal role in the economic development of the country. The manufacturing sector of Pakistan is on the decline and unable to produce an innovative product that could contribute to the economic development of Pakistan. The primary theory for this research study is the social exchange theory that explains the interdependency of interactions and dependent on other person's behavior. The behavior of one person is contingent on the other's

behavior. The significance of this study is setting a prerequisite for the managers and entrepreneurs to follow the guidelines found in this research study. This research contributes to the management and social sciences by filling the gaps and exploring new antecedent of IWB.

Chapter 2

Literature Review

2.1 Innovative Work Behavior

Innovative work Behavior (IWB) is a thoughtful formation of a new idea within human resource management domain, and solicitation for the significance of individual, group and overall organization (Janssen, 2000). Earlier the IWB was defined as the willingness to change in general term (Hurt, Joseph, & Cook, 1977).

Historically IWB-related research has transited from imitation to invention and from invention to innovation. In research studies of Abrams, (1953) and Nahm, (1956) it was categorically depicted that imitation was inspirational and liked by others. The imitative behavior of employees was used to inspire and present things differently. The early theories on invention were psychologically based that focused on inspiration, imagination, and genius (Bundy, 1930). After imitation, the inventive behavior was introduced by employees, adding some scientific theories in the process and product manufacturing (Kushner, 1980). After invention proper concentration was given to innovation in different aspects like service, product, and process to get a competitive advantage. Importance of innovation was realized decades back when innovation was to produce a new product, new excellence in work, new manufacturing technique, new market, a new source of supply, and the configuration of the organization to meet new challenges (Schumpeter, 1930). Past research reveals that new challenges have mutated organizations these days as

never before to find different ideas which are workable, marketable and promoted in the organization (Galbraith, 1982). Every year companies develop new products and services and these recent developments are due to the intelligence, imagination, and creativity of their employees (Mumford, 2000). It is clear that innovation is an employee's dependent outcome and can only be achieved if the employee's behavior is addressed. The focus should be on the behavior of the employee not on the innovation only. If innovation is dependent on employee's behavior then what could be the best employee focused antecedent? Social exchange theory explains the employee's change in behavior is on the reciprocal basis not on explicit bargaining (Molm, 2003). According to the concept of social exchange theory, individual changes behavior in exchange for the organizational practices. Past studies focus has been on organizational factors to find employees innovative work behavior and ignored the employee's specific (Shalley et al., 2004; West & Farr, 1989).

One must understand that company's most important assets are its employees who develop products, render services and are responsible for innovation (Gabanov, 2011). They utilize the resources needed for the innovation such as foreign inputs, government support, level of education, competition, R&D subsidies, foreign celebration, and availability of patents and copyright (Dotun (2015)). IWB and task performance are positively related (Dorner, 2012). A study in Malaysia by Leong and Rasli, (2014) shows the impact of IWB on work role performance. Innovation is a crucial component of any organization to remain in the market with long-term competitive advantage (Kang and Snell, 2009; Shipton, Fay, West, Patterson, and Birdi, 2005). IWB is an attitudinal variable and is susceptible to internal and external factors.

Past research work is still investigating the internal and external factors to find IWB. Few of factors are employee's job performance and feeling him fit for the job (Afsar, Badir, & Khan, 2015), proactive goal generation (Montani, Battistelli, & Odoardi, 2015), human resource practices (Ma Prieto & Pilar Prez-Santana, 2014), positive mood and personality (Madrid, Patterson, Birdi, Leiva, & Kausel,

2014) and managerial practices and leadership style (Odoardi, Montani, Boudrias, & Battistelli, 2015).

Surprisingly, all research studies have missed the factor that focuses on employee's behavior. IWB is needed to be investigated with an employee's focused antecedent. Employee's behavior is important for innovation in the organization (Van de Ven, 1986). Due to the link of employees' IWB with organizational innovation, it is becoming important day by day (Janssen, 2000; De Jong & Den Hartog, 2010; Scott & Bruce, 1994). Employee's innovativeness is the engine of economic growth in current global fierce competition (Ko & Lu, 2010) that can be seen in new product development, process, market and organizational goals (Toivenen & Tuominen, 2009). The importance of competition in the market has forced companies to differentiate their products by innovation (Nybakk & Jenssen, 2012). The manufacturing sector is the main identity of any country where employee's innovation is seen and judged by the performance of the company (Kalay & Lynn, 2015; Rosil & Sidek, 2013). Employee's behavior is important for an organization's innovation capability and innovation capability leads to organizational performance in a manufacturing firm (Huhtala, Sihvonen, Frsn, Jaakkola, & Tikkanen, 2014).

Employee's IWB is the focal point of this research. Without diverting the employee's behavior to innovative behavior, organizations cannot achieve their goal. Organizations resources utilization is also dependent on the employee's behavior. Organization's focus on training and development remained to improve the skill of the employees but neglected to change their behaviors. Companies in the most advanced country like the USA spent \$160 billion to improve the performance of their employees but failed (Beer et al., 2016) the reason of failure was perhaps the neglecting employee's goal-directed behavior (Locke & Latham, 2006). The past research studies have used the determinants that were not employee's behavior specific. A serious effort is needed to enhance the IWB with employee's specific determinant. It is also important that employees must possess the competency for IWB (Scott & Bruce, 1994). Due to the overwhelming use of technology, organizations face internal and external environmental challenges and pressure and they have to respond according to the needs of today and tomorrow's customers

(Bessant & Tidd, 2009). The radical novel ideas in product and process development can only be achieved by IWB (Axtell et al., 2000).

The behavior of employees at the workplace plays a pivotal role in innovation to influence on the process.

Employees behavior and their importance can only be assessed when they overcome obstacles to innovation, thereby helping employees to generate ideas for innovation output (Howell et al., 2005; Witte, 1973). A comprehensive research is needed to explore the antecedent of IWB. The researcher has tried to explore the new antecedent internal marketing for IWB that is employee's behavior specific.

2.2 Internal Marketing

The concept of Internal Marketing (IM) has come from the consumer marketing where the external customer is taken care of by the marketing like activities. IM in contemporary management discipline is the improved form of HR practices of the organization. IM is one of the rising themes that fulfills the promises of interdisciplinary challenges of organizational practices (Mudie, 2003; Varey, 1995; Ballantyne, 2000; Conduit & Mavondo, 2001). The concept gained popularity after the consideration of employees as internal customers (Berry, 1981). It was highlighted that workers must be motivated by performing the essence of marketing like activities within the organization to achieve the desired level of work-related behavior (Gronroos, 1985). IM is the continuous process within the organization to consider employee as an internal customer, taking his job as an internal product, and striving to identify his need as of external customer. These internal customers (employees) are empowered, rewarded, trained, communicated and motivated by satisfying their need to achieve the organizational goal (Berry & Parasuraman, 1991). This concept of considering employees as an internal customer for the success of the organization has also been endorsed by Varun & Indu (2015). A study conducted in Pakistan by Ishaque & Shahzad, (2016) established the positive link between IM to employee's behavior.

Nevertheless, there is still no clear measurement tool that could be opted by the managers for successful IM practices to gain job-related outcome (Huang & Rundle-Thiele, 2015). Few research studies have investigated that IM has a positive impact on employee's job satisfaction, affective commitment and organizational citizenship behavior (Awan et al, 2015). IM has also been linked with a competitive advantage and organizational performance (Nyasha, Vision, and Faith, 2015). In a manufacturing industry of Taiwan, IM was linked with relationship marketing and organizational performance (Wu, Tsai, & Fu, 2013). In the South Korean manufacturing sector, IM was found to affect marketing orientation, corporate image and organizational performance (Jung, Jung, & Shin, 2016). Research in different countries has validated that IM seems to be an important factor to shape employee's behavior to achieve desired results. A study in the UK revealed different results that IM has no effect on employees to translate into external customer relationship (Ozuem, Limb, & Lancaster, 2016). In Taiwan's manufacturing firms, IM has shown a strong association with member's interaction that leads to organizational performance (Wang & Li, 2016). IM also helps to develop employees to build a relationship with customers and get a competitive advantage (Caldwell, Licona, & Floyd, 2015). There are different dimensions of IM, namely staffing, senior leadership and vision, strategic rewards, inter-functional coordination, organization structure and changes, internal communications, incentive systems training, and development, physical environment, and empowerment are practiced in the organization (Kaur & Sharma, 2015). However, IM mix tools that have gained popularity to bring positive outcomes in the manufacturing sector are strategic rewards, internal communication, training and development, senior leadership and empowerment. In early work on IM, Galpin, (1997) named the dimensions of IM as the organizational influential system'. However, to find the cumulative effect of IM dimensions, IM as a composite variable provides better results in finding business performance (Ahmed, Rafiq, and Saad, 2003). Hence to find the thorough analysis of business performance and employee's behavior, IM as a composite variable and its dimensions need to be used. The five dimensions of IM are also discussed separately as under.

2.2.1 Strategic Rewards

Strategic rewards as a facet of IM remain important success factors for the organization (Maund & Maund, 2001). The main purpose of the strategic reward is to satisfy the needs of internal customers that may eventually bring performance and to achieve organizational goals (Propper & Wilson, 2003). Rewards system of an organization is directly associated with employee's work engagement (Hoole & Hotz, 2016), employee's performance (Wambugu & Ombui, 2013) and enhances employee's commitment (Omboi, 2011). Rewards also work as the determinant of the positive behavior of the employee to give a performance (Torrington, 2009). Research confirms that the salary is an important component for workers but incentives in the form of bonuses and shares create the feeling of an enjoyable work atmosphere that increases efficiency (Duberg & Mollen, 2010). Employee's motivation is an important factor to achieve the organizational goal (Jansen, & Samuel, 2014). Incentives are based on the achievement of the organizational goal and play a weak role to motivate and shape the behavior of employees. However, strategic rewards are different from the incentives in terms of motivating employees and shaping their behavior towards organizational specific goals (Hale, 1998).

Earlier research finds that intrinsic rewards are powerful tools for employee's motivation, performance and organizational commitment (Angle & Perry, 1983). Strategic rewards used under IM practices are employee's specific and improve the motivation and behavior needed for innovative work behavior.

2.2.2 Internal Communication

Internal communication is the information needed to perform the allocated task and the organizational goals. As in marketing, the customers are required to be communicated transparently vis--vis the product and services being offered by the organization, if organizations unable to do integrated marketing communication to their potential customers, as a result, the customers may exhibit dissatisfied behavior. As formally stated, in IM, the internal communication works like a

catalyst to satisfy the communication needs of the internal customers through interaction among individuals and groups at various levels of organizations (Frank & Brownell, 1989; Dolphin, 2005). Internal communication encompasses all formal and informal communication taking place within an organization (Kalla, 2005). In some cases, during social interaction, interpersonal interaction and informal communication play an important role (Kreps, 1990). Generally, communication takes place related to the task, sharing a new idea and informally by social interaction (Farace, Monge, & Russell, 1977).

Without satisfactory communication, no task can be achieved properly because all activities in the organization are performed through a need-based communication system (Harris & Nelson, 2008). Better results are achieved when internal communication between supervisors and workers satisfies the communication needs of both sides (Yamaguchi, 2005). In a neuroscience study, it was examined that a negative impact on human emotions occurs if people are not allowed to speak openly (Eisenberger, 2012). It is the responsibility of the organization to provide the opportunity for employees to interact and communicate with each other at various levels to achieve organizational internal communication purpose in the organization (Dolphin, 2005; Welch & Jackson, 2007). Internal communication also helps to enhance the trustworthy relationship among employees that are one of the objectives of the organization (Boswell, 2006; Welch, 2012).

Now some organizations have started to realize the importance of informal communication due to social interaction (Robbins, Campbell, & Judge, 2010). When an organization starts considering employees as a valuable part of the system, they disseminate required information to their internal customers (employees). This kind of approach values the employees and helps the organization to retain its workers (Greenberg & Baron, 2008). Whenever employees are informed and communicated, they think that organization believes in fairness and enhances employee's commitment (Lopata & Levy, 2003; Meyer, Allen, & Allen, 1997) and promotes innovation culture (Linke and Zerfass, 2011). Internal communication is a factor to disseminate the required information to enhance employee's performance and achieving organizational goal.

2.2.3 Training and Development

In certain product categories, customers are required to be properly educated and trained about the product use, availability, and competitive edge to develop customer's loyalty with the product and the company. In response to the obtained training, customers usually show active behavior towards the organization. In IM, job-related training is one of the needs of the employees and crucial part of the HR practices, therefore, it should be designed carefully (Armstrong, 2000). While designing training manuals employees' needs must be considered and should be consistent with employee's and organizational needs, to promote active work behavior (Partlow, 1996; Tihanyi, Ellstrand, Daily, & Dalton, 2000; Boudreau, Gefen, & Straub, 2001).

If training is not designed and imparted properly by considering employee's or organization's need it is just the waste of resources like time and money (Tsaor & Lin, 2004). Training is not just developing fancy modules but must have relevant knowledge and most importantly the trainer's style must be impressing in delivering information to the audience (Seaman & Eves, 2006). Otherwise, there will not be any impact of training on organizational performance (Alusa & Kariuki, 2015).

The training should not be only related to skill enhancement but shaping the behavior of the employee also. Behavior specific training not only improves the current problem but makes an employee an asset to the organization. Training remains a core consideration of HR practices and is important for organizational performance (Tahir et al, 2014). Few employees remain in the organization due to the perception of training opportunities for their development (Bartlett, Burton, & Peim, 2001). The organization can use training as a tool of motivation to enhance job involvement and organizational commitment (Sparrow, 1998). Training works like a spindle, on the one end employee and on the other end organization both are benefited (Al-Emadi & Al-Asmakh, 2006; Owens, 2006). The new employee's motivation is related to the initial training he gets to change his attitude towards work (Louis, Posner, & Powell, 1983). Training programmes are the make and

break of the organization. If the training programmes are aligned with employee's goal, the synergist effect may be obtained.

2.2.4 Senior Leadership

Leadership influences the behavior of employees in individual and group form to achieve the organizational goal (Northouse, 2015). Leadership also has the responsibility to show the profound concern towards their employees' well-being by taking care of their needs in the workplace. Effective leadership makes employees more competitive by giving vision, direction, and enhancing their motivation (Bass & Riggio, 2006). Research on leadership shows that still there is a need for a comprehensive model to measure its role in creativity and IWB (Yukl, 2009). The role of leadership to perform organization better by motivating employees is well established (Kieu, 2010).

Managers play a significant role to influence their follower's behavior at the workplace (Yukl & Mahsud, 2010) that helps to achieve the organizational goal. Leader's qualities are to build teams and strong conglutinations (Northouse, 2007), keep them committed with the organization (Lok & Crawford, 2004) and motivate them to exhibit innovative work behavior (Kotter, 2001).

In the organization's leadership, the role is multifarious to identify the needs of their employees and satisfy these needs by providing them the opportunities to show their talents in the workplace. In organizations, when leaders are satisfying the needs of their subordinates at the workplace then the employees are more intrinsically motivated, as a result, they demonstrate job embeddedness and innovative work behavior. Employees' behavior changes in exchange for leadership practices in the organization.

2.2.5 Empowerment

In contemporary management, empowerment is considered a competitive advantage (Spreitzer, De Janasz, & Quinn, 1999). Empowerment provides a sense of

ownership and has shown a positive relationship with the commitment of the organization (Laschinger, Wong, McMahon, & Kaufmann, 1999). A delegation of power and participation of employees in decision making increase the organizational performance (Bhatnagar, 2007). The empowered employees feel more responsibility and accountability that force them to think outside of the box and improve innovative work behavior (Zhang & Bartol, 2010). When employees give some thought about the meaning of work, the capability to succeed, self-determination and autonomy to influence work outcome, means they have been empowered (Hechanova, Regina, Alampay, & Franco, 2006).

The feeling of job strain and enhanced job satisfaction is due to the psychological empowerment of employees (Laschinger, Finegan, Shamian, & Wilk, 2001). Positively enhanced empowerment of workers yields the highest level of productivity (Bhatnagar, 2007). The greater the feeling of empowerment the higher would be the job satisfaction (Menon, 2001). The empowered employees would thrive in the organization rather survive in the competitive environment (Bhatnagar & Sharma, 2005).

For more productivity in the organization, it is imperative that the leader should empower their subordinates to believe in their capabilities (Stander & Rothmann, 2009) and to enhance their self-efficacy (Chen, Chang, & Hung, 2008). Empowerment leads to commitment, innovation and assertive behavior at the workplace (Chiang & Jang, 2008).

2.3 Internal Marketing and Innovative Work Behavior

Internal Marketing (IM) is used as an effective tool to implement corporate strategies by motivating employees (Rafiq & Ahmed, 1993). It is believed that to perform multiple tasks with innovativeness, IM stimulates employee's innovativeness (Yuan & Woodman, 2010). Researchers believe that organizational factors directed to

employee's behavior would improve innovative work behavior (Ohly, Sonnentag, & Pluntke, 2006; Monks et al., 2013).

IM is employee's behavior specific approach to satisfy him by different IM strategies.

In IM practices, the employee is considered as an internal customer and their job as a domestic product. When an employee is treated like a customer, it means he is privileged in the organization and cared like a valuable asset. Similarly, when the job of the employee is considered as a domestic product, it becomes interesting and attractive as the product to sell in the market. In IM, multiple approaches are opted to shape an employee's behavior. In these approaches, one is the rewards system to shape employee's behavior for innovation (Welbourne & Mejia, 1995). When rewards are fair and directed towards employee's behavior, the employee's commitment with organization enhances (Delaney & Huselid, 1996) and organization can use the experience of more committed employees to get creative ideas (Massoud, Daily, & Bishop, 2008; Wren, 2009).

The other approach in IM is the effective implementation of the internal communication system. Internal communication system helps to share the information need to perform work, develop new products and services. Well informed employees are more knowledgeable and productive. IM is a series of activities to improve internal communication within the organization (Ballantyne, 1997; Aburoub, Hersh, & Aladwan, 2011; Ballantyne, 2003; Rafiq & Ahmed, 2000). One of the objectives of IM is to improve interpersonal interactive communication channels based on the open system climate. It helps managers and workers to understand each other and the work in a more lucid way.

IM communication provides clarity about work and satisfaction to employees (Rafiq & Ahmed, 2000). When communication is related to technology, it improves employee's innovative work behavior and innovation in the organization (Scott & Bruce, 1994; Yuan & Woodman, 2010). Such an IM communication system also helps the innovative idea implementation (Fidler & Johnson, 1984). IM helps to disseminate the required information through proper communication channels for innovation in the organization (Nordfors, 2004).

Since IM is the refined form of HRM practices and one major tool used for innovative work behavior is training and development. Training plays a pivotal role in enhancing innovative work behavior (Bysted & Jespersen, 2014; Monks et al., 2013; Zhang & Begley, 2011).

IM helps to promote innovation in the organization by providing training and developing employees professionally (Damanpour, 1991; Katz & Tushman, 1981). Managers link job-related training to explore the openness and new ideas from employees for creativity and innovation (Bysted & Jespersen, 2014; Fernandez & Moldogaziev, 2012). Training helps to improve the ability of diagnosis and problem solving and increase the utilization of innovative ideas more effectively (Dewar & Dutton, 1986). Study on the Australian firms shows no link to training with innovation when used with other determinants of innovation (Rogers, 2004). This research depicts that to achieve innovation related goals, training programme should not be mixed with other programmes.

IM tool leadership is one of the important antecedents of innovative work behavior. The main objective of the leadership is to motivate and inspire subordinates to enhance innovative work behavior (Janssen, & Van Yperen, 2004). A leader creates a workable social environment, rewards, motivates, satisfies the subordinate to bring innovative change in the organization (Damanpour & Schneider, 2006; Elenkov, Judge, & Wright, 2005; Janssen, 2005).

In an organization, the leader works as a stimulant for employee's innovative work behavior (Kouzes & Posner, 2003; Robledo et al., 2012).

In IM, empowerment is used as decision-making delegation of power (Samad, 2007). The empowered employee feels the power of autonomy, responsibility, freedom to decide and accountability for his deeds.

In IM practices, one objective of empowerment is to motivate the employee (Thomas & Velthouse, 1990) and to influence employee's cognition (Fernandez & Moldogaziev, 2012). The positively perceived employees about empowerment are higher level performers, more satisfied and committed with the organization (Lawler, 1995; Guthrie, 2001) and innovative at the workplace (Bowen & Lawler, 1995; Gore,

1993; Thomas & Velthouse, 1990). The reason for the innovation of empowered employees is the self-learning, correcting, designing and feeling the need for doing new things (Bowen & Lawler, 1992).

Workers with high empowerment feel more autonomy and usually take a more proactive step towards defining and determining their work environment (Quinn & Spreitzer, 1997). It is natural that employees become more responsible when they are empowered and increase their innovative capability in the workplace (akar & Ertrk, 2010).

According to social exchange theory, the employee's work behavior is related to the exchange of IM practices performed by the organization.

H1: Internal marketing has a positive impact on innovative work behavior.

2.3.1 Rewards and Innovative Work Behavior

Organizational rewards are the depiction of organizational values given to the employee to shape his behavior (Cabrera & Bonache, 1999). In a research by Labrenz, (2014) found the link of rewards with innovative work behavior. The components of reward to motivate employees are benefits, pay, working environment, learning, and development. Morale of the employee can be boosted by fulfilling employee's need and his/her job satisfaction (Guion, 1958). The morale and job satisfaction are dependent on the degree of intrinsic and extrinsic factors like quality of guidance and supervision, workplace, and workgroup where employee achieve his/her goal (Mark Armstrong, 2006).

Now it is imperative to understand that reward management plays a pivotal role in HRM systems in retaining and motivating employees (Milkovich & Newman, 2005) and for creative ideas (Gupta & Singhal, 1993). Similar findings have further realized the importance of rewards for innovation (Chen & Huang, 2009; Zhao et al., 2012). Kozlowski, 1987).

The reward system should be linked to the behavior and the goal of the employee. It is the duty of the managers to find the reason of motivation of employees and the

reward system should be linked with that motivational factor. The organization can exploit the reward system as a motivational factor to retain and satisfy the employee (Ball et al., 2003). There are different motivational factors that are linked to innovativeness, are an organizational performance appraisal system, reward system, training, career management, and recruitment (Laursen & Foss, 2003; Gupta & Singhal, 1993; Kydd & Oppenheim, 1990; Jimenez-Jimenez & Sanz-Valle, 2005; Shipton et al., 2005).

Research shows that rewards are directly linked to employee's motivation and job satisfaction (Ali & Ahmed, 2009). Sometimes, rewards linked with challenging work, motivate the employees and bonuses and shares do not (Axelsson & Bokedal, 2009).

For employee's motivation, only rewards are not necessary because of rewards snub motivation and performance (Deci, Koestner, & Ryan, 1999). Hence, when rewards are fairly distributed and perceived by workers, leads to job satisfaction and higher performance levels (Cascio & Boudreau, 2010). For organizational performance, fair distribution of rewards is important because employee perceives it on an absolute basis and compares it with peers (Allen, 2013).

Rewards work like a bridge that creates a relationship between workers and the management (Kessler, 2005; Livingston & O'Neal, 1998). The organization will certainly prefer to strengthen the relationship between the employee and the organization of balancing rewards strategies. Similarly, organizations have started to understand that rewards only work when they are tied with employee's performance, organizational vision and reinforcing the attitude and behavior for results regardless of relation to a particular job or financial results (Flannery & Sorescu, 1996). In contemporary HRM practices rewards are designed with financial and non-financial factors to motivate workers to achieve the organizational goal (Thompson, 2002). Rewards are needed to be tied to the motivational factors of employees.

Rewards are a combination of direct, indirect factors to enhance intrinsic and extrinsic motivation (Ball et al., 2003) and only motivated employees are creative at work (Eastman, 2009). Rewards affect employee's innovative behavior.

H2: Strategic Rewards have positive impact on Innovative work behavior

2.3.2 Internal Communication and Innovative Work Behavior

Internal communication is important for the development of medium and large enterprises on the basis of information shared and utilized (Cheney, Christensen, Zorn, & Ganesh, 2010). Internal communication provides the atmosphere of sharing information at the workplace. More informed employees are more knowledgeable and become more innovative. Internal communication helps employees to understand the need for innovation in different departments needed. All organizational complex models of innovation are integrated and interacted through communication (Rogers, 2004; Zaltman, Duncan, & Holbek, 1973). For innovation it is important to understand the nature of information, internal communication develops understanding among all departments (Wimmer & Dominick, 2013).

Internal communication effects on increased employee's dedication and work performance (Mumby, 2012). All types of tasks performed in the organization are dependent on internal communication (Herbst, 2007). To achieve an organizational goal, Internal communication should be a part of daily work (Herbst, 2007).

Internal communication also affects the employee's emotions, attitudes and their relationship with colleagues (Drafke, 2009). Internal communication helps to understand an employee's role in the company and the better understanding of corporate goals to align them to work efficiently (Wimmer & Dominick, 2013). For better coordination, the communication among employees and internal communication of the organization must be maintained (Cheney et al., 2010). Similar to the social exchange theory, the better information provides the greater motivation and positive work attitude (Greig, Taylor, & MacKay, 2007). Supervisor's informal communication changes the working environment that influences an employee's behavior (Lu & Yang, 2004).

For the organization, it is better to communicate its employees rather they get information from outside that can affect employee's attitude and the image of the company (Farrant, 2003; Quirke, 2008).

Internal communication provides the relevant information to motivate employees for achieving goals (Timm & Peterson, 2000) and shaping employee's attitude towards the execution of the task (Green-Demers, Pelletier, Stewart, & Gushue, 1998). Organizations use internal communication to improve employee's morale, attitude, mutually respect culture and loyalty of the company (Brnn, 2010) and to promote innovation (Hemphl & Magnusson, 2012).

However, in the workplace, internal communication plays a pivotal role in providing information to employees with a different level of knowledge and experience (Harrison & Klein, 2007). Now studies confirm that greater the interaction among employees due to interpersonal or internal communication, greater will be the innovation in the workplace (De Jong & Den Hartog, 2010).

There are many approaches to stimulate creativity among employees but the sharing of more information related to relevant knowledge promotes creativity (Muoz-Doyague & Nieto, 2012). Internal communication's importance has been explained to test it for future research to see different stages of the innovation process (Ohly, Kase, & kerlava, 2010). According to social exchange theory, the employees shape their behavior in exchange for the information they get from internal communication.

H3: Internal Communication has a positive impact on Innovative work behavior

2.3.3 Training and Innovative Work Behavior

Training is an important factor in HR practices to align employee's behavior with organizational goal. Training provides the knowledge and skill to fill the gap between set targets and achieved targets of the organization. Training provides information and knowledge that increases employee's learning of openness to new ideas with creativity (Bysted & Jespersen, 2014; Fernandez & Moldogaziev, 2012).

The research studies in past linked training with innovative ideas and its application in the organization (Damanpour, 1991; Katz & Tushman, 1981). The reason for innovation is the problem-solving capability of an employee at the workplace (Dewar & Dutton, 1986). More recently training has also been associated with innovative products and increases in sales (Zhou, Dekker, & Kleinknecht, 2011). When training is associated with R&D, it promotes innovation in the organization (Galli & Legros, 2012). Over 46% of Canadian manufacturing firm's report that the lack of skilled personnel creates a hindrance to innovation (Baldwin, 1999).

An empirical evidence suggests that employees are more innovative who got opportunities to acquire knowledge than who did not avail of the opportunity of acquiring knowledge (Fernandez & Moldogaziev, 2012). Organizational training enhances innovative work behavior when it is coordinated with technical and behavioral aspects. According to social exchange theory, the employee's behavior changes in exchange for the opportunity of training provided to him.

H4: Training and Development have positive impact on Innovative work behavior

2.3.4 Senior Leadership and Innovative Work Behavior

The role of leadership in an organization is to inspire, motivate and align his behavior to achieve an organizational goal. With changing patterns of organizational strategies, leadership needs to opt for new patterns needed to bring situational changes (Hitt, Ireland, & Santoro, 2004). Organizations are known by their leaders because the cultural values and innovation in the organization are due to dynamic organization vision developed by leaders (Pawar & Eastman, 1997).

Although there are different types of leadership and all are responsible for organizational innovation and employee's job satisfaction (Haider & Riaz, 2010; Abbas & Riaz, 2012; Rickards & Moger, 2006). Leadership is responsible for employees' commitment and IWB. Leadership enhances IWB (Walumbwa et al., 2005; Nederveen Pieterse, 2010). In contemporary management, leaders delegate power to

their subordinates to achieve organizational innovation related goals (Sun, Aryee, & Law, 2007).

Organizational climate is developed by leaders and this climate provides the opportunity for employee's innovation (Bain, Mann, & Pirola-Merlo, 2001).

Empirical work shows a strong association between leadership and IWB (Elkins & Keller, 2003). According to social exchange theory, the employees' behavior changes in exchange for the leadership provided.

H5: Senior Leadership has a positive impact on Innovative work behavior

2.3.5 Empowerment and Innovative Work Behavior

The objective of empowering employees is developing a sense of responsibility and motivation to achieve the organizational goal. When workers feel autonomy, they find a new way of performing the task. Employee's empowerment is one of the important variable associated with innovative work behavior. Employee's short-term thinking and emotional reaction are strongly associated with innovative work behavior due to high task autonomy (Montani et al., 2012; Bysted & Hansen, 2015; Bysted & Jespersen, 2014).

Empowerment also fulfills the employee's job satisfaction and innovation related need (Fernandez & Moldogaziev, 2013). Empowerment provides a greater autonomy of making a decision and allows the employee to take multiple responsibilities of his own that not only exerts a greater influence on the work but enjoyment as well (Par & Tremblay, 2007).

Empowerment has a great impact on an employee's intrinsic motivation (Thomas & Velthouse, 1990) that leads to creativity and innovation. Organizational factor that results in psychological empowerment would lead to higher innovation by changing employee's behavior (Lawler, 1995).

Empowerment plays a pivotal role in innovation in organizations by changing employee's behavior (Brunetto & FarrWharton, 2007). There is a strong positive association between autonomy and an employee's attitude (De Jong, Parker,

Wennekers, & Wu, 2013). The reason for employees' enhanced innovative work behavior is due to the perceived autonomy of social interaction and psychological feelings about authority (Knol & Van Linge, 2009). Findings suggest that empowerment is directly associated with innovative work behavior (Marane, 2012). Sometimes empowerment is used in combination with other factors such as team participation, and knowledge transfer in multinational subsidiaries (Zhang & Begley, 2011). Empowerment provides a sense of responsibility to discover problems and find new ideas for their solution (Wu, Zhang, & Schroeder, 2011). It is concluded that empowerment is statically significant with innovative work behavior (Knol & Van Linge, 2009). According to social exchange theory, more empowered workers will exhibit more innovative work behavior.

H6: Empowerment has a positive impact on Innovative work behavior

2.4 Internal Marketing and Job Embeddedness

Internal marketing (IM) has a positive relationship with employees' job embeddedness (JE). JE is actually an organizational commitment' related to on the job and off the job factors that further is fostered with IM practices (Caruana & Calleya, 1998). IM treats the employee as an internal customer and the strategy is aligned to stick this internal customer intact with the organization by enhancing his motivation, job satisfaction and organizational commitment (Souchon & Lings, 2001).

IM is used as a novel tool of motivation for employee's long-term organizational commitment compared to the conventional fail internal relation plan (Hogg et al., 1998). When employees feel privileged and cared by IM strategies of the organization so their satisfaction and commitment to the organization are obvious (Suleiman Awwad & Mohammad Agti, 2011).

IM dimension rewards are associated with organizational commitment (Andrew & Kent, 2007). Rewards help to retain employees and organizational performance. To motivate and change the behavior of the employee, the rewards should comprise of good compensation, benefits, recognition and timely appreciation (Sarvadi,

2010). The employees' commitment to organization leads to an organizational performance. The performance of employees is dependent on the extent of rewards they receive because employees gauge their performance against the reward they receive and feel about good or bad about their performance recognition by the management (Sarvadi, 2010).

Timely communicated employees are well informed about the work and organizational goals and enhance the employees' commitment (Infante & Gorden, 1991; Eblen 1987; DeCotiis & Summers, 1987; Eisenberg et al., 1983). IM helps to enhance employee's relational strategies to communicate better with co-workers, to further develop a relationship and job commitment (Madlock & Booth-Butterfield, 2008).

Better communicated employees develop more relationship through coordination and commitment with the organization (Sunnafrank & Ramirez, 2004). Both the quality and quantity of communication contribute to relational closeness and relational satisfaction (Emmers-Sommer, 2004). In IM practices Communication is used for multifunction in the organization like instructions and directions, informing employees about job procedures, assign tasks, giving orders, policy making, problem identification and feedback on employees' past performance (Robbins et al., 2010; Greenberg & Baron, 2008).

Organizations use IM tool to fulfill their employees' career ambitions to keep them committed with the organization on a long-term basis (Chew & Chan, 2008). Employees' positive feeling about the training keep them embedded in the job (Choi & Dickson, 2009). Training provided to employees in earlier stages decrease employee turnover rates (Poulston, 2008). Employees' stress level enhances if they are not provided training and affect the overall job commitment and retention rate (Furunes & Mykletun, 2005). Similarly, training opportunities were closely related to organizational commitment (Paul & Anantharaman, 2004). One of the objectives of the organization to provide training is to enhance employees' commitment and job satisfaction (Lowry, Simon, & Kimberley, 2002).

The studies confirm the positive relationship between training to job commitment (AlEmadi & Marquardt, 2007; Owens, 2006). Employees who are benefited from

training, show a deeper sense of organizational commitment (Ahmad & Bakar, 2003; Bartlett & Ghoshal, 1999). Supervisors use training as a tool to improve employees' skills and commitment to the organization.

(Newman et al., 2011). IM dimension leadership style is one of the reasons for employees' commitment (Davenport, Boufounos, Wakin, & Baraniuk, 2010). The organization uses empowerment to enhance organizational commitment by making job meaningful, sense of competence, and self-determination (Thomas & Velthouse, 1990; Cameron, Ireland, Lussier, New, & Robbins, 2003; Luthans et al., 2005).

Greater empowerment provides the greater level of organizational experienced by the employees, the greater the organizational commitment will be (Menon, 2001). According to social exchange theory, employees are more job-embedded in exchange of IM of the company.

H7: Internal marketing has a positive impact on Job Embeddedness

2.5 Job Embeddedness

Job embeddedness (JE) is an employees' commitment based on multiple factors related to emotional, societal and monetary factors (Mitchell, Holtom, Lee, Sablynski, & Erez, 2001; Yao, Lee, Mitchell, Burton, & Sablynski, 2004). Job embeddedness concept got popularity in 1994-95 when the debate started to know the reason for employees to stay in the organization (Lee, Burch, & Mitchell, 2014). JE is an employee's stickiness or enmeshing with the organizational internal factors or social external factors. JE is related to external and contextual factors of an organization. JE is more than the ordinary commitment of the individual. Ordinary commitment consists of three dimensions affective commitment, continuance commitment and normative commitment (Allen and Meyer, 1990). Affective commitment is only high when there is a minimum level of the gap between employee's value and the organizational value. In affective commitment, there is a certain part of the organization that affects the feelings of the employee. The continuance commitment is based on the cost and benefit analysis by an individual. The individual

calculates the cost of leaving the organization. If the cost exceeds after leaving the organization, the individual remains committed to the organization. The normative commitment is a sort of compassionate or merciful behavior of an employee towards the organization. In normative commitment, the individual remains committed to the organization due to his moral duty and value. In an odd time on organization, the individual remains sympathetic and obliged to the organization on providing him a job and opportunity to grow. Similarly, three dimensions fit, link and sacrifice' of JE have been discussed (Holtom and O'Neill, 2004; Mitchell, Holtom, Lee, et al., 2001). Job-embedded is more descriptive and wider than the ordinary commitment. In the fit' dimension of JE, the individual feels whether he is fit for the organization and the community where he is living. In fit' dimension in the organization, the individual sees the nature of job, career, pension plan and growth opportunity (Holtom and O'Neill, (2004). When he sees fit with the community, he evaluates the weather, location, political climate, amenities, and entertainment (Mitchell, Holtom, Lee, et al., 2001). In the link' dimension of JE, individual sees his relation with seniors, peers and the customers of the organization (Cunningham, et al., 2005). He also sees the link with other people or group in the community (Fletcher, 2005; Hassell, 2005). The third dimension of job-embedded is a sacrifice. In sacrifice, the reason of JE in the organization is the cost of leaving the organization and in the community. Employee calculates the cost of leaving the community like a good location, neighbor or non-working friends (Mallol, et al., (2007).JE provides the reason for an individual to stay in the organization due to the employee's, organizational and social factors. JE reduces the turnover intention. More job-embedded individuals gain more experience and exhibit innovative work behavior (Widianto et al., 2012).JE other than turnover research studies, first time was tested to predict job performance and organizational citizenship behavior by Lee et al., (2004).

The research was expanded on JE when Sekiguchi et al., (2008) reasoned the use of E as a moderating variable between LXM and contextual factors. Performance of the organization is also due to JE (Wheeler, Harris, and Sablynski, 2012), and Lev & Koslowsky, (2012) further extended the research to use JE as mediating

variable between conscientiousness and contextual performance.

The interesting changeover of research took place when Ng & Feldman, (2010) linked JE with innovation. JE halts turnover of employees and more job-embedded employees display more innovative work behavior. JE has proved a construct that can be used as independent, moderating and mediating variable in the different context of research studies.

In two different studies it was depicted that when a human being feels appreciated within the business, he shows a sense of faithfulness to the peeling of new ideas in their work and these new ideas may be translated into innovation (Noefer et al., 2009; Eisenberger et al., 1990). When an employee at workplace senses a feeling of responsibility then greater efforts are generated to initiate change and innovation (Morrison & Phelps, 1999). High JE, necessarily halts the external mobility of employees and keep intact with the organization (Halbesleben & Wheeler, 2008; Harman, Blum, Stefani, & Taho, 2009; Mallol, Holtom, & Lee, 2007; Mitchell et al., 2001).

Employees who remain for a long time with the organization, they gain more knowledge and experience to exhibit IWB (Choi & Price, 2005). Past research studies strengthen this argument that employees who leave the organization have less JE (Murrell, Frieze, & Olson, 1996; Brett & Stroh, 1997; Lam & Dreher, 2004; Dreher & Cox, 2000). This can hamper the behavior of employees and innovation due to the low level of commitment. Long associated employees exhibit more innovative behavior because long associated employees with the organization have more knowledge about the product, process and customer's need (Berman, Down, & Hill, 2002).

JE has been tested with many constructs to check its relationships such as organizational citizenship behaviors (OCB), job performance, and innovation related behaviors (Mitchell, Sablinski, Burton, & Holtom, 2004; Ng & Feldman, 2010). Similarly, JE has shown a significant positive relationship with OCB and job performance (Lee et al., 2004), and with IWB to generate and implement a new idea in the organization (Ng & Feldman, 2010). For future perspective, it is recommended

that JE should be used as a composite variable rather using its dimensions separately to test results empirically (Lee, Burch, & Mitchell, 2014). Still, we don't know about JE and further need to be studied to understand it better (Ghosh & Gurunathan, 2015). JE is a wider and in-depth employee's commitment to the organization that reduces turnover and leads to organizational performance and innovation.

2.5.1 Job Embeddedness as a Mediating variable

Mediator variable determines why the relationship exists between explanatory and the outcome variable. Mediators provide information about the change and effects on internal psychological events due to physical significance. Job embeddedness (JE) has proved to be a significant mediator in different research studies and due to its importance still needs to be tested as a mediating variable with other predictor and outcome variables.

JE is used as a mediating variable between IM and IWB. While developing a mediation model, the explanatory variable must have a positive effect on mediating variable when used as dependent variable. IM has a positive impact on JE (Ibrahim, 2013). IM of organization keeps employee embedded with the job. JE reduces turnover (Takawiraa, Coetzee and Schreuder, 2014), reduced turnover leads to IWB (Ng & Feldman, 2010). In accordance with social exchange theory, when an employee feels the positive IM policies, in return he remains in the organization and exhibits IWB. JE may mediate the relationship between IM and IWB. The mediating variable explains the relationship between predictor and criterion variable. JE as a mediating variable between IM and IWB may explain the relationship between independent variable IM and dependent variable IWB. In other words, due to the JE mediation, IWB may improve more than the direct effect of independent variable IM on dependent variable IWB.

JE mediation remained important and has been tested in past research work.

In past, the significant mediating properties of JE were seen as explaining the partial mediation link between conscientiousness and contextual performance (Lev &

Koslowsky, 2012). JE explained why the relationship occurs between employees' intentions to leave and other HRM practices (Bergiel, Nguyen, Clenney, & Stephen Taylor, 2009). JE mediation was also tested between employee's long-term commitment and effects on the organizational relationship (Hom et al., 2009). In another study, JE mediation proved a significant relationship between leadership and employee's relationship (Harris, et al., 2011). The relationship between the turn over intention and job performance was also partially mediated by JE (Karatepe & Ngeche, 2012).

The results suggest that JE fully mediates between the predictor variable perceived ethical climate and criterion variable performance outcomes (Karatepe, 2013). JE partial mediation was also observed between perceived organizational support and trust and fully mediation between HRM practices and performance of JE (Fatima, 2015). Corporate social responsibility and JE are also linked to each other as JE mediates the relationship between CSR and employee's intention to leave (Ghosh & Gurunathan, 2014). JE mediates between HR practices and other outcome variables. IM is also a contemporary HR practice focused on employees. JE needs to testify as a mediating variable between IM and IWB, which had not been tested before but is a critical factor for commitment. JE adheres individual with the organization due to employee's, organizational and social factors. JE may explain the relationship of IM and IWB. IM may enhance JE and JE further improves IWB. In the presence of JE, the relationship of IM and IWB may be fortified. JE may mediate the relationship between IM and IWB. This mediating effect of JE conforms to the social exchange theory that tells that the IM effects on JE and in exchange IWB are enhanced.

H8: Job embeddedness mediates between internal marketing and innovative work behavior

2.6 Job embeddedness and Innovative Work Behavior (IWB)

Job embeddedness (JE) is an employees' commitment based on individuals' organizational, and social factors (Mitchell et al., 2001; Yao et al., 2004). High JE reduces turnover and adheres employees with the organization (Halbesleben & Wheeler, 2008; Harman et al., 2009; Mallol et al., 2007; Mitchell et al., 2001). Innovation becomes inevitable due to the less external mobility of employees (Choi & Price, 2005). Researchers have consensus that less JE is the main reason of employees' external mobility (Murrell et al., 1996; Brett & Stroh, 1997; Dreher & Cox, 2000; Lam & Dreher, 2004) and this could be one of the reasons of less innovation in the companies.

Two different studies depict that when a human being feels appreciated within the business, they show a sense of faithfulness, peel new ideas in their work and translate into innovation (Eisenberger et al., 1990; Noefer et al., 2009). Due to less mobility and long association of employees with organization help employees to improve their experience, knowledge about products, processes and customer's need to exhibit IWB (Berman et al., 2002). Many constructs like job performance, innovation-related behaviors, and organizational citizenship behaviors have been tested with JE (Ng & Feldman, 2010; Lee et al., 2004). JE holds employees to remain with the organization. Long associated employees with organization understand organizational policies and system as compared to the new employee. Whenever an organization wants to develop new products or process, experienced and long associated employees need less time and training to exhibit innovation. Long associated employees gain more knowledge and more social relations that help them to adjust to a new work setting easily. JE on the basis of the job factors and of the job factors provide an opportunity for the employee to stay in the organization and to gain more knowledge needed for innovation.

H9: Job embeddedness has positive impact on innovative work behavior

2.7 Intrinsic Motivation

Intrinsic motivation refers to pursue a goal because of the fun and enjoyment that the task itself provides. Intrinsic motivation is susceptible to situation, temperament, goal, and tool. These four factors change employee's intrinsic motivation. Motivated people are more energetic, task-oriented and achieve their goals. The first-ever discussion about motivation was explained in psychoanalytical theory. According to this theory, the intrinsic motivation enhances by fulfilling the physiological needs and instincts. Behaviorism theory is based on hunger, thirst, sex, and avoidance of pain. This theory explains the intrinsic motivation enhances by fulfilling the different factors. Social learning theory explains that employees are motivated when they feel external behavior coherent with their values. The achievement theory focuses on the motivation of the individual based on the need for achievement and individual strive for the achievement of what he needs (Deci,1975).

The attribution theory explains the employee's feeling about the environment affecting his/her behavior (Graham, Weiner, 1996). Theory of effectance motivation tells that when an individual feels effective in the society he is motivated. The personal causation theory explains that the individual is motivated by his own behavior not from external factors (deCharms, 1968). Employee's motivation is dependent on physiological need, need for competence, autonomy, and relatedness (Deci and Ryan,1975). Flow theory by Csikszentmihalyi, (1979) explains that an employee's motivation is a continuous flow when organizational high challenges are met with employee's high skills. Intrinsic motivation is an indigenous trait of an individual that is affected by internal and external factors.

How individual is intrinsically motivated, varies according to the pursuit of employee's goal. The difference in employee's goal is due to the employee's instrumental and terminal values. When these values combine with organizational value, it becomes easy to achieve an organizational goal. The employee's value meets with an organizational goal when the employee's goal is self-concordant (Sheldon & Elliot, 1998). In a series of studies conducted recently have shown that only those

individuals excelled and achieved goals who had self-concordant goals as compared to employees having no self-concordant goals (Koestner, Otis, Powers, Pelletier, & Gagnon, 2008).

Research by Vansteenkiste, Simons, Lens, Sheldon, & Deci, (2004) explores that independent motivation and inherent goals are enhanced predictors of effectual performance on heuristic everyday jobs.

Intrinsic motivation enhances when an employee feels satisfied with the job (Shirky, 2011). Intrinsic motivation works as a pre-requisite for creative work (Amabile & Pillemer, 2012, Anderson, Potonik, & Zhou, 2014 and Hennessey, 2010). For managers, it is mandatory that they should promote a prosocial environment for intrinsic motivation to encourage creativity and innovation (Grant & Berry, 2011).

Intrinsic motivation is also a predictor of enhanced task motivation and mediates between perceived impact and perceived social support (Messmann & Mulder, 2014). The relationship between internal marketing and job embeddedness is strengthened by intrinsic motivation. Intrinsic motivation with self-efficacy mediates between perceived personal job fit and job involvement, and secondly between personal job fit and job performance (Ru, 2012).

Dedication to the job improves when people usually feel good and attain their goals and one technique to make sure objective accomplishment is by pursuing self-concordant objectives (Koestner, Lekes, Powers, & Chicoine, 2002). A meta-analysis showed the connection between self-concordant objective pursuit and personal wellbeing (Koestner et al., 2002). Intrinsic motivation is concurrent with goal achievement because people who wait to carry out well on a job attain desirable outcomes because they are additionally motivated to attain and remain committed to the job.

The intrinsic incentive is an obsession of employee's personal goals. Individual goals are distinct as a future-oriented representation of what individuals look for to achieve in various life domains (Maier & Brunstein, 2001). The feeling of attainment of autonomy, competence, and relatedness increase employee's intrinsic motivation to exhibit positive emotions (Deci & Ryan, 2000). Additionally, intrinsic motivation is also enhanced when an employee feels subjective well-being and

achieves more self-concordant goals in future (Sheldon & Kasser, 1995; Sheldon, Kasser, Smith, & Share, 2002; Sheldon & Elliot, 1999; Sheldon & Houser-Marko, 2001). An employee seeks more growth and works engagement when his intrinsic needs are fulfilled (Fredrickson, 1998; Fredrickson, 2001).

The intrinsically motivated employee is more aligned towards organizational policies and committed to the job.

2.7.1 Intrinsic Motivation as a Moderating Variable

In moderation, the relationship of the explanatory and criterion variable is dependent on the third variable which is known as a moderating variable. The interaction of the moderating variable with a predictor variable enhances or decreases the strength of the relationship between the predictor and criterion variable in certain conditions. Moderating variables actually explains how and when this relationship exists. Intrinsically motivated employees are more aligned with an organizational and personal goal (Sheldon, Arndt, & HouserMarko, 2003). Employee's intrinsic motivation is high when his goals are self-concordant and independent for pursuing than restricted reasons (Sheldon & Elliot, 1998). In a research, it was highlighted that the motivated people are easy to implement IM policies than the non-motivated (Kyriazopoulos, et al., 2007). For organizations, it is important to understand that the success of the IM implementation is dependent on the intrinsic motivation of employees (Mishra & Sinha, 2014). Intrinsically motivated are more job-embedded with the organization (Lyu and Zhu, 2017). For the winning achievement of goals, the intrinsic motivation should be inherent motivation, not a controlled inspiration (Sheldon & Elliot, 1998). Independent goals may be pursued for inherent reasons, which by description are attractive and pleasant (Deci & Ryan, 1985), and thus probably to be self-energizing (Omodei & Wearing, 1990). In this research, the intrinsic motivation is used as a moderating variable between IM and JE. Intrinsic motivation is a third variable used to supplement the relationship of IM and JE. Intrinsic motivation has a positive relationship with IM. IM may be enhanced due to the intrinsic motivation of employees. IM enhances

JE (Ibrahim, 2013). The Intrinsic motivation enhances organizational commitment (Choong, Wong, & Lau, 2011), performance (Cerasoli, & Ford, 2014) and creativity (Gerhart and Fang, 2015).

A similar type of moderation of intrinsic motivation between independent and dependent variable has already been tested in different parts of the world. For example, Intrinsic motivation moderates the relationship between performance and productivity (Grant & Berry, 2011). Intrinsic motivation moderates the relationship between perceived job autonomy and work performance (Kuvaas & Dysvik, 2010). Intrinsic motivation increases the effectiveness of the theory of planned behavior in predicting intentions and social behavior (Chatzisarantis & Hagger, 2005).

IM practices may be enhanced due to intrinsic motivation of employees. Intrinsic motivation has already been investigated as a moderating variable between HR practices and employee's behavior so it needs to be tested as a moderating variable between IM and JE.

H10: Intrinsic Motivation moderates between internal marketing and job embeddedness

2.8 Social Capital

The word Social capital (SC) was historically first introduced by Hanifan, (1916). At that time the SC word was associated with democracy and development of community living in the urban areas (Algezauy & Filieri, 2010). In contemporary studies, SC is about networks at the workplace with social relations, common trust, supportive, understanding each other, and shared values for innovative collaboration of employees (Cohen & Prusak, 2001).

SC has three dimensions; cognitive, structural, and relational (Nahapiet and Ghoshal, 1998). Cognition SC is the shared codes, language and vision that are used in the workplace or at a social gathering (Tsai and Ghoshal, 1998; Siebert

and Linden, 2001). The structural dimension of SC determines the social relations and ties among employees (Liu and Besser, 2003; Requena, 2003). The third dimension of SC is a relational dimension that is exclusively based on trust, empathy, willingness to help, openness to sharing, criticism, group identity, norms and relationship in contacts of other functions (Yi-Renko et al., 2001; Chua, 2002; Hysman and De Wit, 2004). Managers exploit SC to retain their employees and to achieve organizational goal.

SC improves trust among employees, communication, and focusses on employee's significant direct and indirect effect to increase the employee's commitment to the organization (Watson & Papamarcos, 2002). Organizations exploit SC by providing an environment for informal interaction to mutually oblige each other and improving their effectiveness (Adler & Kwon, 2002; Coleman, 1988; Fukuyama, 1995; Nahapiet & Ghoshal, 1998). SC helps to make networks and social ties. These networks and ties among employees help them to impart information informally that they cannot share formally. The nature of the human being is gregarious and use his relations to achieve his objectives.

SC provides the opportunity to develop an interpersonal relationship, improving strong connections, endorsing trust, showing benevolence and yielding the required outcome (Adler & Kwon, 2002; Maurer & Ebers, 2006). Past research studies endorse that SC is the strong reason of developing a relationship, improving knowledge, enhancing employee's commitment and innovative behavior (Calantone, Cavusgil, & Zhao, 2002; Hult, 2002; Hult, Hurley, & Knight, 2004; Song & Thieme, 2006). SC affects positively on commitment due to job embeddedness. In many research studies, researchers have used SC as a single dimension to find the cumulative effect of all dimensions. In this research, SC is used as a single factor to find the cumulative effect of SC as a moderating variable.

2.8.1 Social Capital as a moderating variable

Moderating variable affects the direction, the magnitude or strength of the relationship between the explanatory and the outcome variable. Social capital is a

reason for building a relationship, improving network ties and sharing information. Due to SC, workers improve their job commitment. Organizations also use SC to enhance the loyalty of employees (Arregle, Hitt, Sirmon, & Very, 2007). Social contacts in the organization enhance organizational commitment (Watson and Papamarcos, 2002). Committed employees bring innovation to the organization (Landry, Amara, and Lamari, 2002). Due to SC, individuals make ties and social bonds to each other and improve their commitment to the organization. The committed employees remain in the organization for a long time and gain more experience, knowledge, and skills. Whenever there is a need to develop any product or process in the organization, more committed employees due to more experience, knowledge and skills exhibit IWB. The more committed employees are more innovative employees. SC is a variable that has proved as a significant moderating variable in such type of research studies. The relationship between resource acquisition and environment dynamism are strengthened due to the moderating effect of SC (Huang & Wang, 2013).

Jin, (2015) also found the positive direction of the relationship of top management characteristics and management capabilities in the presence of moderation of SC. A study in Japanese firms found the significant moderating effect of SC between worst work characteristics and psychological distress (Oshio et al., 2014). A positive moderating effect of SC was seen between entrepreneurial orientation and firm performance (Jalali, Thurasamy, & Jaafar 2017). SC provides the opportunity to interact with each other and build relations. When employees build a relationship, they are more embedded with the job.

SC is the figure of the authentic and possible resources entrenched within, available throughout, and derived from the system of relationships obsessed by a person or societal unit (Nahapiet & Ghoshal, 1998).

SC affects positively on commitment due to JE. When the commitment of employee is high due to JE there may be enhanced IWB. SC is needed to test as a moderating variable between JE and IWB.

H11: Social capital positively moderates between job embeddedness and innovative work behavior

2.9 Theoretical Model

Based on the extensive literature review to test propositions, following theoretical model is proposed for different integrated variables in the model (see Figure 2.1). The theoretical model guides, the relationship of variables hypothesized after the literature review in the Pakistani context. The proposed model depicts that whether IWB is dependent on Internal Marketing or not.

In this model job, embeddedness serves as a mediating variable. The model gives direction to test the job embeddedness to explain the relationship between internal marketing and innovative work behavior. Intrinsic motivation and social capital determine the strength of the relationship between the independent and dependent variable. Intrinsic motivation in the model is a moderator between internal marketing and job embeddedness. The second moderation of social capital is between job embeddedness and innovative work behavior.

Following is the complete theoretical model (see Figure 2.1).

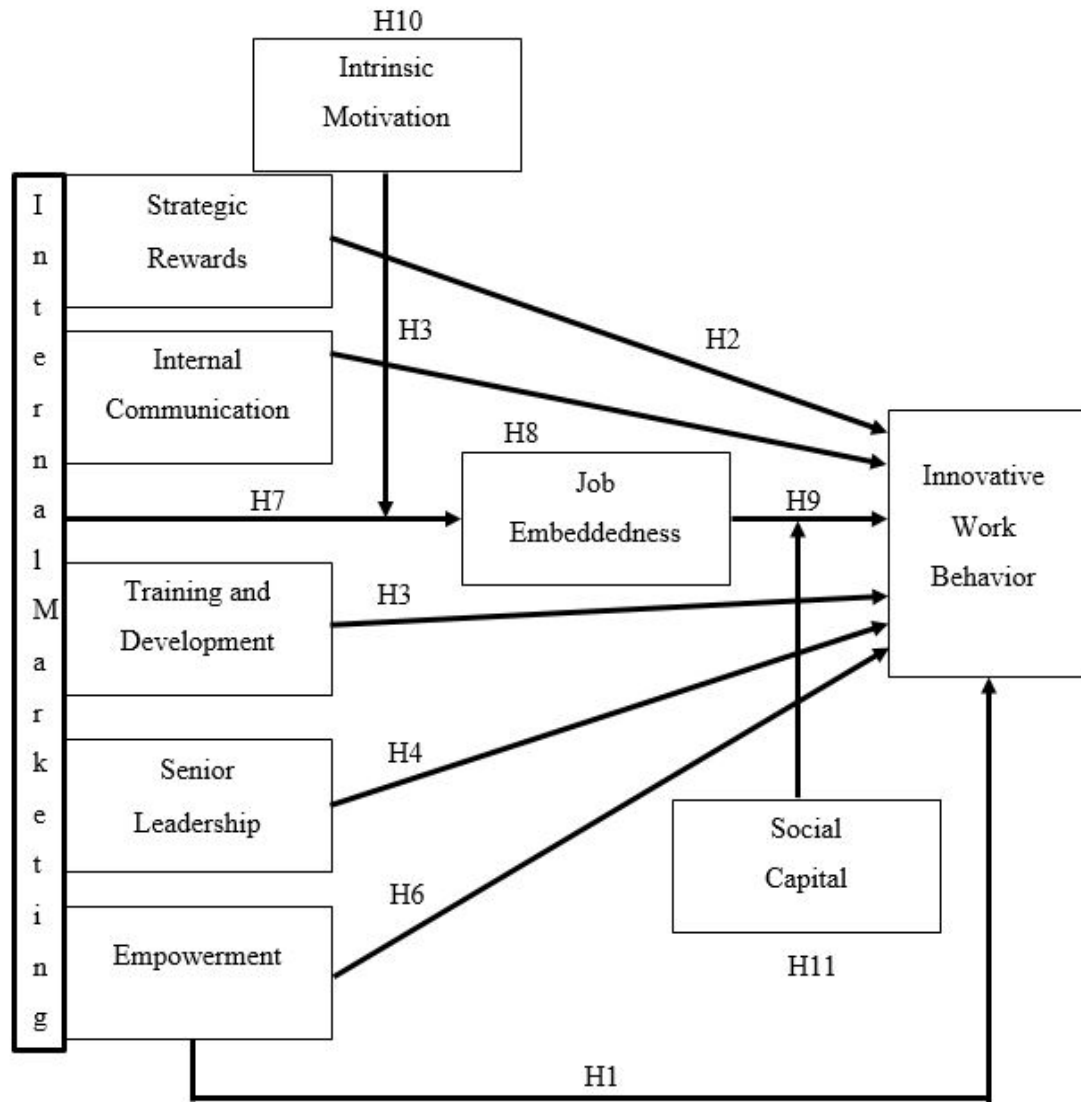


FIGURE 2.1: Theoretical Model

2.10 Summary of Hypothesis

- H1: Internal marketing has a positive impact on Innovative Work Behavior
- H2: Strategic Rewards have a positive impact on Innovative work behavior
- H3: Internal Communication has a positive impact on Innovative work behavior
- H4: Training and Development has a positive impact on Innovative work behavior
- H5: Senior Leadership has a positive impact on Innovative work behavior
- H6: Empowerment has a positive impact on Innovative work behavior
- H7: Internal marketing has a positive impact on Job Embeddedness
- H8: Job embeddedness mediates between internal marketing and innovative work behavior
- H9: Job embeddedness has a positive impact on innovative work behavior
- H10: Intrinsic Motivation positively moderates between internal marketing and job embeddedness
- H11: Social capital positively moderates between job embeddedness and innovative work behavior

2.11 Conclusion

In this section, a literature review is done. After the extensive literature review on internal of innovative work behavior, internal marketing, job embeddedness, social capital and intrinsic motivation, hypotheses are developed. Based on these hypotheses a theoretical model is presented. The theoretical model shows the link between internal marketing and its different dimensions strategic rewards, internal communication, leadership and empowerment with innovative work behavior. Internal marketing also shows the link between job embeddedness. Job embeddedness is a mediating variable between internal marketing and innovative work behavior. Job embeddedness also shows the link between innovative work behavior. Moderating link is shown in intrinsic motivation with internal marketing

and job embeddedness. Second moderating link of social capital is shown with job embeddedness and innovative work behavior. Overall, an integrated model is developed on the base of the social exchange theory.

Chapter 3

Research Methods

In order to dig out the relationships in the innovative work behavior model, this chapter acquaints a research methodology complied by next chapter for analysis and result. This section shadows light on the prerequisite for the analysis of results. It gives a system how to apply methods for analysis and results. The main purpose of this chapter is (1) To shape the research methods proceeding for analysis and result (2) criteria for selection of tools and techniques used (3) Relevance of measures used to test conceptual framework (4) The data collection technique and its application for analysis and results.

3.1 Research Methodology

Research methods guide the scholar to use specific procedures and proficiencies to answer the questions by using information, data collection, and its analysis according to the study design (Austin, Scherbaum, & Mahlman, 2002). In this chapter, the qualitative and quantitative constructs are grouped for analysis (Bryman & Bell, 2003). Segments are analyzed. The aim of this chapter is to investigate the power of organizational variables, social variables, individual variables and demographic variables in explaining the innovative work behavior in organizations. Research methodology helps to analyze the measures in a systematic and organized way to test a theoretical model.

Methodology serves as the flowchart and the research canvas to apply the relevant tests. Methodology tells what results are more appropriate and how to use according to the links established in the theoretical models and to test the hypothesis. The first part of the methodology is the research design followed by subunits like quantitative research, cross-sectional study, the unit of analysis, time horizon, population, and sampling technique. In addition, sample characteristics, instrumentation and measuring scales have been discussed in the methodology chapter.

3.2 Research Design

The study mainly aims at measuring the organizational and individual factors among engineering, auto parts manufacturing sector of Pakistan. There are different methods used for the collection of data, but for such type of study, the most suitable and appropriate method is the survey form that helps to collect data from the desired representative sample. Surveys are of two types: descriptive and relational (Rungtusanatham, Choi, Hollingworth, Wu, & Forza, 2003). In descriptive surveys, the information is obtained about the present state of affairs while relational surveys explain the relationship between explanatory and outcome variables in empirical studies.

This study is based on the relational survey design because the researcher interested to determine the relationship between Internal marketing practices, job embeddedness (JE), and IWB.

3.2.1 Quantitative Research

Two kinds of research, qualitative or quantitative are done in such exploratory research studies. When the research is mainly based on qualitative analysis and there is no need for a statistical tool, then that is purely a qualitative research. This research is a quantitative research because the data were collected through a questionnaire by respondents and analyzed through different statistical tools to get empirical results.

3.2.2 Cross-Sectional Study

In this kind of research, two kinds of studies are done; cross-sectional or longitudinal. In a longitudinal study, the data are required at different times to complete the study to reach a conclusion. In longitudinal studies, respondents collect the data more than one time. The cross-sectional study purpose is descriptive, often in the form of a survey and to find the prevalence of the outcome of interest, for the population or subgroups within the population at a given time point (Levin, 2006). Due to time and financial constraints, a cross-sectional study is a feasible option.

3.2.3 Unit of Analysis

The objective of the study was to find innovative work behavior of the permanent employees of the auto parts manufacturing sector. The unit of analysis is actually the unit or level where the main data for research are collected and the focus and selection are done from that particular unit or level. People create and interact with their perceived environments, and by acting upon the environment, they create and alter the environment (Weick, 1995). Why and how employees and other people act as they do in given situations (Frese & Fay, 2001). The behavior is a trait of human beings in this research. This research is on the innovative work behavior of employees in the auto parts manufacturing sector and the unit of analysis is an employee' for this research.

3.2.4 Time Horizon

Time was set to collect data from September 2015 to 31 December 2015 but due to busy schedules of firms and force majeure problems, the period of data collection increased from September 2015 to June 2016. All firms were approached through a request letter for data collection (see Appendix 6.1). The majority of the companies provided the facility at break time to collect data from employees. During the time provided by firms, permanent employees were first segregated from non-permanent employees to target the relevant samples for research.

3.2.5 Ethical Consideration

Ethical consideration is a paramount importance in any research study. The ethical issues consideration should start from the research problem, research design, data collection technique and reporting of findings of research (Leedy and Ormrod, 2005). In the guidelines of Zikmund, (2003) and Saunders and Lewis, (2012), following ethical agreement was made with the consent of management of the companies and the researcher;

- 1-The confidentiality of the workers and the management will be kept intact.
- 2- No worker will be asked or forced to share private information other than the information needed for research.
- 3- Workers will be approached by supervisors.
- 4- The data will be collected from the workers only in the time and place decided.
- 5-Researcher and his lead person will not interfere with the organization's matter by asking or suggesting anything.
- 6- If anything found that is being neglected by the organization and is harmful or dangerous for any trespasser e.g. naked electricity wires, dangerously hanging material part, open the main hole etc. may be informed about it to the security or the admin department.
- 7- No gift, money or undue appreciation will be given to the worker or the supervisor.
- 8-With the consent of supervisor, researcher or lead person may arrange tea or snacks on a set time for data collection in group form not individually.
- 9- The watchman or the security guard of the company will not be forced to allow the researcher to meet the workers without the allowance of the supervisor in the lag time.
- 10- Research findings will be purely for research purpose only and will not be shared with any competitor or in a public place with the name of the company.
- 11- If a researcher finds during his research, an area of improvement, that may be discussed with the owner separately.

12- The management and the workers will cooperate with the researcher and his team and ensure their integrity also.

After writing down all the ethical guidelines, a consent letter was signed with the name of the researcher and the signature of the company manager without his name and the company name on a white paper. The code number was used to know the name of the company, the name of the manager and the city where the company was located (see Appendix 6.8).

The researcher has tried his level best to interpret the research result and its findings in an ethical way but errors and omissions of words may occur due to a syntax error in explanation. The researcher is a student of management and economics and not the master of the English language. If any phrase or word gives a different meaning to the reader, please be understood in the context of research title and its meaning.

3.2.6 Labor Force in Auto parts engineering, manufacturing sector of Pakistan

According to the Pakistan Association of Automotive Parts & Accessories Manufacturers (PAAPAM) total registered and unregistered auto parts manufacturing firms are more than 450 and employees working in this sector are 200,000 all over Pakistan.

3.2.7 Population

The population of the present study is the permanent employees of 450 auto parts manufacturing engineering firms. This sector is controlled by PAAPAM. There are 200,000 registered employees in this sector, but the only firms selected are from Islamabad, Rawalpindi, Gujranwala, and Lahore due to their presence in the majority of these areas and the convenience for the researcher due to time and resource constraint. Table 3.1 shows the total number of firms located city wise.

TABLE 3.1: PAAPAM Member and Non-Member Firms

City	Member	Non- Member	Total
Karachi	107	22	129
Lahore	144	30	174
Gujranwala	6	40	46
Rawalpindi	2	18	20
Islamabad	4	16	20
Daska	1	6	7
Miscellaneous	16	40	56
Total	280	172	452

Table-3.1 shows the number of auto parts companies in different cities of Pakistan. Out of 452 companies, 280 companies are registered members of the PAAPAM. Non-members auto parts manufacturing companies are 172. The majority of the companies are in Lahore, Karachi, Gujranwala and Islamabad/Rawalpindi cities. These cities were targeted to get data for this research.

3.2.8 Sample and Sampling Technique

The main objective of the research was to select and include the true representative group of elements that could reflect the characteristics of the selected population for research. To reach and find access to all populations, sampling is the best viable and appropriate way to collect data. The sample size was calculated for this study by the scientific method.

According to Israel, (1992) when the population is known then the simplest formula is sufficient to determine the sample size. The following formula was used to determine the sample size.

$$n = \frac{N}{1 + N(e)^2}$$

n=Sample size

N= Population

e= margin of error (precision required)

Sample calculation:

$$n = \frac{200,000}{1 + 200,000 (0.05)^2}$$

$$n = 399 \text{ samples}$$

$$n = \frac{200,000}{1 + 200,000 (0.03)^2}$$

$$n = 1105 \text{ samples}$$

The above equation clearly depicts that at .05 margins of error, the samples required are 399 and at .03, the required number of samples is 1105. The maximum sample size required at the minimum margin of error for the research was selected and the data collected were 1116 samples out of 1500 questionnaires.

The information received from samples is critical because these have to be generalized to the entire population, the extra vigilance and care are needed. The purpose of sampling is to obtain a group of subjects who are representative of a larger group of individual and provide specific information needed (McMillan, 1996). The importance of research purpose is the selection of samples from the true population to achieve the desired goal. Most popular sampling methods are probability and non-probability sampling techniques. When there is an equal chance of an element of the population to become a member, the sample is probability sampling and the opposite of it is non-probability sampling.

Since the research focus is on innovative work behavior, the selected employees needed were regular and permanently appointed employees. Temporary employees receive lower wages compared to permanent employees (Segal and Sullivan 1997), receive fewer benefits (Houseman 1999; Kalleberg, Reskin, and Hudson, 2000) and consider a job as bad' job (Erickcek, 2002). The behavior of temporary, probationary, on daily wages and contract-based employees, could produce biases due to their weak stake in organizations thus eliminated from data collection for research. The non-probability purposive sampling technique was used to collect data. The data were received only from permanent regular employees. The reason for using non-probability purposive sampling was to get data from the true representation of samples of the population who had a full stake in the organization.

To get data following steps were followed;

Step-1: Permanent workers of all auto parts manufacturing firms were defined as the population of the study. The permanent workers selected from the population are samples of the study.

Step-2: Auto parts manufacturing firms are located in many cities of Pakistan; it was difficult to reach every firm. The firms and the major cities were selected for the study.

Step-3: From the internet and references, the information of mailing and email addresses of the companies were obtained. A data record was made that included the address, email, phone numbers and the owner of the factory.

Step-4: A request letter for research was sent through courier and email to all the owners of the factories. The owners were requested to grant permission for the research and assured through a letter about the privacy and secrecy of research.

Step-5: As it was expected that not all companies would respond and the responded companies were segregated and a letter of thanks and suitable time to visit was mailed and fixed. The non-respondent companies were sent a reminder for at least two more times and few of them responded positively and allowed time for research. Again a letter of thanks and the time to visit were fixed.

Step-6: Researcher himself and through lead person approached the companies' allotted time and decided the place. Most of the owners appointed their managers as facilitators for research. After receiving the appointment from managers, researcher and the lead person first briefed about the purpose of research and how to fill out the questionnaire. Managers were requested to gather all permanent employees at a suitable place and time to brief them about the questionnaire to clear any kind of ambiguity. Most of the managers agreed to gather in break time that was different in companies. Few managers were reluctant to gather employees and agreed to get the questionnaire filled at their own convenience. These managers were given the set of questionnaires one for employees and other for the supervisors. These managers were given the set of questionnaires both for workers

and their supervisors. Managers were given a two-week time to fill the questionnaire. The researcher and the lead person remained involved from time to time to provide help and clarifying any ambiguity about the questionnaire. For this purpose, researcher and lead person provided the contact numbers, WhatsApp number, and email addresses to managers who were responsible to get data filled in the questionnaires.

Step-7: Total 1500 questionnaires were distributed and monitored the progress on a regular basis. The managers of the companies who were filling a questionnaire with their own convenience were rigorously followed on a regular basis for confirmation of receiving a questionnaire in time. After confirmation of receiving and filling out the questionnaires, managers were requested to mail these questionnaires within two weeks through return envelopes provided or would be picked by the lead person.

Step-8: Reminders were given to the managers of the companies who did not mail the questionnaires within two weeks.

Step-9: With all hard and consistent efforts total questionnaires received were 1336 out of 1500. It was 89% of the total questionnaire distributed. The success rate in Asian countries remained high as more than 90% (Gautam, Van Dick, Wagner, Upadhyay, & Davis, 2005) and reported in similar studies of China and Korea (Chen & Francesco, 2003; Lee, Allen, Meyer, & Rhee, 2001). The received 1336 questionnaires were scrutinized and evaluated according to the research requirement. In 1336 questionnaires, 220 questionnaires were rejected due to double ticks, missing data or incomplete filling. For research purpose, valid questionnaires were 1116 with 74% of the total 1500 questionnaires. Table 3.2 shows the city wise total number of respondents.

TABLE 3.2: List of cities Data collected

Serial	Name of City	Number of Respondents
1	Islamabad	178
2	Rawalpindi	84
3	Gujranwala	248
4	Lahore	606
	Total	1116

Table-3.2 shows the number of respondents from different cities. The highest number of respondents remained from Lahore (n=606) and followed by Gujranwala (n=248). The majority of the respondents from these cities were due to the majority of the manufacturing factories available and positive response of the managers from these cities. Total valid respondents who filled out the accurate questionnaire were 1116.

3.3 Sample Characteristics

3.3.1 Age

Age is one of the important variables used in research to know about their age. For this study, both males and females provided data without any apprehension after getting the assurance of the privacy of their name and the age.

TABLE 3.3: List Age of Respondents

Age Years	Frequency	Valid Percent	Cumulative Percent
Less than 20	150	13.4	13.4
21-25	318	28.5	41.9
26-30	250	22.4	64.3
31-35	235	21.1	85.4
36-40	87	7.8	93.2
41-45	65	5.8	99.0
Above 45	11	1.0	100
Total	1116	100	

The age of the respondents, less than 20 years of age was 13.4% (N=150), age from (21-25) 28.50% (N=318), age from (26-30) 22.4. Percentage (N=250), age from (31-35) 21.1 % (N=235), age from (36-40) 7.8% (N=87), age from (41-45) 5.8% (N=65), age from 45 above 1% (N=11). Most of the respondents were young of age between 21-35 years and are 64.3% of the total age group. Most of the workers in the manufacturing firms in Pakistan are young. During research, it was analyzed that as these young get experience and gain dexterity, they start their own production of auto parts on a small scale and become vendors to their parent companies. That may be one of the reasons that old workers start their own business and new young workers replace them.

3.3.2 Gender

The female responses in Pakistan historically has been low. From the last two decades, females have positively contributed to education and in employment. A healthy response was noted from the female side in this research. Due to the majority of male employment in the engineering sector, their participation was more than females. Table 3.4 shows the number of participants of males and females in this research study.

TABLE 3.4: Gender of Respondent

Gender	Frequency	Valid Percent	Cumulative Percent
Male	870	78	78
Female	246	22	100
Total	1116	100	

Total 1116 respondents participated with 78% males (n=870) and females 22% (n=246). Since Pakistani society is a male dominant society and most of the females are not encouraged for education and jobs, the 247 number of female's participation is a healthy number.

3.3.3 Marital Status

When it is talked about a marriage in Pakistan, it means the person is more responsible for taking care of his family. To reduce biases in research data, the diverse opinion on married and unmarried was obtained. Marriage changes in behavior as married men are less prone to crime as compared to unmarried (Sampson, Laub, & Wimer, 2006). Married persons share more responsibility of the family as compared to unmarried. The marital status may affect the thinking behavior of employees. Since the research was on innovative work behavior, it was imperative to know the impact of employee's participation in research and this variable was added to get their opinion. Table 3.5 shows the number of married and unmarried respondents.

TABLE 3.5: Marital Status of Respondents

Marital Status	Frequency	Valid Percent	Cumulative Percent
Married	321	28.8	28.8
Un Married	795	71.2	100.0
Total	1116	100.0	

Table 3.5 shows the data on married and unmarried workers. The participants in this study were 28.8% married (N=321) and 71.2% unmarried (N=785). It clearly shows that in the manufacturing sector of Pakistan, more people are young and unmarried and fewer people are married. The mobility of young unmarried workers is easy as compared to married workers. Benefits like social security, employee's old age benefit (EOB) and worker's welfare fund (WWF) are less as compared to married workers. Organization's preference remains to hire more unmarried workers.

3.3.4 Qualification/Education

The demographic variable qualification/education is used in exploratory studies to assess the employee's behavior. However, this research qualification served as the demographic variable only not as an independent variable. If any effect of the qualification/education is seen in the ANOVA test, then it is used as a control

variable. The diverse nature of qualification was the part of this research to avoid biases in data collection. Table 3.6 shows the different qualification levels of the respondents.

TABLE 3.6: Qualification

Qualification	Frequency	Valid Percent	Cumulative Percent
Matric/O' Level	444	39.8	39.8
Intermediate/A-Level	208	18.6	58.4
Tech. Diploma Holder	71	6.4	64.8
Bachelor Degree Holder	167	15.0	79.7
Master Degree	160	14.3	94.1
Engineer	48	4.3	98.4
PhD	18	1.6	100
Total	1116	100	

Table 3.6 shows the education level of participants. The education level of the respondents was; Matric/Level 39.8% (n=444), Intermediate/A Level 18.6%, (N=208), Tech. Diploma Holders 6.4% (N=71), Bachelor degree holders 15% (N=167), Master degree holders, 14.3% (N=160), Engineers 4.3% (N=48), PhDs 1.6% (N=18). Most of the workers are a 10th class pass (Matric/O' Level) and then 12th class intermediate/ A Level participated. People leave early from these two levels of education from Matric to intermediate due to poverty and family burden. They try to get skills in early ages and start getting little amounts of money and with due course of time become the helping hands to their families. Diploma holders are quick learners of mechanical work and they generally start their own production of small parts or join other organizations on higher salaries. Bachelor and Master Degree holders are appointed in finance, marketing and on management posts. Engineers are less preferred in the manufacturing sector due to their high turnover rate and the threat of their learning about the secrets of the business. Their general role in Pakistani industry is just streamlining production and reducing faults in process and production. PhDs are the least to hire in engineering manufacturing sectors due to their high salary demand. Big organizations hire them for training and consultancy purpose.

3.3.5 Job Type

The type of job also affects the data collection from employees. The thought process of the employees may vary as the status they have in the organization. Both managerial and non-managerial staff were included to get a diverse opinion. Table 3.7 shows the number of participants from the managerial and non-managerial job.

TABLE 3.7: Job Type of Respondents

Job Type	Frequency	Valid Percent	Cumulative Percent
Managerial	290	26	26
Non-Managerial	826	74	100
Total	1116	100	

Table 3.7 shows the type of job of respondents. Managers participation remained 26% (n=290) and non-managers 74% (n=826). Managers included all line managers, middle managers, and top managers. Non-managers are all those having no management authority and from all departments e.g. production, finance, and marketing.

3.3.6 Income Level

The income level of the respondents has also been an important variable in different quantitative research studies. Income levels determine the extrinsic motivation of respondents and effect on the data filling in the questionnaire. The income level of the employee was also included in research to get bias-free data. Table 3.8 shows the income level of the respondents.

TABLE 3.8: Income level of Respondents

Income Rs	Frequency	Valid Percent	Cumulative Percent
Less than 20000	452	40.5	40.5
20,000- 30,000	377	33.8	74.3
31,000- 40,000	38	3.4	77.7
41,000- 50,000	140	12.5	90.2
51,000-60,000	87	7.8	98.0
61,000-80,000	10	0.9	98.9
81,000-100,000	4	0.4	99.3
100,000 above	8	0.7	100
Total	1116	100	

Table-3.8 represents the respondent's income level and its detail. The income level less than 20,000 remained (40.5 %, n=452) and second highest number of participation of respondents were from income level 20,000 to 30,000 with the percentage of (33.81%, n=377). Other participants were from salary range 31,000 to 40,000 (3.4%, n=38), 41,000 to 50,000 (12.5%, n=140), 51,000 to 60,000 (7.8%, n=87), 61,000 to 80,000 (0.9%, n=10), 81,000 to 100,000 (0.4%, n=4), and above 100,000 (0.7%, n=8). Most of the participant's salary range is less than 20,000 and on number second from 20,000 to 30,000. There is very less number of respondents with a salary from 81,000 to 100,000 or above.

3.3.7 Job Experience

Job experience is used as a demographic variable and used in this research also. Job experience helps to provide the extent of information from junior to senior employees. This diverse nature of data is very important for research purpose. Table 3.9 shows the experience of the respondents in the organization.

TABLE 3.9: Job Experience of Respondents

Experience	Frequency	Valid Percent	Cumulative Percent
Less than one year	509	45.6	45.6
1-5 yrs	445	39.9	85.5
6-10 yrs	76	6.8	92.3
11 or above	86	7.7	100.0
Total	1116	100.0	

In table 3.9, the respondent working experience was from less than one year 45.6% (n=509), from 1 to 5 years 39.9% (N=445), from 6 to 10 years 6.8% (n=76) and above 11 years' experience 7.7% (n=86). The total of 85.4% of the total employee's experience is between less than one to 5years. It was observed that more experienced workers are not affordable due to their high salary structure and these experienced workers, start their own production on small scales of the same products or get employment in big companies.

3.3.8 Native Area

This research was on innovative work behavior; it was imperative that the respondent's native areas should also be known. Societal norms also affect employee's behavior and the diverse nature of information about the respondents belonging to urban or rural areas was considered for this research. Table 3.10 shows the urban and rural area background of the respondents.

TABLE 3.10: Native Area

Employee's Area	Frequency	Valid Percent	Cumulative Percent
Urban	665	59.6	59.6
Rural	451	40.4	100.0
Total	1116	100.0	

Table-3.10, the participants of the study were 59.6% (n=665) of the Urban area and 40.1% (n=451) from rural areas. There are fewer opportunities for a job in the rural areas of Pakistan and commuters for the sake of jobs move from rural areas to the urban areas. Most of the industrial setups are in the urban areas of Pakistan. The culture and values of urban and rural areas also vary. While conducting any research on behavior, the cultural background may impact on the

behavior of the individual. To reduce further biases, the demographic variable native area was included in the innovative work behavior-related research.

3.3.9 Family System

The Pakistani society is a collectivistic society (Hofstede, 1984). After 9/11, the studies done by different researchers revealed that the values of the societies have changed (Murphy Jr et al., 2004; Olivas-Lujn et al., 2004). Since this study was after 9/11 and Pakistan is the most affected country of terrorism so the variable family system was included. It shows how many individualistic and collectivistic respondents are in the organization and how do they behave? Table 3.11 shows the number of respondents with their family system.

TABLE 3.11: Family System of Respondents

Family system	Frequency	Valid Percent	Cumulative Percent
Joint Family	661	59.2	59.2
Individual	455	40.8	100
Total	1116	100	

Table-3.11 depicts that 59.2% (n=661) were living with their families and 40.8% (n=455) on an individual basis. It was observed during research, the migrated workers from different cities or rural areas were living individually away from their families. The workers living with their families are still more in number. Pakistani culture is collectivistic in nature and the first preference is given to the family until there is a compulsion that forces the individual to live independently. To remain with and without family may impact the behavior of the employee.

3.3.10 Nature of Job

Nature of the job is also closely related to the employee's behavior. This research was on innovative work behavior and needed to know the opinion of all types of workers. Workers doing the indoor job are directly under the supervision and monitoring as compared to workers doing the outdoor job. The diverse nature of the job provides the information for a research purpose to determine innovative

work behavior. Table 3.12 shows the number of participants with indoor or outdoor job responsibilities.

TABLE 3.12: Nature of Job of Respondents

Nature of Job	Frequency	Valid Percent	Cumulative Percent
Indoor	580	52.0	52.0
Outdoor	536	48.0	100.0
Total	1116	100.0	

Table 3.12 shows the respondents doing the indoor job were 52% (n=580) and 48% (n=536) of the outdoor job. The indoor job was related to all internal matters of the company including production, planning, dispatching, financial matters etc. Outdoor jobs were related to the supplies, procurement, sales etc. Amazingly, the indoor and outdoor workers were nearly equal. One of the reasons for the outdoor job was the daily supply of a heavy quantity of raw material and finished goods in and out of the company. Many parts are manufactured and prepared by the vendors outside the company before converting them into finished goods. This toll manufacturing and intermediate production by vendors need a lot of outdoor workers to streamline the supply chain etc.

3.4 Instrumentation

In this study, the measurement scales were in the English language already used with the same phrases in different research studies. The spellings and syntax errors were carefully checked before handing over to employees. Majority of the employees understand the English words, phrases and jargons due to studying the English subject as a compulsory subject in public and private schools of Pakistan. Many authors believe that the meaning of the English words change when translated into other languages like Urdu and has given craved ensues only when used in English language (Raja, Johns & Ntalianis, 2004; Butt & Choi, 2006; Raja & Johns, 2010). Researcher appointed a Master degree qualified a lead person to explain and understand the questionnaire to employees. The lead person was provided training how to explain and translate the questionnaire to supervisors

or managers and workers in group presentation by multimedia and in one to one meeting. He was well trained to persuade the managers and workers to fill out the questionnaire by ensuring their secrecy and privacy intact. Researcher and the lead person remained in touch on the telephone, email WhatsApp and visiting the premises to clarify the questionnaire for accurate filling of the data. The filled questionnaires were received back by personal visits to the companies or by courier services.

The questionnaire was divided into three parts. The part-1 was for employees, Part-2 was for managers and Part-3 was about the demographic information. The Part-1 of the questionnaire consisted of all the variables like Internal Marketing and its dimensions, job embeddedness, Innovative work behavior, intrinsic motivation and Social capital. The Part-2 of the questionnaire was on innovative work behavior scale to validate the views of employees by their respective managers. Employees were instructed that after filling the data in the questionnaire they will give the questionnaire to their managers. The managers were guided to validate the views of their subordinates in Part-2 of the questionnaire by checking the innovative work behavior scale only filled in Part-1.

3.4.1 Measuring Scales

The good measuring scales should have good psychometric properties tested in different research studies. Researchers argue that the problem of percept inflation, common method bias, and validity in past research studies are due to researchers self-generated and reported scales without properly tested psychometric properties (Hlsheger, Anderson, & Salgado, 2009; Potonik & Anderson, 2012; Ng & Feldman, 2012). In this research, all scales used are adapted from authentic research studies with properly tested the psychometric properties. For social and management sciences, universally selected scales are categorical scales. These scales are also found in the literature with other names like discrete and qualitative scales. These categorical scales are again divided into further three scales like nominal, ordinal or dichotomous.

The other type of scales is continuous scale or quantitative scale used in research studies. The continuous scale can be further categorized as either interval or ratio scales.

3.4.1.1 Dichotomous Scale

A dichotomous scale is used to measure two categories or level only. The dichotomous scale was used in the following questions of the questionnaire;

- | | | |
|-------------------------------------|------------|--------------|
| 1. What is your Gender? | Male | Female |
| 2. What is your marital status? | Married | Unmarried |
| 3. How would you classify your job? | Manager | Non-Manager |
| 4. Where do you belong? | Urban | Rural |
| 5. What is the nature of your job? | Indoor | Outdoor |
| 6. What is your family structure? | Individual | Joint Family |

In SPSS, the coding was given 1 and 2.

3.4.1.2 Nominal Categorical Scale

1. What is your age? Age 20 years or below, 21-25 years, 26-30 years, 31-35 years, 36-40 years, 41 or above years
2. What is your highest qualification? Matric, Intermediate, Dip. Holder, Bachelor Master, Engineers, and PhD
3. What is your income level? Below 10,000, 11,000-20,000, 21,000-30,000, 31,000-40,000, 41,000-50,000 and Above 50,000
4. What is your experience with this organization? Less than a year, 1-5 yrs, 6-10 yrs, 11 or above

3.4.1.3 Likert Scale

In 1932 Lickert scale was developed by a well-known psychologist Rensis Likert on his name to measure the attitude of the respondents. To find the level of agreement and disagreement about a particular question the Likert scale is used for this kind of research. The most widely used is the Liker that is based on the positive or negative response from the middle point and is also used as the bipolar response scale. Respondents, easily understand and feel comfortable with Lickert scale. All variable of this study like Innovative work behavior as an outcome variable, Internal Marketing and its dimensions as a predictor variable, Job Embeddedness as a mediating variable, Intrinsic Motivation and Social Capital as moderating variables measured with a five-point Likert scale as following,

1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree.

3.5 Reliability of Scales

Reliability test is one of the prerequisite tests performed to test the scale-free from random error and to provide consistent measurement of various items in the instrument across time. Nunnally and Bernstein, (1994) proposed internal consistency score method Cronbach Alpha developed by Cronbach, (1951). The objective of the reliability test is to ensure the consistent results of the items when administered to the same respondents at a different time.

The problem with Cronbach Alpha is its sensitivity to the number of items in the scale. Less number of items show low Cronbach Alpha value and vice versa. The acceptable value of Cronbach Alpha varies from discipline to discipline and considered acceptable 0.60 (Sekaran, 2006), 0.70 (O'Leary-Kelly & Vokurka, 1998; Fraenkel and Wallen,1996), 0.80 (Kubiszyn and Borich, 2000). The majority of researchers consider the 0.70 is the cutoff value of Cronbach Alpha.

Table 3.13 shows the reliability test values

Table 3.13 shows the value of Cronbach Alpha that depicts the reliability statistics of the constructs used. All values are within the acceptable range. Before

TABLE 3.13: Reliability of Scales

Sr. No	Variable Name	No of Items	Cronbach's Alpha
1	Innovative work Behavior (IWB)	12	0.82
2	Strategic Reward System	4	0.71
3	Internal Communication	6	0.70
4	Training and Development	4	0.74
5	Senior Leadership	3	0.71
6	Empowerment	7	0.70
7	Job Embeddedness (JE)	18	0.68
8	Intrinsic Motivation (IMO)	4	0.67
9	Social Capital (SC)	15	0.80

performing the analysis of data, it is important that the instrument used should be reliable.

3.6 Measures

3.6.1 Innovative Work Behavior (IWB)

Innovative work behavior (IWB) related studies have been in the limelight of research due to its importance for organizational growth. Most studies on IWB have adapted the scales of Scott and Bruce, (1994), Oldham and Cummings, (1996), Tierney et al., (1999), Axtell et al., (2000), George & Zhou, (2001), Janssen, (2001). But the research work after the year 2001, the scale of Janssen, (2001) was used IWB studies. After the concept of Scott and Bruce, (1994), IWB studies are unable to give a single best definition. IWB is the main focal point of this research used as an outcome variable. Despite the rigorous work on innovative work behavior, the majority of researchers in past are unable to define the IWB. Amazingly the founder of IWB research Scott and Bruce (1994) even did not define the IWB. Definitions are generally the amended form of the definition of West and Farr, (1990). A comprehensive in-depth definition is still awaiting to define IWB (See Table.3.14).

TABLE 3.14: Innovative Work Behaviour Definitions

Author (s)	Innovative Work Behavior (IWB) Definition
West and Farr (1989)	The deliberate knowing and applying within a role assigned, ideas in the group or organization or in the processor development of a new product that gives benefit to the individual, the organization and to the society.
Spreitzer,(1995)	IWB ruminates the creation of something new or different from the existing ones. IWB helps to create a new product, services, related ideas, and process.
Janssen,(2000)	IWB is definition is closer to the West en Farr, (1990) of intentionally creating, presenting, and practicing of new ideas within a role assigned, in the group only or an organization to enhance individual or organizational performance.
Dorenbosh, Van Engen en Verhagen (2005, Carmeli, Meitar en Weisberg (2006)	IWB is the employee's willingness to constitute on-the-job innovations. Employee communicates to the colleagues directly or by the use of a computer to develop new service or products.
Tuominen en Toivonen, (2011)	IWB is a multiple-stage process recognizing a problem by an individual to generate new ideas and solution to make assistance for them by producing a working prototype or model to benefit the organization or parts within it.
Tuominen en Toivonen, (2011)	IWB related activities are focused on adding to the organization of novel things utilization and beneficial to the organization.
Haider and Aisha, (2017) our Definition	IWB is the use of cognition by an individual independently or in the exchange of some external factors to generate a novel idea for the development of the new process, new product or new services to benefit him, organization or all the stakeholders.

The present study was contrived to search the new antecedent of IWB.

Request email was sent to Dr. Janssen through email for the original questionnaire and I am thankful for his support in providing the original scales of IWB (see appendix 6.10). The 12 items scale of IWB introduced by Janssen, (2001) was used in this research. In many past studies, the researchers have used the same scale (Mukherjee and Ray, 2009; Bysted, 2013; Kheng, June, and Mahmood; 2013). The reliability score of 12 items scale of IWB is 0.82. From last more than one decade,

superior's rating has been used concomitantly with the employee's questionnaire as an independent observer's rating (Zhang & Bartol, 2010 and Yuan & Woodman, 2010). There were three parts of the questionnaire; one was for workers and the other part was for the supervisor's rating. The third part was for demographic information only. After completion of the first part that was already properly coded, proceeded to a supervisor to validate the statements of his subordinate. Table 3.14 shows the different scales used in employee's innovative work behavior studies.

Although innovative research behavior studies started earlier in 1930 when Schumpeter, (1930) highlighted the importance of the innovation. The innovative behavior study became popular after the research of Scot & Bruce, (1994). Different scales on innovative work behavior have been tested to explore the employee's innovation.

First, important thing was to segregate the creativity and innovation (Unsworth, 2001; Patterson, 2002), and the creativity was developing idea and innovation is the execution of the originative idea. Table 3.15 shows that innovative work behavior scales have been used in different context and still the research is scarce and needs further to be explored (Janssen, 2001).

Other measuring scales used in this research with complete items (see Appendix 6.3) and the summary of the measures (see Table 3.16) have also been discussed.

TABLE 3.15: Historical Overview of IWB scales used with individual’s innovative work Behavior studies

Author	Scale Items	The study, Sample, and rating
Scott and Bruce (1994)	Six	Managers/Supervisors, Total Respondents=172, Type of samples= scientists, Engineers, and technicians in an R&D department; Rating Measure = Data from single source
Spreitzer (1995)	Four	Subordinates, =393, Type: of samples =managers of an industrial company; Rating Measure = Data from multiple sources
Basu and Green (1997)	Four	Supervisors ,Total Respondents= 225, Type of samples= employees of manufacturing firm; Rating Measure= Data from single source
Scott and Bruce (1998)	Four	Consultants/Leaders Total Respondents =110 R&D & Leaders of R&D engineers working of manufacturing of electronic company facility; Rating Measure = Data from multiple source
Janssen (2000)	Nine	Managers/Employees, Total Respondents =110 & 170 of manufacturing firm Rating Measure= Multiple, self -rating and others
Krause (2004)	Eight (Five of creativity, and three on creativity implementation)	Manager, Total Respondents =399, German organizations; Rating Measure= Data from others and self-rating
Dorenbosch et al., (2005)	16 items related to two dimensions (10) items on creativity and 6 items on implementation)	Managers, Total sample=132 non-managerial, Dutch public organization local government Rating Measures= Data from self- rating and others

Determinants of Individual's innovation	Authors used other scales with IWB	Definition of determinants
Distinguishing Creativity and Innovation	(Unsworth, 2001, Anderson et al., 2004; Anderson et al., 2004;Patterson, 2002)	Creativity and innovation
Individual differences (Personality)	(Barron and Harrington, 1981; Feist, 1999; Oldham and Cummings,1996) Zhou and Oldham, 2001	Confident, Potential, clever, individualistic, insightful, , original, and unconventional, inventive
Demographic Variables Motivation	Tierney and Farmer, 2004;Oldham and Cummings, 1996; (Amabile, 1983, 1996; Ford,1996; George and Zhou,2002; Taggar, 2002;Eisenberger and Rhoades,2001; Deci, Koestner, and Ryan, 1999)	Knowledge, Education, tenure, Age, experience Intrinsic and extrinsic, motivation
Self-efficacy Job Characteristics	(Bandura, 1977, 1997; Tierney and Farmer, 2002) (Oldham and Cummings, 1996; Tierney and Farmer, 2002; Hackman, Oldham1976; Farmer, Tierney, and Kung, 2003; Oldham and Cummings, 1996).	Job self-efficacy creative self-efficacy Job complexity, autonomy, time pressure, and role requirements.
Autonomy Perceptions of role obligations	(Krause, 2004;Axtell et al., 2000) Carmeli and Schaubroeck, 2007; Scott and Bruce, 1994;Unsworth, Wall, and Carter, 2005)	Power, freedom, and independence Pygmalion Effect, employee's expectation

Perceptions of role obligations	Carmeli and Schaubroeck, 2007; Scott and Bruce, 1994; Unsworth, Wall, and Carter, 2005)	Pygmalion Effect, employee's expectation
Positive climate	(Spreitzer, 1995; Choi, 2004; Madjar, 2008),	Organizational resources like information, technical support, instrumental support
leader or supervisor	(Oldham and Cummings, 1996; Harackiewicz, 1979; Graen and Uhl-Bien, 1995; Tierney and Farmer, 2002)	Interest in work, mutual trust, and respect articulate a vision social and idea support
Interactionist Perspective	(Woodman and Schoenfeldt, 1990; Oldham and Cummings, 1996; Baer and Oldham, 2006; George and Zhou, 2001; Madjar et al., 2002;; Zhou, 2003; Zhou and Oldham, 2001),	Biographical variables and past reinforcements of creativity, personality, cognitive factors abilities, styles, knowledge, and preferences, intrinsic motivation, social influences
Moderators	(Axtell et al. 2000),	Individual, group, and organizational factors
Rating Source	George and Zhou, 2001; Scott and Bruce, 1994; Tierney, Farmer, and Graen, 1999; Taggar, 2002; Madjar and Ortiz-Walters, 2008; Carmeli and Schaubroeck, 2007).	Self, supervisor, peer, or trained rater, customer rating
Contextual factors	(Shalley et al. 2004; Farmer, Tierney, and KungMcIntyre, 2003; Madjar, Oldham, and Pratt, 2002; West and Wallace, 1991, Baer and Frese, 2003; Spreitzer, 1995; Scott and Bruce, 1994; Choi, 2004).	support for creativity or innovation, organizational climate, resources availability, supervisory support, leader member exchange, and transformation, leadership, participative safety climate, socio-political support, open group climate
Sample	(Van Dyne, Jehn, and Cummings, 2002; Van de Ven and Poole, 1995; Klein and Sorra, 1996)	Students, workers, field studies classroom studies project based studies

TABLE 3.16: Summary of measures of scales used in this research

Construct	Scales adapted from	Industry	Respondents	Definition of construct	Sample item scales used in the study
Innovative Work Behavior (IWB)	Janssen, (2000)	Engineering Services	Knowledge Workers	Develop behavior for innovation	This person creates a new idea for difficult issues
Internal Marketing (IM)	Ahmed, Rafiq, & Saad, (2003)	Engineering and Services	Manufacturers and Exporters	Internal Marketing improves employee's competencies and organizational business performance	our organization's reward system is organizational goal-centered
(i) Strategic Rewards (SR)	Ahmed, Rafiq, & Saad, (2003)	Engineering and Services	Manufacturers and Exporters	By applying strategic reward policy, employee's competencies and organizational goal can be achieved	Our reward systems are motivating to accomplish our and organizational goal.
(ii) Internal Communication (IC)	Ahmed, Rafiq, & Saad, (2003)	Engineering and Services	Manufacturers and Exporters	internally communicated employees have a better understanding to use competencies for achieving organizational goal	In our organization employees are well informed by internal communication for developing a better understanding.
(iii) Training and Development (TD)	Ahmed, Rafiq, & Saad, (2003)	Engineering and Services	Manufacturers and Exporters	Training and development is important for developing competencies and achieving organizational goal	Our organization arranges training and development programme to enhance our competencies to achieve goals.
(iv) Senior Leadership (SL)	Ahmed, Rafiq, & Saad, (2003)	Engineering and Services	Manufacturers and Exporters	Leadership improves employee's competencies to achieve organizational goal	Our leadership provides the direction for us with moral ability to achieve organizational goal.
(v) Empowerment	Spreitzer, (1995)	Manufacturing	All departments	Due to autonomy, organization achieves innovation related goals	Our company provides the autonomy of the job to accomplish work.
Job Embeddedness (JE)	Holtom, Mitchell, & Lee, 2006).	Manufacturing and Services (Fortune 100)	All types	To develop keep employees embedded with a job on fit, links and sacrifice basis	The organization provides me this feeling to feel me the good match for my organization.
Intrinsic Motivation (IMO)	Kuvaas, (2006)	Manufacturing Oil and Gas	All types	Organizational pay justice enhances intrinsic motivation	The tasks that I do at work are enjoying
Social Capital (SC)	Nahapiet & Ghoshal, (1998) Tsai, & Ghoshal, (1998)	Manufacturing	All types	Social exchanges help to bring innovation to the organization	The organization provides us the opportunity to freely communicate with each other during work.

3.6.2 Internal Marketing

Internal Marketing scale developed by Ahmed, Rafiq, & Saad, (2003) was used for this research. The same scale has been used in many other research studies in different contexts (Kaur and Sharma, 2015; Fernando,2012).IM is the emerging construct of HR that counts employees as its internal customer and their job as a domestic product. The concept of IM is getting popularity due to its direct impact on the employee's behavior. The different scales have been used to test IM with different outcome variables (See Table 3.17). Internal marketing concept was first tested in the service market and now is widely used in the manufacturing sector.

TABLE 3.17: Internal Marketing Scales and Dimensions used in different research studies

Author	Scale	Dimension(s)	Analyses	Sample
Foreman & Money (1995)	IM	development, rewards Vision,	15-item instrument of Berry and Parasuraman (1991) for IM was developed. Exploratory factor analysis (EFA) and reliability was performed.	Initial pilot study on 53 students and followed by 204 HR and marketing professional in UK
Ahmed et al. (2003)	IM mix	Higher management back up: Strategic rewards, senior leadership, employees empowerment, Support Business process: physical environment, Staffing, selection and succession plan, incentive systems Changes in the process, Cross-functional coordination: training and development Internal communications, inter-functional coordination, Cross-functional coordination: Internal communications, inter-functional coordination, training and development	Used 11 dimensions to create the IM mix Dropped organizational structure factor due to its low correlation scores. EFA was performed on remaining 10 dimensions which gave a three-factor structure of IM	111 employees from manufacturing and service industry in Malaysia
Lings & Greenley, 2005	IMO (Internal Market Orientation)	Information generation (formal and informal), information dissemination, responsiveness	16 items to tap the multidimensional IMO construct. Reliability, EFA and Confirmatory Factor Analysis (CFA) were applied to validate the instrument and reduce it from 42 to a total of 16 items	Pretest was through personal interviews and by circulating small scale with 200 MBA students. Final sample consisted of 756 retail managers from the UK
Gounaris (2006)	IMO	Generation of Internal intelligence(II) for marketing purpose. Imparting II, Feedback and response to II.		

Chang & Chang -2009	IM Scale	, System to acknowledge performance training and education, management support, Planning for talented employees, Providing autonomy, listening from subordinates,	Adapted IM scale	Hotel industry in Taiwan
Farzad, Naha- vandi, & Caruana, (2008)	IM	System differentiation and understanding, job satisfaction Employees motivation, training employees, Departmental coordination and integration.		Pilot testing with 30 employees Final sample was of 128 employees public (state-owned banks) in Iran
Chang & Chang, 2009	IM	Employee-oriented measures, external activity/communication management	26 items, nine dimensions constructed from EFA	300 employees of private hospitals in Taiwan
Kaur et al. (2009)	IMO	An employees friendly environment, Management caring for employees, Employees strong relationship, training, Employees need assessment, extrinsic rewards as monetary incentives, monetary benefits like facilities , Internal marketing segmentation, Best design for job		338 employees from a private bank (J&K) in India
Panigyrakis & Theodoridis, 2009	ICO	Internal customer orientation, collegial interaction, group interaction, external environment, internal procedures and policies, formal interaction, reward systems, job flexibility, wage flexibility, feedback	11 items for defining five factors of IM mix. Applied confirmatory factor analysis to test and validate the model	252 employees of Greece supermarkets, qualitative study with 25 branch managers. Retail industry in Greece

Author	Scale	Dimension(s)	Analyses	Sample
Kameswari & Rajyalakshmi, 2012	IM	Work content, training, superior support, co-worker support, recognition	6 dimensions, validated the model using CFA	300 frontline employees from the State Bank of India in India
Tsai & Wu (2011)	IM	HRM practices, vision, development	14 items representing the two dimensions Validated the constructs using factor analyses and reliability measures	288 nurses from hospitals in Taiwan
Al-Dmour et al. (2012)	IM	Reward and motivation system, effective communication, effective employees' selection, effective employees' recruitment, effective employees' development, an effective support system, a healthy work environment	A sample of 416 employees from a single manufacturing firm in Jordan	
Anaza & Rutherford (2012)	IM	Empowerment, recognition, remuneration, training and development, internal communications	5 dimensions and 22 items to measure IM construct, on employee engagement. Tested the construct	272 employees of large US state cooperative extension systems in the USA
Akroush et al. (2013)	IM	Staff recruitment, retention, motivation, training, internal communications, job security	30 items used to measure six different sub-constructs. Validated	334 employees from hospitality industry in Jordan
Chen & Lin (2013)	IM	Worker support, organizational atmosphere, organizational communication, educational training, empowerment, motivation	18 items for 6 dimensions of IM to examine its impact on loyalty	240 employees from private hospitals in Taiwan
Poor et al. (2013)	IM	HR practices: Job security, extensive training, generous rewards, sharing information, employee engagement, reduced status distinctions	Tested and validated the structural model	115 employees of private insurance firms in Iran
Wu et al. (2013)	IM	Training, feedback, internal communications, rewards, and promotion	54 items used to measure IM, tested for reliability	270 frontline employees from manufacturing industry in Taiwan

3.6.2.1 Strategic Rewards

Internal Marketing (IM), Strategic Rewards System four items scale was taken from Ahmed, Rafiq, & Saad, (2003). The reliability score of four items scale of Strategic Rewards (SR) is 0.71. Strategic rewards are used to influence innovative work behavior. Different scales of rewards have been used to change an employee's behavior. Different scales have been used to find rewards link with creativity and innovation. The study by Yoon, Sung, and Choi, (2015) in the industrial sector of Korea used the scale to determine the employee's creativity and found it positive. The same measuring scale was used by Rahim, et al., (2015) to find the impact of rewards on employee's creativity and performance in the manufacturing firms of Malaysia. In Pakistani universities, the scale used to determine the impact of rewards on employee's creativity and innovation proved its positive impact on employee's behavior (Malik, Butt, and Choi, 2015). Monetary or non-monetary rewards measures are used to affect the employee's behavior and many studies have proved the positive impact and few of them negative.

3.6.2.2 Internal Communication

Internal communication six items scale was taken from Ahmed et al., (2003). Internal communication scales generally are exploratory in nature. The information obtained by the use of internal communication is about the type of information received by the employees. The objective to use the internal communication scale is to see the impact of information on employee's learning and changing behavior. The scale of internal marketing dimension internal communication helps to enhance the innovative process in organizational learning. Da Costa et al., (2014), showed the impact of organizational learning to promote innovation. Internal communication helps the individual to understand the organizational system more accurately and in-depth to perform better.

The reliability score of six items scale of IC is 0.70.

3.6.2.3 Training and Development

Training and Development four items scale is an adapted scale from Ahmed et al., (2003). In the past different training related scales have been used to test the employee's behavior. Training scales are used for performance appraisal to determine how well he has performed (Martin, 2010). Training scales are also used to know the competencies and the managerial skills of the employee. Training need assessment questionnaires are also used. Few of these measures are self-rating measures in which the individual rate himself against the type of training needed (Hackett, 1997). The objective of the measuring scale of training and development should be to know how the training is perceived by the individual. The questionnaire used for this research study is an adapted questionnaire with a reliability score of 0.74 of 4 items scale of Training and Development.

3.6.2.4 Senior Leadership

Senior Leadership three items scale was adapted from Ahmed et al., (2003). In past studies, this scale has been the part of internal marketing related research studies. In many leadership studies, the scales have been used to find its impact on different outcome variables. Leadership scale is one of the scales that has been used widely due to its importance in management literature. Few researchers have used the scales of leadership to know innovation such as participative leadership and transformational leadership questionnaire linked it with innovation (Kanter, 1983; King & Anderson, 2002). In past famous study was done by Graen & Scandura, (1987) used the measuring scale of leadership and worker's relationship to find innovation. The measuring scale used by Valle & Avella, (2003) in manufacturing firms showed the strong relationship of leadership in innovation in the organization. Basically, leadership has different traits and have proved the antecedents of organizational performance and employee's innovativeness. The senior leadership measuring scale is adaptive.

The reliability score of three items scale of Senior Leadership (SL) is 0.71.

3.6.2.5 Empowerment

Empowerment (EMP) seven items scale was taken from the scale used by Spreitzer, (1995). In current studies, EMP is more powerful than monetary rewards. Empowerment scales have been used to find their impact on outcome variables. The most used scale of empowerment is psychological EMP scale produced by Spreitzer, (1995). For self-determination and improving competence, Thomas & Velthouse (1990) also developed a scale of psychological EMP. In this research, EMP is the dimension of internal marketing.

The reliability score of seven items scale of EMP is 0.70.

3.6.3 Job Embeddedness

Job Embeddedness (JE) 18 items scale used in this research was adapted from Holtom, Mitchell, & Lee, (2006). Job embeddedness is a mediating construct in this study. The scale used for this study is a composite scale of JE three dimensions that are fit, links, and sacrifice. These three dimensions of JE have been developed by different researchers and used in many research studies (see Table 3.18). The reliability score of 18 items scale of JE is 0.68. The reliability of scale used for job embeddedness is near to the acceptable range of .70 and was used for data collection. Job embeddedness scale was used for mediation between an independent and dependent variable.

TABLE 3.18: Job Embeddedness scale used with different Dimensions

Author (s)	Job		Embeddedness	Dimensions		
	Fit		Link		Sacrifice	
	Organization	Community	organization	Community	Organization Community	
Holtom and O’Neill, (2004) Mitchell, Holtom, Lee, et al., (2001)	Authority and responsibility in this company are the most liked one.	The place where I live is wrathful	How much time have you spent on present position?	What is your marital status?	My job provides me the liberty to think and pursue my goals.	It is hard to leave this community.
(Lee, et al.,2004)	There are similarities between me and the organizations values	The surrounding weather where I live suits me.	How much time have you spent on working for the organization?	Living with family	This job provides the extraordinary perks.	I have a lot of respect in this community.
(Cunningham, et al., 2005)	It is easy for me to attain my professional goals to remain in this organization.	The surrounding weather where I live suits me. (global item)	How much time have you spent in the industry?	Is your spouse working anywhere else?	People respect me at work.	I live in a safe neighborhood.

Fletcher, (2005) Has-sell, 2005)	The working members of my group I like the most.	The community where I live is like my home	How many times you and your colleagues interact regularly?	I am deeply connected with my family.	To leave this job means to scarify a lot.	How much your involvement is in the community such as in schools, churches, and sports clubs)
Holtom and Inderrieden, (2006)	The nature of work has attracted me to do work.	The location of my job is according to my will.	How many peers are mostly dependent on you?	How many of your close family members and friends live nearby you?	Here the employees are benefited with good compensation.	To leave this community is a great scarification for me.
Crossley, et al., (2007)	I am happy with my career development.	My community provides me the family-like environment that I like.	How many parts are you of other teams?	How many close friends live nearby you?	Here I get the more opportunity to excel on the job.	How many peers are mostly dependent on you?
Mallol, et al., (2007)	The working members of my group I like the most.	The community is compatible with me.	How much work committees you represent?	The home where you lie belongs to you?	The company rewards me against my performance.	How much involvement is yours in other teams?

3.6.4 Intrinsic Motivation (IMO)

Intrinsic motivation scale of four items used by Kuvaas, (2006) originally developed by Cameron & Pierce, (1994). The authors believe that intrinsically motivated individuals can outperform in the organization. Past studies have supported that intrinsically motivated workers implement organizational policies more vigorously compared to less motivated. In behavioral and psychological studies intrinsic motivation scale plays a pivotal role in determining the employee's intrinsic motivation. Few of the important past studies on intrinsic motivation have set the direction to use the intrinsic motivation scales from a different perspective. The intrinsic motivation scale, used by Conti et al., (1995) provides the information on how intrinsically motivated employee show interest in the work and take part in the future activities. The intrinsically motivated individual enjoys the more life activities and participates in daily life works more enthusiastically (Losier, Vallerand, & Blais, 1993). Intrinsically motivated workers exert more efforts and quality work (Kuvaas, 2009). The intrinsic motivation scale for this research is a moderating construct between internal marketing and job embeddedness. The reliability score of four items of IMO is 0.67 which is near to .70 and in an acceptable range.

3.6.5 Social Capital (SC)

A request email was sent to Sumantra Ghoshal to get the original questionnaire but sadly, he had passed away. Therefore, another request email was sent to Dr. Janine Nahapiet the co-author and she helped to provide the original questionnaire of social capital (see appendix 6.10). A fifteen item scale of social capital developed by Nahapiet & Ghoshal, (1998) and Tsai & Ghoshal, (1998) is used in this research. SC is used in this research as a moderating variable between job embeddedness and innovative work behavior. The importance of SC remains in research due to enhancing social interaction of individuals to gain benefit from each other. The SC scale has been used by different researchers to test it as independent, dependent, moderating or as a mediating variable. The SC scale consists of three dimensions like cognitive, structural and relational (see Table 3.19). In

this research, the SC capital variable is used as a composite moderating construct between job embeddedness and innovative work behavior. Reliability score of 15 items scale of SC is 0.70.

TABLE 3.19: Social Capital and its Dimensions

Researcher(s)	Cognitive dimension	Structural dimension	Relational dimension	Nature of research
Nahapiet and Ghoshal, (1998)	Mutual language and codes, common stories.	Employees ties and configurations.	Expectations Trust, obligations norms and, identification	Knowledge exchange and creation
Tsai and Ghoshal,(1998)	Common vision	Community interaction	Trust with trustiness	Exchange of resources to create value.
Seibert and Liden, (2001)		Weak bonds, structural seepage	Relations with other functions and at a higher level.	Career success
Yli-Renko et al., (2001)		interacting socially, quality of the relationship, bonds with customers		Acquiring knowledge and its exploitation.
Chua, (2002)	Common language and narrative	Formation of social bonds., Interaction frequency.	Empathy, criticism Trust, willingness to help, sharing openly, group identification.	Creation of Knowledge
Liu and Besser,(2003)		Social bonds	Trust-based generalization on, norms or expectations	Sharing of knowledge
Requena, (2003)		Relations based on Social interaction	Commitment, trust, influence, and communication.	Life quality in the community
Huysman and De Wit, (2004)	Mutual language and codes, common stories	Interactional bonds, Shaping networks, Alienable organization	Common trust, identification, norms, and obligations	Knowledge sharing
Lang, (2004)	Value introjections	Tied solidarity	Generalized trust, reciprocity	Knowledge integration
Inken and Tsang, (2005)	Mutual goals and culture	Network bonds, network shapes, network constancy	Trust	Knowledge transfer
Wasko and Faraj, (2005)	Tenure and Self-rated expertise	Centrally focused.	Commitment, reciprocity	Knowledge contribution
Leana's and Pil's (2006)	same ambitions and vision	Honest and open communication	rely on	Performance management
Chiu et al. ,(2006)	Mutual language, Shared vision	Social interaction ties	Trust, identification, the norm of reciprocity	Knowledge sharing
McElroy et al., (2006)	Rules	Associations	Trust, norms, Beliefs,	Management of Knowledge
Chow and Chan, (2008)	Shared goals	Network configuration	Trust	Knowledge sharing
Jo, (2008)		Social network, Tie strength, Network formation	Trust, Reciprocity, Distance	Sharing of knowledge
Rhodes et al., (2008)	Shared values	Network links	Relationship strength, relation quality, Common norms	Effective knowledge transfer
Van den Hoof and Huysman, (2009), Andrew's (2010)	Shared language	Network bonds	Trust, social identification	Sharing of knowledge
	values and objectives are clearly and widely understood	Coordinated working with other departments.	Trust between high level management and employees.	Service Improvement
This Study	Sharing ideas, shared language and vision	interaction of employees and their bonds	Commitment, Trust, identification, norm of reciprocity, open-mindedness,	Sharing of knowledge and innovative work behavior

3.7 Missing Data

Only the complete and clear questionnaires were used. Every questionnaire was properly coded to add for data analysis in SPSS. A check of missing data was applied so that the results would not be affected. After strict analysis, it was ensured that all data have been properly entered.

3.8 Data Analysis Tools

To check the Reliability of scales used for this study, the Cronbach alpha technique was applied through SPSS. For regression, mediation and moderation, Hayes Bootstrapping PROCESS method was implemented. In Hayes Bootstrapping PROCESS method model-21 was marked for dual moderation and mediation model. Job Embeddedness (JE) mediation between, Internal Marketing (IM) and innovative work behavior (IWB), first stage moderation of intrinsic motivation between IM and job IM and second stage moderation of social capital (SC) between JE and IWB were tested by Bootstrapping PROCESS Method No.21. For descriptive analysis, Pearson's two-tailed correlation and linear regression SPSS were used. Confirmatory Factor Analysis (CFA) was tested in AMOS. CFA provides the authenticity of different dimensions individually as well as a single composite construct. One-way ANOVA was applied to find the differences of means in mediating variable job embeddedness (JE) and dependent variable IWB with demographic variables to check their rationale for the use as a control variable.

3.9 Test for Normality

The normality test skewness is simply mean and mode standardized differences (Pearson, 1894). The skewness measure is determined by the negative and positive values distributed to right and left sides. The skewed results are due to negligence in data collection by the improper or inferior way (Groeneveld & Meeden, 1984). kurtosis is a measure of the level of top flatness in asymmetric distribution

compared to a normal distribution with the same variance (Pearson, 1905). The scores in the tail of the distribution affect more of Kurtosis than the center of the distribution values (DeCarlo, 1997). For regression analysis, scores should neither be inclined towards right or left in the normal curve. The recommended values of Skewness and Kurtosis are +2 to -2 from a normal distribution of data (Garson, 2012). Some authors propose the more stringent value of normality along the normal distribution ranging from +1 to -1 (Garson, 2012). The assumption of Histogram is also another check of normality in normal distribution by showing the residual histograms and Q-Q plot. See Appendix 6.4.

TABLE 3.20: Skewness and Kurtosis

Variables	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
SR	1116	-.50	.073	.55	.15
IC	1116	-.69	.073	.69	.15
T & D	1116	-.43	.073	-.24	.15
SL	1116	-.50	.073	-.03	.15
EMP	1116	-.56	.073	.08	.15
JE	1116	-.63	.073	.55	.15
SR	1116	-.71	.073	1.07	.15

SR=Strategic Rewards, IC= Internal Communication, T & D= Training and Development, SL= Senior Leadership, EMP= Empowerment, JE= Job Embeddedness, IWB= Innovative Work Behavior

The above table 3.20 depicts that the values of skewness and kurtosis of all variables are within the range of accepted values +2 to-2 in a normal distribution. It authenticates and allows the researcher to use data for analysis and interpretation purpose.

3.10 Test for Homoscedasticity

In the homoscedasticity test, when the same relationship is found for the entire outcome variable of predictor and criterion variables. The standardized predicted

outcome construct against the residual of standard in Scatterplot diagram is a determination of Homoscedasticity. In SPSS, against the fitted values, a scatterplot of the standardized residuals is obtained. The dots with patternless clouds in scatterplot meet the assumption of heteroscedasticity in regression analysis (Garson, 2012).

For this study, a scatterplot diagram was obtained of standardized residuals values against the standard fit values in SPSS. The scatterplots of all predictor constructs have shown a patternless cloud of dots, thus meets the assumption of calculating the homoscedasticity of data.

3.11 Multicollinearity Test

Multicollinearity is when two or more independent constructs in a multiple regression models show each other a high correlation and linearly predict each other with an accurate substantial degree. Multicollinearity is a phenomenon in which two or more predictor variables in multiple regression models are highly correlated, meaning that one can be linearly predicted from the others with a substantial degree of accuracy. In multicollinearity, the values of variance inflation factors (VIFs) and Tolerance are seen. VIF is the reciprocal of tolerance: $\frac{1}{1-R^2}$ as ten corresponds to the tolerance recommendation of .10. To check the multicollinearity of each independent variable, the Variance Inflation Factor (VIF) and Tolerance are calculated. The value of VIF and Tolerance has been proposed differently in different studies. In a different research, the acceptable levels of VIF have been published in the literature. In early research studies, the value 10 VIF was considered with in the acceptable range (Marquardt, 1970; Netter, Wasserman, & Kutner, 1989; Hair, Anderson, Tatham, & Black, 1995). In an early 20th century, the value of 5 of VIF was acceptable (Rogerson, 2001) and 4 value of VIF (Pan & Jackson, 2008) was also seen literature. But few researchers believe that the recommended value of VIF is according to the type of research and is the discretion of the researcher to set it. Majority of the contemporary studies recommend the value of VIF <10 to safeguard the data from multicollinearity problem.

TABLE 3.21: VIF and Tolerance of Study Variables

Model	Tolerance	Collinearity Statistics VIF
Strategic Rewards	0.99	1.01
Internal Commu- nication	0.97	1.03
Training and De- velopment	0.10	1.01
Senior Leadership	0.99	1.01
Empowerment	0.98	1.02

N=1116, Dependent Variable: IWB

Table 3.21 gives the detail of VIF and Tolerance results. Result depicts that the values of VIF and Tolerance of all variables are within the recommended cutoff values. It validates the data is free from the problem of multicollinearity due to the values of VIF <10 and tolerance are >.02 of all variables.

In conclusion, the data of all predictor variables in this study is fit for regression analysis due to complying the prerequisite for regression analysis assumptions.

3.12 Test of Unidimensionality of constructs

Before proceeding with the formal analysis of data and testing hypothesis, it is imperative to ascertain the reliability and validity of data. For this purpose, different experts in this subject were consulted from FAST University, NUML University, and Allama Iqbal Open University. The guidelines and opinions of the subject matter expert were taken into consideration and followed the research rules.

The correlation was run to test the convergent validity and all constructs were found significant.

The reliability of the constructs is .70, which is the required and accepted value for research. Validity problem is common when the new construct is developed and no need for the validity test when the instrument is taken from the authentic research (Hlsheger, Anderson, & Salgado, 2009; Potonik & Anderson, 2012; Ng &

Feldman, 2012) but confirmatory factor analysis should be performed. The scales of this study are adapted from different research studies used by different authors.

3.13 Conclusion

The methodology of the research is in detail in chapter 3. The sampling technique, measurement tool descriptive analysis, and different findings of tests are shown in this section. In the methodology section, the result of the tests shows to proceed for further tests and analysis needed for the research purpose. In the methodology section, the research direction is determined. What types of samples are needed, which tool is to use and what type of tests are needed for research? Complete methodological work is showcased in this section.

Chapter 4

Results and Discussion

In Chapter Four, the innovative work behavior model is empirically tested with regression analysis and mediation and moderation with Preacher's Hayes Bootstrap method. Due to the robust use of Bootstrap procedures, it is recommended for validity generalization research because of generating accurate estimates of the standard error of correlation (Switzer, Paese Drasgow, 1992).

Bootstrap methods are recommended methods for improving the cutting score for classifying observations when any disparity occurs between the base rates and the original cutting score developed (Rorer and Dawes, 1982). The bootstrap method provides the liberty to the researcher of using all items in non-parametric samples.

Bootstrap procedure by Preacher and Hayes, (2004, 2008) is a recommended tool that provides the accurate findings in mediation analysis (Hadi, Abdullah, and Sentosa, 2016; Hair et al. 2014).

The high and low moderation is also tested with slope analysis. Before performing the test with innovative work behavior model all prerequisite analyses are executed. The result of all analyses is showcased in the relevant tables.

To proceed with the further test of the model, the preliminary analyses were checked. The prelim analyzed results showed the adequate psychometric properties of the variables and seemed to be free of required systematic bias. Psychometric analyses of variables are highlighted in Table 4.1.

TABLE 4.1: The Average Variance Extracted (AVE) and Composite Reliability(CR) Table

No	Constructs	Mean	Standard Deviation	AVE	CR
1	Strategic Rewards	3.77	0.73	0.86	0.87
2	Internal Communication	3.65	0.67	0.79	0.81
3	Senior Leadership	3.74	0.80	0.70	0.82
4	Training and Development	3.67	0.72	0.81	0.73
5	Empowerment	3.48	0.62	0.75	0.78
6	Internal Marketing	3.66	0.34	0.81	0.82
7	Job Embeddedness	3.63	0.41	0.54	0.64
8	Innovative work behavior	3.66	0.62	0.77	0.79
9	Intrinsic motivation	3.93	0.56	0.50	0.58
10	Social capital	3.78	0.30	0.72	0.75

AVE= Average Variance Extracted, CR=Composite Reliability

Table 4.1 shows the result of the Average Variance Extracted (AVE). The test of AVE is applied to assess the convergent validity of the measurement model (see appendix 6.7). Fornell- Lacker,(1981) used this criterion in research to assess the degree of shared variance between the latent constructs of the model. Basically, according to the classical test theory, AVE quantifies the sum of variance seized by a construct in relative to the sum of variance due to measurement error. Fornell-Lacker (1981) depicted that AVE and CR must be >0.5 to establish the convergent validity of the constructs. When the AVE is less than 0.5, it means the average loading of items is less than 0.7 (Hair et al, 2010). Similarly, when the correlation values of the constructs are greater than .80, AVE value will be less than 0.5. The value of AVE >0.5 shows that data is normal and there is less variance in the data that fully comply with analysis. All the above results of all constructs show that AVE is greater than 0.5 and the composite reliability (CR) is $> .50$ that comply with the convergent validity assumption and fit for analysis.

4.1 Confirmatory Factor Analysis (CFA)

For the verification of the factor structure of observed constructs, Confirmatory Factor Analysis (CFA) is a comprehensive statistical technique used. Whether the relationship between observed variables and their underlying latent exists or not is determined by the CFA. CFA validates the reliability of each individual construct used for the research model. To test the CFA, The Analysis of Moment Structures (AMOS) software package (Version 23) was used on the SPSS data file. AMOS 23 is the improved version that only runs an analysis on the data that is normal and without any missing value. Before using the AMOS 23 the data were scrutinized carefully and cleaned from any missing value by analyzing the frequency of each item of measurement of scale. CFA was used to examine the measurement and analysis of nine variables and their items loaded on factor analysis. Figure 4.1 depicts the CFA used to test the measurement model of this research.

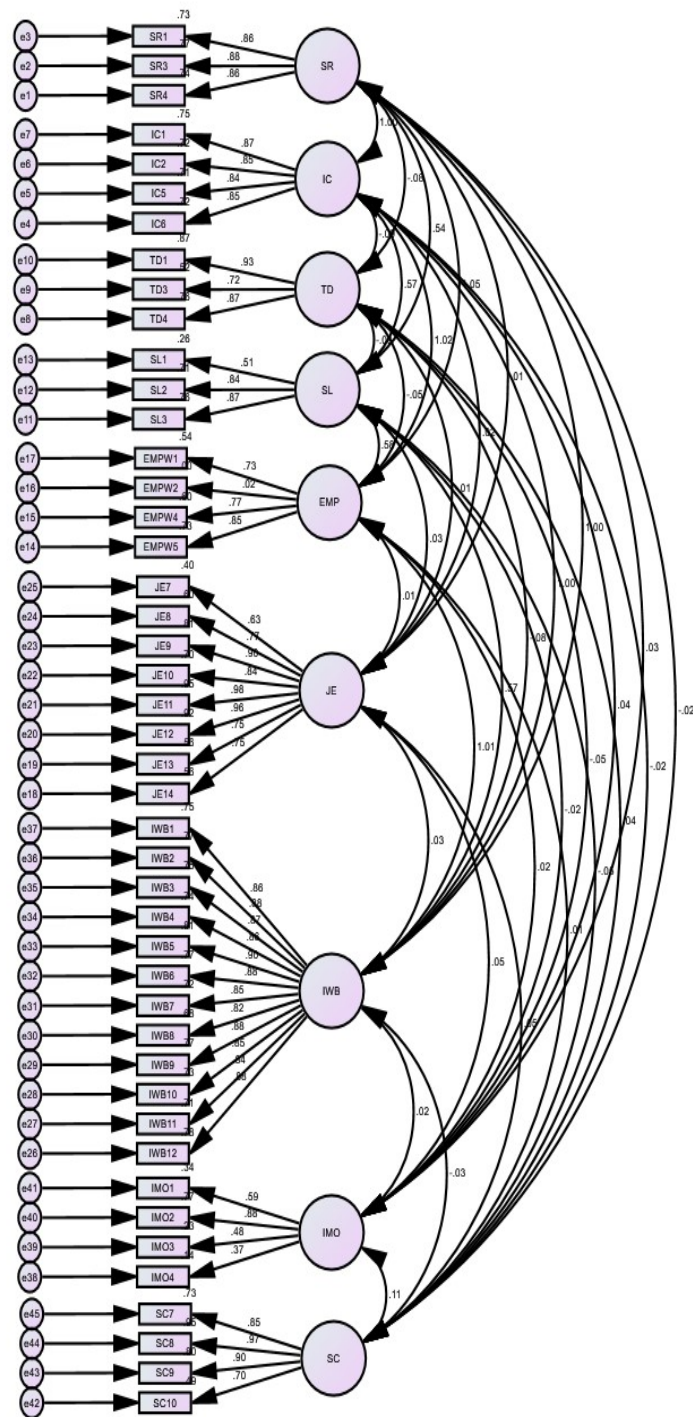


FIGURE 4.1: Confirmatory Factor Analysis
 N=1116, SR=Strategic Rewards, IC= Internal Communication, SL= Senior Leadership,
 TD= Training and Development, EMP=Empowerment, IM= Internal Marketing,
 JE= Job Embeddedness IWB= Innovative Work Behaviour, IMO= Intrinsic Motivation,
 SC=Social Capital, AVE= Average Variance Extracted

4.1.1 Confirmatory Factor Analysis (CFA) and the goodness of Model Fit

A lot of evidence from the literature on the goodness of fit of the model renders a broad array of fit indices and information about their relationship to behavior (Browne, Cudeck, Bollen, & Long, 1999; Marsh, Balla, & McDonald, 1988; Mulaik et al., 1989).

The objective of the absolute fit indices is to ascertain how well a priori model confirms the sample data (McDonald and Ho, 2002) and manifests which purported model is the best and superior fit. The obtained values of fit indices provide the basic information about the proposed theory to fit in the data. The absolute fit indices calculation provides the better calculations than incremental fit indices and does not rely on comparison with baseline instead of on model fit comparison (Joreskog and Sorbom, 1993). Absolute fit indices included category is the Chi-Squared test, GFI, AGFI, RMR, SRMR, and RMSEA.

There is no one best structural model that could be considered to describe the single statistic test acceptable and the effectiveness of the model's predictions (Hair, et al., 1995). Still, there is a disagreement on reporting of fit indices to rely on. For example, Jaccard & Wan, (1996) recommends reporting at least three fit tests, while Kline, (1998) emphasized to report at least four while well said that it should be the discretion of researcher which he thinks more appropriate to report (Anderson & Gerbing, 1988). It was simply suggested that the fit indices should be from three measures which are incremental, absolute and parsimonious (Bollen and Long, 1993; Hair, et al., 1995). But multiple criteria are used to assess the goodness of fit for the model tested in the confirmatory analysis (Kline, 2005; Byrne, 2001; Bollen, 1989; Widaman & Reise, 1997). As we go through literature and see the most commonly used indices for goodness of fit are chi-square (X^2), normed chi-square divided by its values of degrees of freedom (df), the standardized root mean square residual (SRMR), the comparative fit index (CFI) the Tucker-Lewis Index (TLI), and the Root Mean Square Error of Approximation (RMSEA).

The traditionally used for assessing and measuring the overall fitness of model is the Chi-Square value and is the conventional measure for assessing overall model fit and appraises the magnitude of the divergence between the sample and fitted covariance's matrices' (Hu and Bentler, 1999). Generally, the Chi-Square indices have often denoted a model badness of fit' (Kline, 2005) or a lack of fit' (Mulaik et al, 1989) and a measure of the model. The chi-square statistic is sensitive to large and small sample size and researchers are advised to use other statistics also and do not rely exclusively on the Chi-Square statistic (Kenny and McCoach, 2003). Due to large and small sample size and varying techniques used for measurement model, the recommended value of Chi-Square statistic remains high as 5.0 (Wheaton et al, 1977) and low as 2.0 (Tabachnick and Fidell, 2007).

The other important indices used to determine the model fit is Root Mean Square Error of Approximation (RMSEA). Byrne, (1998) depicted that the value of RMSEA evidence about the fitness of the population's covariance matrix due to optimally selected parameter estimates. RMSEA indices are also sensitive to the number of estimated parameters in the model. The fit value of RMSEA ranges from 0.05 to 0.10 as an indication of fair good to poor fit (MacCallum et al, 1996). Researchers agree that RMSEA range from 0.08 to 0.10 is a mediocre fit and below 0.08 shows a good fit of the measurement model (MacCallum et al, 1996). However, few researchers have consensus to accept the cut-off value close to .06 (Hu and Bentler, 1999) or a rigorous upper limit of 0.07 (Steiger, 2007). The well-fitted model should comprise of RMSEA cut-off value from close to zero and upper .08. Goodness-of-Fit statistic (GFI) is used as the alternative to the Chi-Square test that calculates the ratio of variance calculated by the estimated population covariance (Tabachnick and Fidell, 2007). When the Chi-Square value is inflated due to the ' sample size problem the GFI helps to find the fitness of the measurement model. The value of GFI indices ranges from 0 to 1. Large sample size increases the value of GFI due to increase in numbers of the parameter (MacCallum and Hong, 1997). The accepted range of GFI is 0.90 to .95 (Miles and Shevlin, 1998). Adjusted Goodness of Fit Index (AGFI) is indices closely related to the GFI to

adjust the GFI based upon degrees of freedom (df), with more impregnated models abridging fit (Tabachnick and Fidell, 2007). The value of AGFI also ranges from 0 to 1 and the fit value starts at 0.90.

The Root Mean Square Residual (RMR) and Standard Root Mean Square Residual (SRMR) are the square roots of the difference between the residuals of the sample covariance matrix and the hypothesized covariance model. The value of RMR calculated is sensitive upon the scales used with varying items in a questionnaire like (some items may range from 1 - 5 while others range from 1 - 7) that makes RMR difficult to interpret (Kline, 2005). SRMR value ranges from zero to 1.0 and the well fit model value should be less than .05 (Byrne, 1998; Diamantopoulos and Siguaw, 2000), and acceptable in certain circumstances as high as 0.08 (Hu and Bentler, 1999).

Normed Fit Index (NFI) is incremental fit indices that measure the model by equating the X^2 value of the model to the X^2 of the null model. NFI is sensitive to sample size and not recommended for small sample size (Mulaik et al, 1989; Bentler, 1990). The value of NFI sometimes goes above 1 and becomes difficult to interpret. But with a reasonable sample size, the fit NFI value ranges from .80 to .95 (Hu and Bentler, 1999).

Comparative Fit Index (CFI) is another improved form of NFI incremental fit indices. Unlike NFI, CFI also assumes that all latent variables are uncorrelated but is not sensitive to sample size. Reporting CFI is preferable to NFI due to more robust in nature of giving better results compared to NFI. The value of CFI ranges from 0 to 1 and the cut-off value starts at 0.90 and considered better closer to 1 (Hu and Bentler, 1999).

Parsimony fit indices are also used to measure the fit of the model. The popular parsimony fit indices are Parsimony Goodness-of-Fit Index (PGFI) and the Parsimonious Normed Fit Index (PNFI). The PGFI is linked to GFI that adjusts the loss of degrees of freedom. The PNFI also adjusts for degrees of freedom like PGFI but more dependent on NFI (Mulaik et al 1989). The fit value of PGFI and PNFI starts from 0.50 and reaches to good fit value 0.90 (Mulaik et al 1989). Due to a large threshold level, the PGFI and PNFI value are interpreted with other indices

and alone will be a bias value. Based on the wide acceptability of these indices for the goodness of fit are accepted for this research. The varying values of CFI and TLI indices are accepted according to the varying nature of sample size (Marsh et al., 1988).

While reporting fit indices, it is the discretion of the researcher but Kline, (2005) strongly recommends to include the Chi-Square test, the RMSEA, the CFI and the SRMR for measurement of model fit.

The fit indices of confirmatory factor (CFA) of Figure 4.1 of the nine factors show the acceptable values of the measurement model.

Analyzing all the above model measures, the 9-factors produced and displayed a good fit of the model by showing these values; CMIN (X^2) =2120, DF=909 $X^2/DF = 2.33$, SRMR= .041, CFI=.91; RMSEA=.04. The summary produced in AMOS 23 of the fit indices has been shown in Table 4.2. The CFA result provides further support for the distinctiveness of the 9-factor model with all fit indices.

TABLE 4.2: Goodness of Fit Statistics

Fit Indices	Achieved	Guidelines
Absolute Fit indices		
Chi-Square (CMIN)	2120	No
DF	909	No
CMIN/DF	2.33	2-5
RMSEA	0.04	<.06
GFI	0.91	>.90
AGFI	0.90	>.90
RMR	0.04	<.05
Incremental Fit Indices		
CFI	0.91	>.90
Parsimony Fit Indices		
PGFI	0.90	>.50-.90

All the absolute fit indices such as chi-squared minimum (CMIN) divided by degrees of freedom (CMIN/DF), the Root Mean Square Error of Approximation (RMSEA), the Standardized Root Mean Residual (SRMR), Goodness-of-Fit index (GFI) and Adjusted Goodness-of-Fit index (AGFI) comply with the recommended cut-off values (see Table 4.2). Similarly, the incremental fit indices The

comparative fit index (CFI) and parsimony fit indices the Parsimony Good Fit Index (PGFI) values also comply with the recommended cut-off values.

4.2 Common Method Variance (CMV)

Common method variance importance came under consideration when Cote and Buckley, (1987) examined the measures across 70 multitrait-multimethod (MTMM) studies in the diverse field of psychology, sociology, marketing, business, and education literature. They found the average, method variance lowest in the field of marketing (15.8%) and highest in the field of education (30.5%). Similarly, in their analysis, it was revealed that an average variance method was 22.5% in job performance measures and 40.7% in attitude measures. Common method variance technique helps to minimize the bias. Harman, (1976) suggested the cut-off value 30% of variance means no common method bias and 50% or above a serious common method bias problem.

Table 4.3 depicts one factor's variance 26.079% which is far below the threshold value 49% of common method variance. The data are free from common method bias.

TABLE 4.3: Principal Component Analysis

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	19.04	26.08	26.08	19.04	26.08	26.08

Extraction Method: Principal Component Analysis

Table 4.3 shows that the achieved value is within the acceptable range and data are without biases.

After performing Harman's common method bias test, in AMOS the common factor variance analysis is performed (see figure 4.2). Common factor variance test is run with the confirmatory factor analysis diagram by creating a variable with the name of a common factor. All observed variables are linked to a common factor variable. By going to the object properties of the common factor variance, in parameter, the 'variance' is marked with value 1. No covariance is drawn among the observed variables. The link arrows are given weight as 'a' and AMOS is run.

The values should not be greater than 0.30 on the links from common method variance to the observed variables. The result indicates that most of the values are .09 and three values of IWB3, IWB5 and IWB6 are greater than 0.25 but less than 0.30.

The result shows that the data is fit for the analysis.

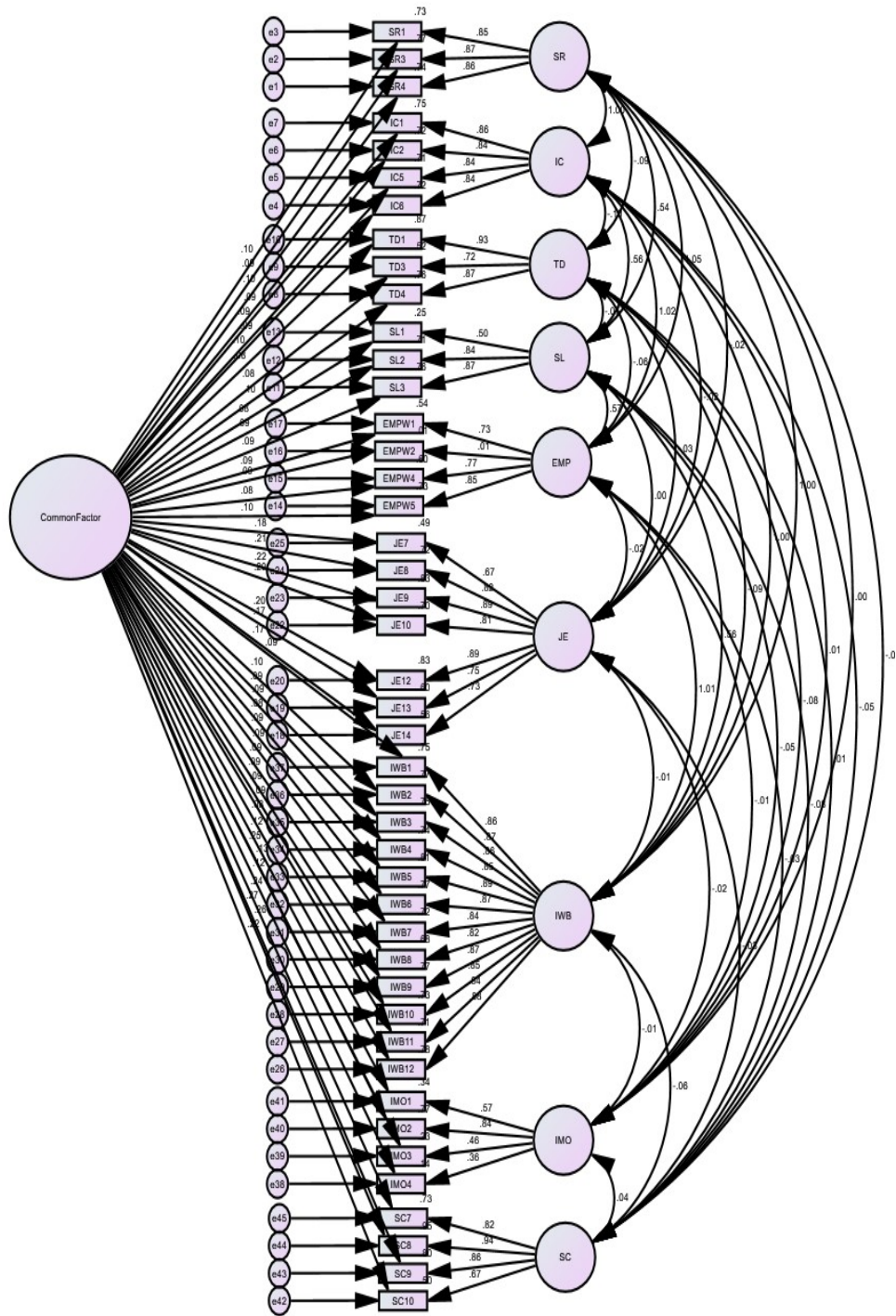


FIGURE 4.2: Common Factor Variance

4.3 Measurement Model of Internal Marketing as Composite variable

The analysis of the measurement model yielded good model fit indices of the five factors as a composite variable which demonstrated that data are a good fit $X^2/df = 2.56$, GFI = 0.95, AGFI = 0.95, RMSEA = 0.037, SRMR = 0.04, NFI = 0.87, CFI = 0.91, IFI = 0.91, TLI = 0.90. (See appendix 6.13, 6.14 and 6.15)

All model fit indices are within the range of recommended values across all samples, as shown in Table 4.4 By confirming convergent and discriminant validities, as well as the fitness of measurement model, IM can be used as a composite variable. we could safely move toward examining structural model.

TABLE 4.4: Measurement Model Fit Indices

Fit Index		Measure ment Model	Recomm ended Value	Source
Chi-square/degree of freedom	x/df	2.56	<5.00	Shin and Shin (2011)
Goodness-of-Fit Index	GFI	0.95	>0.90	Bagozzi and Yi (1988)
Adjusted Goodness-of-Fit Index	AGFI	0.95	>0.80	Fornell and Lacker (1981)
Root Mean Square Error of Approximation	RMSEA	0.037	<0.06	Joreskog and Sorbom (1996)
Standardized Root Mean square Residual	SRMR	0.04	<0.08	Bagozzi and Yi (1988)
Normed Fit Index	NFI	0.87	>0.91	Bentler and Bonnet (1980)
Comparative Fit Index	CFI	0.91	>0.90	Fornell and Lacker (1981)
Incremental Fit Index	IFI	0.92	>0.91	Widaman and Thompson (2003)
Tucker-Lewis Index	TLI	0.91	>0.90	Byrne (2001)

4.4 Descriptive Statistics

The descriptive statistics briefly provides the first-hand information about the variables. Authors use different types of the descriptive statistics like mean, median, mode, and standard deviation. The most commonly used descriptive statistics of

the variables are a mean and standard deviation. These both statistics gives the clue to the researcher about the direction of the variables. Following Table 4.5 describes the mean and standard deviation values of the variables of the study.

TABLE 4.5: Descriptive Statistics

Variables	Mean	Std. Deviation
Age	3.03	1.42
Gender	1.22	0.41
Education	2.65	1.73
Income Level	2.21	1.44
Experience	1.77	0.88
Internal Marketing	3.66	0.33
Strategic Rewards	3.77	0.72
Internal Communication	3.65	0.67
Training and Development	3.67	0.71
Strategic Rewards	3.74	0.79
Empowerment	3.48	0.62
Job Embeddedness	3.62	0.41
Innovative Work Behavior	3.66	0.62
.Intrinsic Motivation	3.93	0.55
Social Capital	3.77	0.29

N=1116

Table 4.5 represents the mean and standard deviation values of all variables used in this study. All values are within the acceptable range for study. The mean and standard deviation values also give a skipping view on the overall behavior of variables.

The mean value of Age (Mean = 3.03, SD = 1.43) depicts that the average age of the employees of auto parts manufacturing firms is between 26-30 years. The mean value of Gender (Mean=1.22, SD=0.415) indicates that the majority of the participants in this study are male. The mean value of Education (Mean=2.65, SD= 1.739) shows the average level of education of the participants ranges from matric to intermediate. The mean value of Income level (Mean=2.21, SD=1.44) depicts the average salary level is nearly 30,000. The mean value of Experience (Mean=1.77, SD=.882) shows the average experience of the workers is from 1-5 years. The mean value of Internal Marketing (Mean = 3.66, SD = 0.33) reveals

that employees are agreeing that auto parts manufacturing firms do internal marketing in composite form. The mean value of Strategic Rewards (Mean = 3.77, SD = 0.72) depicts that employees agree rewards are given in the organization. The mean value of Internal Communication (Mean = 3.65, SD = 0.67) shows employees feel agreement that the organization provides the required information through internal communication. The mean value of Training and Development (Mean = 3.67, SD = 0.71) shows that employees agree that organization arranges training and development programme.

Furthermore, the mean value of Empowerment (Mean = 3.48, SD = 0.62) reveals that employees agree that they feel empowered in the organization. The mean value of Job Embeddedness (Mean = 3.62, SD = 0.41) depicts employees agree that they are job-embedded in the organization due to on the job and off the job factors. The mean value of Intrinsic Motivation (Mean = 3.93, SD = 0.55) shows that employees agree that they are intrinsically motivated in the organization. The mean value of Social Capital (Mean = 3.77, SD = 0.29) reveals that employees agree that they have social interaction in the auto parts manufacturing firms.

4.5 Correlation Analysis

The simplest form of finding the degree of associations between constructs is Correlation. It is one of the most used statistics in the field of behavioral sciences and psychology. Correlation values fall between -1.0 to +1.0. The -1.0 value tells the perfectly negatively correlated and +1.0 is a perfectly positive correlation between constructs. The correlation coefficient signs point the direction of the association; the positive value depicts positive correlation and negative value negative correlation. Correlation among all scales is also used for convergent and criterion-related validity analysis (Hinkin, Tracey and Enz 1997).

TABLE 4.6: Correlations among Variables

Variables	1	2	3	4	5	6	7	8
SR	1							
IC	.110**	1						
TD	-.021	.049	1					
SL	-0.26	-0.21	.007	1				
EMP	.017	.128**	.044	.060*	1			
IM	.462**	.506**	.456**	.478**	.477**	1		
JE	.027	.047	.017	.025	.095**	.084**	1	
IWB	.058	.132**	.017	.068*	.171**	.181**	.118**	1

* $p < .05$, ** $p < .01$; SR=Strategic Rewards, IC=Internal Communication, TD= Training and Development, SL=Senior Leadership, EMP= Empowerment

To check the association of variables correlation analysis was done (see appendix 6.11). Table 4.6 is about the Correlation Analysis that depicts the direction of association (positive or negative) among constructs. In this study, correlation analysis reveals that most of the constructs are positively correlated and few are positive but weakly related. The result shows that Internal Marketing (IM) is positively correlated with Job Embeddedness (JE) with a value of .084** and with Innovative Work Behaviour (IWB) the value is .181**. Similarly, JE is positively correlated to IWB with a value of .118**. IM dimensions, Strategic Rewards (SR), and Training and Development (TD) have an insignificant correlation with IWB with values of .058, and .017. While Internal Communication, Senior Leadership, and Empowerment have significant positive correlation values .132**, .068* and .171** with IWB.

4.6 Socio-Demographic variables ANOVA Test before Regression

ANOVA is an abbreviation for Analysis of Variance. The main purpose of an ANOVA is to test the difference between two or more groups significantly in one or more characteristics.

In cause-effect relation, one or more independent variables are used as a controlled variable (the factors) whether to cause a significant difference in one or more characteristics. If there is a significant change in the mean of one or more group due to control variables (the factors), the control variable is considered the part of regression to check the actual effect on the dependent variable by the independent variable. These nominal or dichotomous variables are used as a control variable in regression when there is a substantial effect on the means of outcome constructs (Healey, 2011).

In this research, the respondents of different demographics were compared by applying the one-way analysis of variance with the means of job embeddedness and innovative work behavior. The main purpose of one-way ANOVA was to know the demographic variables that affect the mediating variable job embeddedness and dependent variable innovative work behavior significantly or insignificantly. The demographics variables if found in causing significant variation in the means of job embeddedness and innovative work behavior will be treated as a control variable and regressed with job embeddedness and innovative work behavior. Following different demographic variables were used between job embeddedness and innovative work behavior to check their effect on the means of job embeddedness and innovative work behavior.

TABLE 4.7: One-Way ANOVA of Age with JE and IWB

		Sum of Squares	df	Mean Square	F	Sig.
JE	Between Groups	1.37	6	0.23	1.35	0.23
	Within Groups	187.86	1109	0.17		
	Total	189.23	1115			
IWB	Between Groups	2.50	6	0.42	1.08	0.37
	Within Groups	427.60	1109	0.39		
	Total	430.10	1115			

4.6.1 JE and IWB by age groups of respondents

In Table 4.7 findings depicts the insignificant differences in the means of job embeddedness and innovative work behavior among respondents of all age groups as the p-value .23 of job embeddedness is higher than the acceptable standard of

.05. Similarly, age caused no significant variation in the means of innovative work behavior with a p-value of .37, which is again greater than .05 value. The ANOVA results depict that age does not cause a variation between the means of Job embeddedness and innovative work behavior. Based on the results of ANOVA, age cannot be used as a control variable.

TABLE 4.8: One-Way ANOVA of Gender with JE and IWB

		Sum of Squares	df	Mean Square	F	Sig.
JE	Between Groups	.01	1	.01	.08	.78
	Within Groups	189.21	1114	.17		
	Total	189.23	1115			
IWB	Between Groups	.35	1	.35	.90	.34
	Within Groups	429.75	1114	.39		
	Total	430.10	1115			

4.6.2 JE and IWB by gender of respondents

Table 4.8 findings depict the insignificant differences in the means of job embeddedness and innovative work behavior among respondent's gender as the p-value .78 of job embeddedness is higher than the acceptable standard of .05. Similarly, gender caused no significant variation in the means of innovative work behavior with a p-value of .35, which is again greater than .05 value. The ANOVA results depict that gender does not cause a variation between the means of Job embeddedness and innovative work behavior. Based on the results of ANOVA, gender cannot be used as a control variable.

TABLE 4.9: One-Way ANOVA of marital status with JE and IWB

		Sum of Squares	df	Mean Square	F	Sig.
JE	Between Groups	.00	1	.00	.01	.93
	Within Groups	189.23	1114	.17		
	Total	189.23	1115			
IWB	Between Groups	.21	1	.21	.54	.46
	Within Groups	429.89	1114	.39		
	Total	430.10	1115			

4.6.3 JE and IWB by marital status of respondents

Table 4.9 findings depict the insignificant differences in the means of job embeddedness and innovative work behavior among respondent's marital status as the p-value .93 of job embeddedness is higher than the acceptable standard of .05. Similarly, marital status caused no significant variation in the means of innovative work behavior with a p-value of .46, which is again greater than .05 value. The ANOVA results depict that marital status does not cause a variation between the means of Job embeddedness and innovative work behavior. Based on the results of ANOVA, marital status cannot be used as a control variable.

TABLE 4.10: One-Way ANOVA of Education with JE and IWB

		Sum of Squares	df	Mean Square	F	Sig.
JE	Between Groups	.57	6	.09	.55	.77
	Within Groups	188.66	1109	.17		
	Total	189.23	1115			
IWB	Between Groups	4.12	6	.69	1.79	.10
	Within Groups	425.98	1109	.38		
	Total	430.10	1115			

4.6.4 JE and IWB by education of respondents

Table 4.10 findings depict the insignificant differences in the means of job embeddedness and innovative work behavior among respondent's education as the p-value .77 of job embeddedness is higher than the acceptable standard of .05. Similarly, education caused no significant variation in the means of innovative work behavior with a p-value of .10, which is again greater than .05 value. The ANOVA results depict that education does not cause a variation between the means of Job embeddedness and innovative work behavior. Based on the results of ANOVA, education cannot be used as a control variable.

TABLE 4.11: One-Way ANOVA of Job type with JE and IWB

		Sum of Squares	df	Mean Square	F	Sig.
JE	Between Groups	.26	1	.26	1.53	.22
	Within Groups	188.97	1114	.17		
	Total	189.23	1115			
IWB	Between Groups	.76	1	.76	1.98	.16
	Within Groups	429.34	1114	.39		
	Total	430.10	1115			

4.6.5 JE and IWB by job type of respondents

In Table 4.11 findings depicts the insignificant differences in the means of job embeddedness and innovative work behavior among respondent's involvement in different type jobs as the p-value .22 of job embeddedness is higher than the acceptable standard of .05. Similarly, job type caused no significant variation in the means of innovative work behavior with a p-value of .16, which is again greater than .05 value. The ANOVA results depict that job type does not cause a variation between the means of Job embeddedness and innovative work behavior. Based on the results of ANOVA, the job cannot be used as a control variable.

TABLE 4.12: One-Way ANOVA Income Level with JE and IWB

		Sum of Squares	df	Mean Square	F	Sig.
JE	Between Groups	.52	7	.08	.44	.88
	Within Groups	188.71	1108	.10		
	Total	189.23	1115			
IWB	Between Groups	1.77	7	.25	.66	.71
	Within Groups	428.33	1108	.39		
	Total	430.10	1115			

4.6.6 JE and IWB by income level of respondents

Table 4.12 findings depict the insignificant differences in the means of job embeddedness and innovative work behavior among respondent's income level as the p-value .88 of job embeddedness is higher than the acceptable standard of .05. Similarly, income level caused no significant variation in the means of innovative

work behavior with a p-value of .71, which is again greater than .05 value. The ANOVA results depict that income level does not cause a variation between the means of Job embeddedness and innovative work behavior. Based on the results of ANOVA, income level cannot be used as a control variable.

TABLE 4.13: One-Way ANOVA Experience with JE and IWB

		Sum of Squares	df	Mean Square	F	Sig.
JE	Between Groups	.49	3	.16	.96	.41
	Within Groups	188.74	1112	.17		
	Total	189.23	1115			
IWB	Between Groups	.44	3	.15	.38	.77
	Within Groups	429.66	1112	.39		
	Total	430.10	1115			

4.6.7 JE and IWB by experience of respondents

Table 4.13 findings depict the insignificant differences in the means of job embeddedness and innovative work behavior among respondent's experience as the p-value .41 of job embeddedness is higher than the acceptable standard of .05. Similarly, the experience caused no significant variation in the means of innovative work behavior with a p-value of .77, which is again greater than .05 value. The ANOVA results depict that experience does not cause a variation between the means of Job embeddedness and innovative work behavior

TABLE 4.14: One-Way ANOVA Rural and Urban areas with JE and IWB

		Sum of Squares	df	Mean Square	F	Sig.
JE	Between Groups	.01	1	.01	.04	.84
	Within Groups	189.22	1114	.17		
	Total	189.23	1115			
IWB	Between Groups	.02	1	.02	.04	.85
	Within Groups	430.09	1114	.39		
	Total	430.10	1115			

4.6.8 JE and IWB by rural and urban areas of respondents

In Table 4.14 findings depicts the insignificant differences in the means of job embeddedness and innovative work behavior among respondents rural and urban

area as the p-value .84 of job embeddedness is higher than the acceptable standard of .05. Similarly, rural and urban area caused no significant variation in the means of innovative work behavior with a p-value of .85, which is again greater than .05 value. The ANOVA results depict that rural and urban area do not a cause variation between the means of Job embeddedness and innovative work behavior. Based on the results of ANOVA, the rural and urban area cannot be used as a control variable.

TABLE 4.15: One-Way ANOVA Indoor and outdoor job with JE and IWB

		Sum of Squares	df	Mean Square	F	Sig.
JE	Between Groups	.01	1	.01	.06	.80
	Within Groups	189.22	1114	.17		
	Total	189.23	1115			
IWB	Between Groups	.11	1	.11	.29	.59
	Within Groups	429.99	1114	.39		
	Total	430.10	1115			

4.6.9 JE and IWB by indoor and outdoor job of respondents

In Table 4.15 findings depicts the insignificant differences in the means of job embeddedness and innovative work behavior among respondents indoor and outdoor job as the p-value .80 of job embeddedness is higher than the acceptable standard of .05. Similarly, indoor and outdoor job caused no significant variation in the means of innovative work behavior with a p-value of .59, which is again greater than .05 value. The ANOVA results depict that indoor and outdoor do not a cause variation between the means of Job embeddedness and innovative work behavior. Based on the results of ANOVA, indoor and outdoor cannot be used as a control variable.

TABLE 4.16: One-Way ANOVA joint or individual family system with JE and IWB

		Sum of Squares	df	Mean Square	F	Sig.
JE	Between Groups	.00	1	.00	.03	.88
	Within Groups	189.22	1114	.17		
	Total	189.23	1115			
IWB	Between Groups	.91	1	.91	2.35	.13
	Within Groups	429.19	1114	.39		
	Total	430.10	1115			

4.6.10 JE and IWB by joint or individual family system of respondents

Table 4.16 findings depict the insignificant differences in the means of job embeddedness and innovative work behavior among respondent's family system as the p-value .88 of job embeddedness is higher than the acceptable standard of .05. Similarly, family system caused no significant variation in the means of innovative work behavior with a p-value of .13, which is again greater than .05 value. The ANOVA results depict that the family system does not cause a variation between the means of Job embeddedness and innovative work behavior. Based on the results of ANOVA, the family system cannot be used as a control variable.

4.6.11 Summary of one-way ANOVA test with all Demographic Variables

All demographic variables have shown insignificant differences in the means of job embeddedness and innovative work behavior. The p-values between job embeddedness and innovative work behavior and effect on the mean of innovative work behavior are insignificant. The p-values with age are .23 and .37, gender .78 and .35, marital status .93 and .46, education .77 and .01, job type .22 and .16, income levels .88 and .71, experience .41 and .77, rural and urban areas .84 and .85, indoor and outdoor job .80 and .59, and family system .88 and .13. The one-way ANOVA

test with all demographic variables shows insignificant differences between job embeddedness and innovative work behavior. Similarly, no difference was seen in the variation of the mean of innovative work behavior with all demographic variables. It gives reason to not use demographic variables as a control variable.

4.7 A first and second stage dual moderated mediation model

A first and second stage dual moderated mediation model explains the dual moderation of third variables split into stage one and stage two before and after the mediating variable. To test the model No.21 of Preacher and Hayes Bootstrap Process Method, a request email was sent to Prof. Dr. Andrew F. Hayes, to know how to interpret the dual moderation mediation model No. 21 (see appendix 6.10). I am extremely thankful for his reply within 24 hours with his latest paper and software PROCESS-3. Figure 4. shows that an alternative model locates one moderator in the first stage and one on the second stage in the mediating process. Such types of models have already been theorized by Laran et al. (2011), Armstrong et al. (2014), and Li et al. (2015) in different studies. Despite having differences both conceptually and substantively, there are certain mathematical similarities of this model in the indirect effect of the first stage and second stage moderator (W) and second stage moderator (Z) and their mathematical product. Furthermore, the mathematical product also provides a unique relationship between one moderator and the indirect effect of predictor construct (X) on outcome variable (Y) through mediating variable (M) is conditioned on the other moderator in the findings.

The equations specifying this model are

$$\widehat{M} = i_M + \alpha_1 X + \alpha_2 W + \alpha_2 XW \quad (4.1)$$

$$\widehat{Y} = i_Y + c'X + b_1 M + b_2 Z + b_3 MZ \quad (4.2)$$

From Equation 4.1, the effect of X on M is

$$\Theta_{X \rightarrow M} - \alpha_1 + \alpha_3 W$$

and from Equation 4.2, the effect of M on Y is

$$\Theta_{M \rightarrow Y} - b_1 + b_3 Z$$

The indirect effect of X on Y through M is the product of these effects:

$$\Theta_{X \rightarrow M} \Theta_{M \rightarrow Y} - (\alpha_1 + \alpha_3 W)(b_1 + b_3 Z) - \alpha_1 b_1 + \alpha_3 b_1 W + \alpha_1 b_3 Z + \alpha_3 b_3 W Z \quad (4.3)$$

The function of W, Z and their product is just like as in the first stage or second stage moderator as explained in dual moderated and mediation model by Preacher et al., (2007). Rewriting Equation (4.3) as

$$\Theta_{X \rightarrow M} \Theta_{M \rightarrow Y} - \alpha_1 b_1 + (\alpha_3 b_1 + \alpha_3 b_3) W + \alpha_1 b_3 Z$$

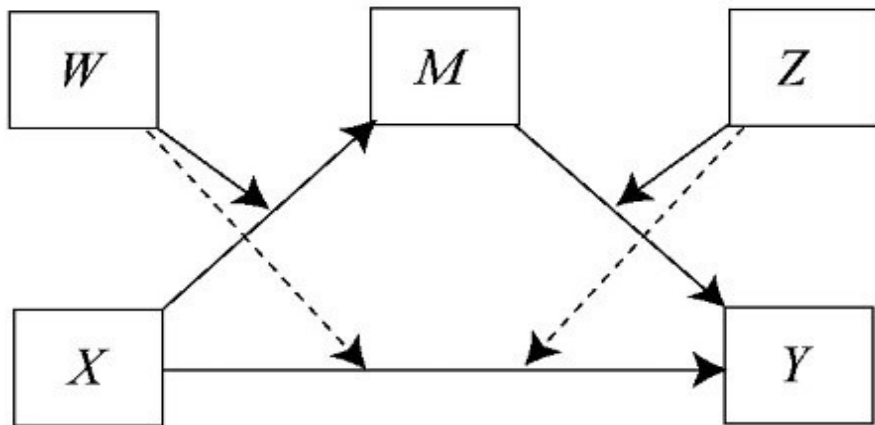
presents that in this model, the relationship between W and the indirect effect of X is a linear function of Z, $\alpha_3 b_1 + \alpha_3 b_3 Z$, which is the index of conditional moderated mediation by W. It quantifies the relationship between W and the size of the indirect effect of X conditioned on Z.

Equation (4.3) can further be explained as

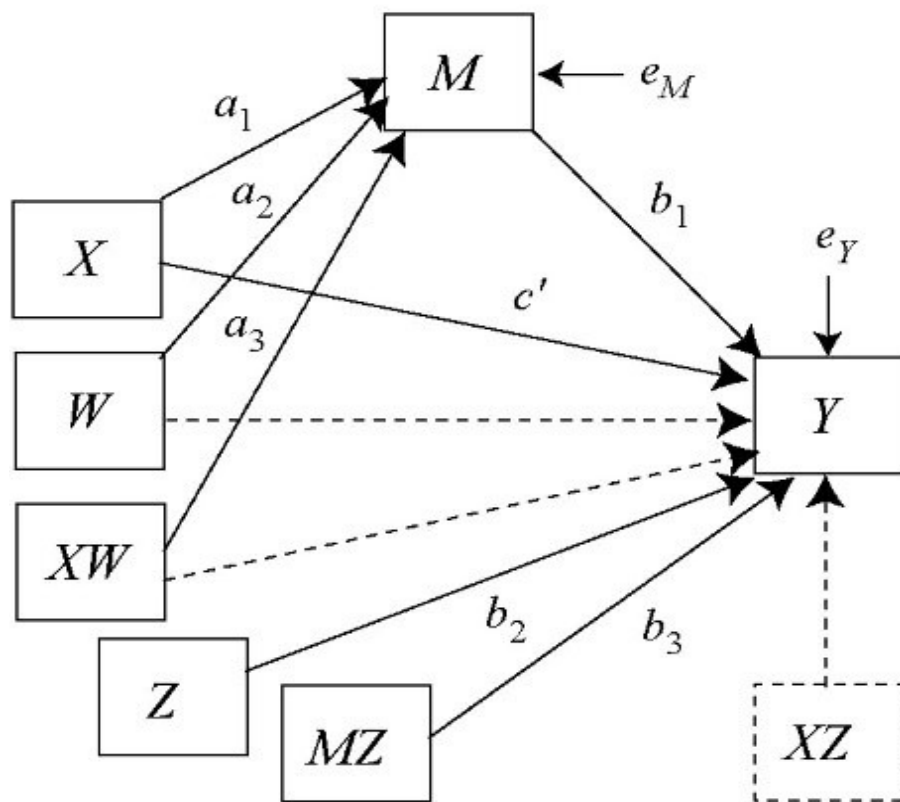
$$\Theta_{X \rightarrow M} \Theta_{M \rightarrow Y} - \alpha_1 b_1 + \alpha_3 b_1 W + (\alpha_1 b_3 + \alpha_3 b_3 W) Z$$

$$\Theta_{IM \rightarrow JE} \Theta_{JE \rightarrow IWB} - \alpha_1 b_1 + \alpha_3 b_1 IMO + (\alpha_1 b_3 + \alpha_3 b_3 IMO) SC \quad (4.4)$$

Conceptual Dual Moderation and Mediation Model

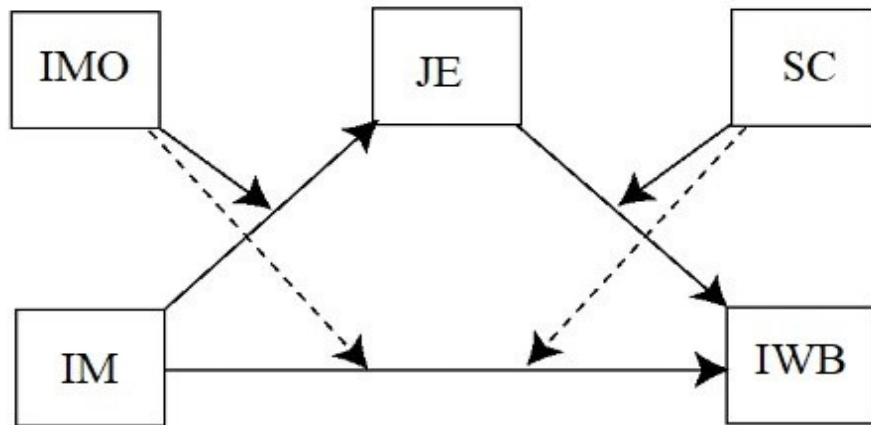


Statistical Model

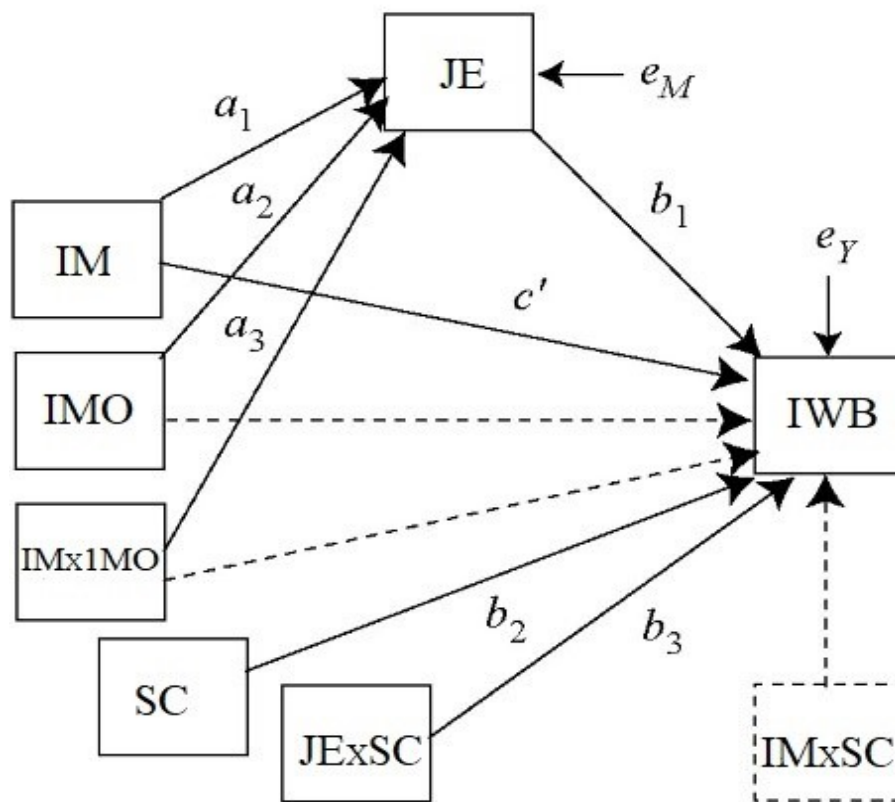


Conceptual Model

A first and second stage dual moderated mediation model.



Statistical Model



which depicts that W is a linear function of the relationship between the indirect effect of X and the Z . Equation 4.4 further clues that, the index of conditional moderated mediation by Z , measures the relationship between Z and the size of the indirect effect of X conditioned on W , is the linear function of $\alpha_1 b_3 + \alpha_3 b_3 W$.

Finally, $\alpha_3 b_3$ as the weight for the second moderator is shared by the indices of conditional moderated mediation. This actually is called the index of moderated, moderated mediation for Preacher Hayes 21 model that measures the change rate in the moderation by W of the indirect effect of X as Z changes, and also determines the change rate in the moderation by Z of the indirect effect of X as W changes.

In the above Model;

Y= Dependent variable (Innovative Work Behavior (IWB))

X= Independent variable (Internal Marketing (IM))

M= Mediating variable (Job Embeddedness (JE))

W= First stage moderating variable (Intrinsic Motivation (IMO))

Z= Second stage moderating variable (Social Capital (SC))

XW= Interaction of IM and IMO

MZ= Interaction of JE and SC

α_1 = Effect of the independent variable (IM) on the mediator (JE).

α_2 =Effect of first stage moderating variable (IMO) on mediating variable (JE)

α_3 =Interaction effect of IM and IMO on mediating variable (JE).

b_1 = Direct effect of mediating variable (JE) on dependent variable (IWB)

b_2 =Effect of second stage moderating variable (SC) on dependent variable (IWB).

b_3 =Interactional effect of mediating variable (JE) as an independent variable with second stage moderating variable (SC) on dependent variable (IWB).

c' = effect of the independent variable on dependent variable via a mediator, (direct effect)

To calculate Model 21, the same methodology is opted as we do in the first stage or second stage moderated, mediation model. In Model 21, the first calculation evidence that the moderation result is either by the indirect effect of one moderator itself or moderated by the presence of another moderator. The further explanation we get in the findings of bootstrap CI as the index of moderated mediation. The inferences as the affirmative evidence can be drawn on the basis of

various values of conditional moderated mediation of the second moderator and combining together the values, a substantive interpretation of the pattern of the result is given. Probing can only be done with affirmative evidence of moderated, moderated mediation related to the theory and researcher's inferences. Equation 4.3 as a conceptual dual moderation model or equation 4.4 as a theoretical dual moderation and mediation model is the model no.21 in Hayes Bootstrap Macro Process.

Following hypotheses are tested in model no.21 of Hayes bootstrap PROCESS Macro.

H1: Internal marketing has a positive impact on Innovative Work Behavior

H7: Internal marketing has a positive impact on Job Embeddedness

H8: Job embeddedness mediates between internal marketing and innovative work behavior

H9: Job embeddedness has a positive impact on innovative work behavior

H10: Intrinsic Motivation positively moderates between internal marketing and job embeddedness

H11: Social capital positively moderates between job embeddedness and innovative work behavior

TABLE 4.17: First stage and second stage moderation and mediation results

Direct and Total Effects when Job Embeddedness (JE) is the dependent variable						
Constructs		β	S.E	t	p	
Internal Marketing (IM) as independent variable (IV)		-0.48	0.27	-1.76	0.08	
First stage moderating variable (IMO) effect on JE		-0.15	0.25	-2.08	0.04	
The interactional effect of IM and IMO (IMXIMO)		0.15	0.07	2.16	0.03	
Conditional indirect effects of the focal predictor IM at the values of moderators (IMO)						
Moderator	Intrinsic Motivation (IMO)	Effect	t	p	LLCI	ULCI
Low	3.25	-0.002	-3	0.97	-0.12	0.12
Medium	4.00	0.11	2.95	0.00	0.04	0.18
High	4.50	0.18	3.54	0.00	0.08	0.28

Table Continued

Direct and Total Effects when Innovative work Behavior (IWB) is the dependent variable							
Constructs	β	S.E	t	p			
Job Embeddedness (JE) as independent variable (IV)	-.79	.59	-1.34	.18			
Second stage moderating variable (SC) effect on IWB	-1.01	.57	-1.77	.08			
The interactional effect of JE and SC (JEXSC)	.25	.16	1.62	.11			
Direct effect of X (IM) on Y (IWB)	Effect	t	p	LLCI	ULCI		
	.30	5.49	0.00	.19	.41		
Conditional indirect effect on X (IM) and Y (IWB): IM -> JE -> IWB (Dual Moderation and Mediation Effect)							
	Intrinsic Motivation		Social Capital	Effect	S.E.	LLCI	ULCI
Low	3.25	Low	3.47	0.00	.01	-.01	.01
Low	3.25	Medium	4.00	.00	.01	-.03	.03
Medium	4.00	Medium	3.80	.02	.01	.01	.04
High	4.50	High	4.00	.04	.02	.01	.08

N=1116, Bootstrap =5000

To find the results in Table 4.17, Hayes bootstrap model no.21 was run (see appendix). Model 21 estimates dual moderations and mediation process simultaneously.

Results in Table 4.17 shows different levels of analysis. The direct effect of Internal Marketing (IM) on outcome variable Innovative Work Behavior (IWB) is significant ($\beta=.30$, $t=5.49$, $p,.05$). It clearly depicts that there is a significant change in the IWB due to IM. The results are aligned with the social exchange theory explained by Emerson, (1976) that that IWB is changed due to the extent of IM exercised by the organization. The first hypothesis H1 that IM has a positive effect on IWB is accepted.

The analyzed model depicts the three stages of the estimations. In the first stage, the moderation of intrinsic motivation (IMO) is tested between independent variable internal marketing (IM) and the mediating variable job embeddedness (JE) as a dependent variable. The result shows that IM has an insignificant effect ($\beta =-.48$, $p >.05$) on JE and Intrinsic Motivation (IMO) has a negative effect ($\beta =-.15$, $p <.05$) on JE. The interaction effect of IM and IMO is positive and significant ($\beta =.15$, $p <.05$). Results clearly show that individually IM and IMO have an insignificant and negative effect on JE but their interactional effect is positive and significant on JE. The conditional effect shows that at a low level (3.25) of IMO, IM has no effect ($\beta =0.00$, $LLCI=-.12$ and $ULCI=.12$) on JE. In lower level confidence interval (LLCI) and upper lever confidence interval (ULCI), zero falls that shows the insignificance of IMO at a lower level to effect IM. At medium or average level (4.00) of IMO, the effect of IM becomes positive and significant on JE ($\beta =.11$, $LLCI=.04$, and $ULCI=.18$). There is no zero between LLCI and ULCI and shows the significance of IMO at a medium level to effect IM to change positively JE. At a higher level (4.50) of IMO, the value of IM further changes to positive and significant ($\beta =.18$, $LLCI=.08$ and $ULCI=.28$) to effect JE. There is no zero between LLCI and ULCI that confirms the significance of IMO at a higher level to bring more change in IM to effect JE. Results confirm that IMO moderates the relationship of IM and JE. The hypothesis H10 that Intrinsic motivation positively moderates the relationship between internal marketing and job

embeddedness is accepted.

Results of second stage moderation of Social Capital (SC) between JE and Innovative Work Behavior (IWB) show the insignificant values. JE as an independent variable has an insignificant effect ($\beta = -.79$, $p > .05$) on IWB. Similarly, SC shows the similar insignificant effect ($\beta = -1.01$, $p > .05$) on IWB. The interactional effect of SC and JE is again insignificant ($\beta = .25$, $p > .05$). The result confirms that in dual moderation and mediation process, first stage moderator IMO significantly moderates the relationship of IM and JE but the second stage moderator SC becomes insignificant moderator between JE and IWB in the presence of intrinsic motivation. The hypothesis H11 that social capital positively moderates the relationship between job embeddedness and innovative work behavior is rejected.

The last part of the Table 4.17 shows the dual moderation and mediation effect on IWB. The result shows that at a low level of IMO (3.25) and low level of SC (3.47), JE does not mediate between IM and IWB. We find the insignificant values of $\beta = 0.00$, LLCI = $-.01$ and ULCI = $.01$. Between LLCI and ULCI zero falls that shows the insignificant effect of IMO and SC at the low level.

When the IMO is low (3.25) and SC is average (4.00) the result remains insignificant. The values of $\beta = 0.00$, LLCI = $-.03$ and ULCI = $.03$. Both LLCI and ULCI values are insignificant because zero falls between them. Result clearly demonstrate that at a low level of IMO and an average level of SC, JE does not mediate between IM and IWB.

At the average or medium level of IMO (4.00) and the average level of SC (3.80), we obtain significant values of $\beta = .02$, LLCI = $.01$ and ULCI = $.04$. No zero falls between LLCI and ULCI. Result confirms that an average level of IMO and an average level of SC, JE mediates the relationship of IM and IWB.

At a high level of IMO (4.50) and high level of SC, the values are positive and significant ($\beta = .04$, LLCI = $.01$ and ULCI = $.08$). Result clearly shows that at a high level of IMO and SC, JE mediates the relationship between IM and IWB. The above result confirms that JE mediates the relationship between Internal Marketing and innovative work behavior when the intrinsic motivation is from

medium to high. If the intrinsic motivation is low but the social capital is medium to high, Job embeddedness does not mediate the relationship between internal marketing and innovative work behavior.

Results also show that internal marketing has a positive effect on job embeddedness and job embeddedness has a positive effect on innovative work behavior. For mediation analysis, the primary condition is the mandatory effect of the independent variable on the mediating variable (Baron and Kenny, 1986; Preacher and Hayes, 2007). The hypothesis H7 that Internal marketing has a positive effect on job embeddedness is accepted. The hypothesis H9 that job embeddedness has a positive effect on innovative work behavior is also accepted. The hypothesis H8 that job embeddedness mediates the relationship between internal marketing and innovative work behavior is accepted.

4.8 Slope analysis of moderation of intrinsic motivation

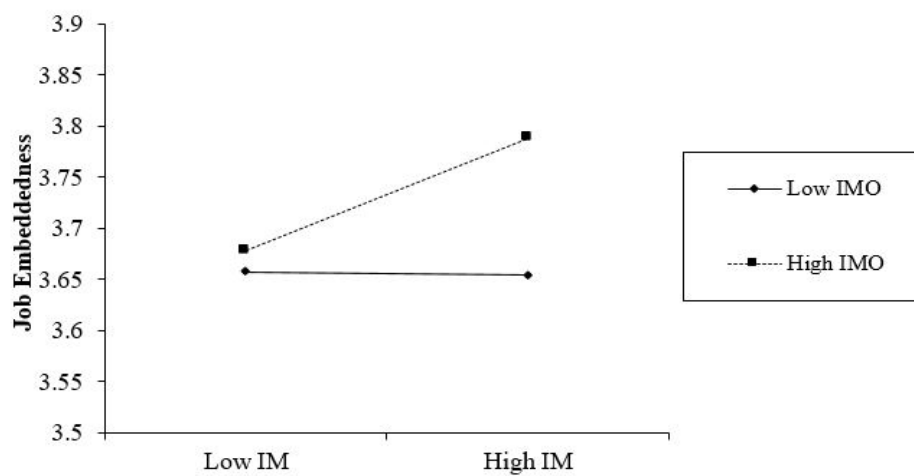
To test the moderation of intrinsic motivation between internal marketing and job embeddedness, a simple two-way slope analysis was conducted. Simple slope analysis divulges that internal marketing has an insignificant negative effect on levels of job embeddedness for employee's low intrinsic motivation ($\beta = -.002$, $t = -.03$, $p > .05$); however, employees with high intrinsic motivation were safeguarded from the negative influence of internal marketing on job embeddedness ($\beta = 0.18$, $t = 3.54$, $p < .05$).

The schematic below (see Figure 4.7) suggests that the relationship between internal marketing and job embeddedness may differ at different levels of intrinsic motivation. More specifically, intrinsic motivation significantly moderates the effect of internal marketing on job embeddedness. The influence of internal marketing on job embeddedness is insignificant (i.e. negative) in the case of low intrinsic motivation and strongest in the case of high intrinsic motivation. Internal marketing

at different levels of intrinsic motivation positively differ in employee's consideration about job embeddedness under conditions of high intrinsic motivation and internal marketing at low levels of intrinsic motivation also reported lower levels of job embeddedness.

Figure 4.7 indicates the moderating relationship of intrinsic motivation between internal marketing and job embeddedness.

Figure 4.7: Two-way interaction of intrinsic motivation and internal marketing on job embeddedness



4.9 Slope analysis of moderation of social capital

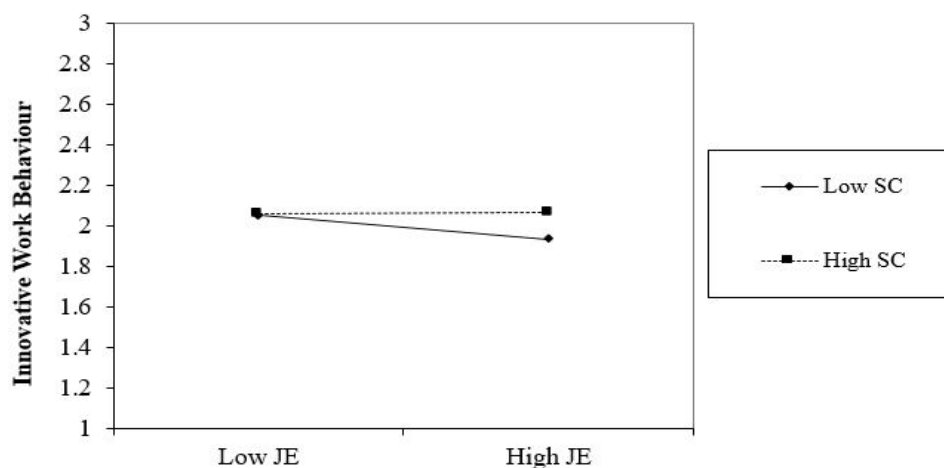
To test the moderation of social capital between job embeddedness and innovative work behavior, a simple two-way slope analysis was conducted. Simple slope analysis divulges that job embeddedness has an insignificant negative effect on levels of innovative work behavior for employee's low social capital ($\beta = -1.0508$, $t = -1.77$, $p > .05$) and employees with interactional effect of social capital with job embeddedness on innovative work behavior ($\beta = .25$, $t = 1.6$, $p > .05$) even could not be safeguarded on high level of social capital.

The schematic below (see Figure 4.8) suggests that the relationship between job embeddedness and innovative work behavior may not significantly differ at different levels of social capital. More specifically, social capital does not moderate the

effect of job embeddedness on innovative work behavior. The influence of job embeddedness on innovative work behavior is insignificant in the case of low and high level of social capital. Job embeddedness at different levels of social capital did not differ in employee's innovative work behavior under conditions of high social capital, but large differences were noted under conditions of low social capital: job embeddedness at low levels of social capital also reported lower levels of innovative work behavior.

Figure 4.8 indicates that a non-substantial and insignificant moderating relationship of social capital exists between job embeddedness and innovative work behavior.

Figure 4.8: Two-way interactions of social capital and job embeddedness on innovative work behavior



Whereas JE=Job Embeddedness SC=Social capital, IWB= Innovative Work Behavior

4.10 Regression Analysis

Regression analysis is a way of mathematically sorting out which of those predictor variables do indeed have an impact on the outcome variable. Regression analysis is used in research for prediction and causation effect of a predictor variable on the criterion variable. Following Hypothesis are tested with regression analysis;

H2: Strategic Rewards have a positive impact on Innovative work behavior

- H3: Internal Communication has a positive impact on Innovative work behavior
- H4: Training and Development has a positive impact on Innovative work behavior
- H5: Senior Leadership has a positive impact on Innovative work behavior
- H6: Empowerment has a positive impact on Innovative work behavior

TABLE 4.18: Regression Analysis for SR, IC, TD, SL, and EMP with dependent variable Innovative work Behavior (IWB)

Model	β	t	Sig.
SR	0.05	1.54	0.13
IC	.11**	3.65	0.00
TD	0.01	0.18	0.86
SL	.06*	2.101	0.04
EMP	.15**	5.15	0.00

SR=Strategic Rewards, IC=Internal Communication,
 TD= Training and Development, SL=Senior Leadership,
 EMP= Empowerment

The table 4.18 shows the result of the regression of Strategic Rewards (SR), Internal Communication (IC), Training and Development (TD), Senior Leadership (SL) and Empowerment (EMP) with innovative work behavior (IWB) (see appendix 6.12). The result shows that strategic rewards ($\beta=.045$, $p > .05$) have an insignificant effect on IWB. The hypothesis H2 that strategic rewards have a positive impact on innovative work behavior is rejected. The results are inconsistent with the social exchange theory.

The value of internal communication ($\beta=.109$, $p < .05$) is significant and positive. It clearly depicts that IC has a positive effect on IWB. The Hypothesis H3 that internal communication has a positive impact on innovative work behavior is accepted.

Training and development ($\beta=.005$, $p > .05$) again have an insignificant effect on innovative work behavior. The values obtained from the result shows the insignificance of TD with IWB. The hypothesis H4 that training and development has a positive impact on innovative work behavior is rejected.

Senior leadership ($\beta=.062$, $p < .05$) has a positive effect on innovative work behavior. The hypothesis H5 that leadership has a positive impact on innovative work behavior is accepted.

Empowerment statistical values ($\beta=.152$, $p < .05$) depict the positive effect of empowerment on innovative work behavior. The hypothesis H6 that empowerment has a positive impact on innovative work behavior is accepted.

Regression analysis clues that strategic rewards and training and development do not change the innovative work behavior and are inconsistent with social exchange theory.

The other variables like internal communication, leadership and empowerment have shown a positive variation in innovative work behavior. The results of internal communication, leadership and empowerment are consistent with the underpinning social exchange theory.

4.11 Summary of Hypothesis Testing

The summary of the hypothesis shows the total number of hypothesis tested. It also shows the how many hypotheses are accepted and rejected. Summary of hypothesis provides a glance on overall hypothesis, their numbers, description, and the result. Table 4 provides the summary of all hypothesis developed and tested in this study.

Hypothesis	Summary	Results
H1	Internal marketing has a positive impact on Innovative Work Behavior	Accepted
H2	Strategic Rewards have a positive impact on Innovative work behavior	Rejected
H3	Internal Communication has a positive impact on Innovative work behavior	Accepted
H4	Training and Development has a positive impact on	Rejected

	Innovative work behavior	
H5	Senior Leadership has a positive impact on Innovative work behavior	Accepted
H6	Empowerment has a positive impact on Innovative work behavior	Accepted
H7	Internal marketing has a positive impact on Job Embeddedness	Accepted
H8	Job embeddedness mediates between internal marketing and innovative work behavior	Accepted
H9	Job embeddedness has a positive impact on innovative work behavior	Accepted
H10	Intrinsic Motivation positively moderates between internal marketing and job embeddedness	Accepted
H11	Social capital positively moderates between job embeddedness and innovative work behavior	Rejected

TABLE 4.19: Summary of Hypothesis Testing

4.12 Conclusion

Chapter 4 is about the results, analysis and their interpretation. In this chapter, all tests are performed which are mandatory for research purpose. For example, correlation, regression, bootstrap, confirmatory factor analysis, Harman's one factor of biases and validity test Average Variance Extracted Method (AVE) are applied. The result of the data is analyzed and interpreted in the context of underpinning theory which is social exchange theory. The results are presented in description, tables, figures, and graphs.

Chapter 5

Discussion and Conclusion

In chapter 5, a summary of the major conclusions drawn from the research findings and their implication are presented. The contributions of the study of theory and practice are discussed. Different issues related to managerial implications can be addressed by the theoretical implication of this research study is also discussed. In this point of view, few recommendations and limitation of the study are discussed.

5.1 Discussion

5.1.1 Research Question 1:

Do internal marketing and internal marketing dimensions have a relationship with employee's innovative work behavior and the relationship of internal marketing with job embeddedness?

To answer the above question different hypothesis were postulated. Results of correlation and regression analysis depict that Internal marketing (IM) has a strong association and impact on innovative work behavior (IWB). As IM is increased the employees' IWB increases. Similarly, the correlation and regression results of IM dimensions show mixed results. Internal communication, leadership, and empowerment have a positive association and impact on employees' IWB IM dimensions, strategic rewards and training and development have insignificant association and impact on employees' IWB.

The findings also show that IM as a composite variable has a positive relationship and impact on job embeddedness. It shows that as the IM increases the employees' job embeddedness increases. Above results are coherent to the social exchange theory which is the main underpinning theory of this research study. Similar nature of work has endorsed that when organizational activities are directed towards employees, they improve IWB (Monks et al., 2013; Ohly et al., 2006). It is aligned with the social exchange theory that explains if IM practices are employee centered then in exchange employees show IWB.

When employees are considered as internal customers, it impacts on their behavior to exhibit IWB. IM studies mainly focus has been on the service sector and there are few studies of IM with product innovation in the manufacturing sector but so far no such study has been conducted with IWB with IM as a predictor composite variable. Past studies endorse that employees' IWB is an essential element to bring innovation in the organization (Janssen, 2000; Scott & Bruce, 1994; Chua et al., 1999; Van de Ven, 1986; De Jong & Den Hartog, 2007). The findings of this study provide a new direction of focusing employee's behavior for innovation. Results are similar to other studies conducted in other parts of the world with IM. The answer to question number one is clear that the manufacturing organizations in Pakistan must opt the employee-centered strategies to alter their behavior to IWB. It can help organizations to bring innovation to their all departments including the process and product innovation to benefit organizations to become competitive in local and international markets.

Sometimes monetary rewards do not help to motivate employees (Axelsson & Bokedal, 2009). Similar studies on rewards show that extrinsic rewards decrease intrinsic motivation (Cameron, 2001; Carton, 1996; Mawhinney, Dickinson, & Taylor III, 1989; Deci et al., 1999; Flora, 1990). While the intrinsic interest of the individual improves IWB (Yuan & Woodman, 2010). When rewards are not linked to achievement and performance, they will not work for motivation. The Pakistani engineering sector will have to think to devise a reward system that could increase employee's motivation for IWB.

The result shows that internal communication has a positive relation and impact on IWB in Pakistani engineering manufacturing sector of Pakistan. Better informed employees exhibit more motivation and a positive attitude (Greig et al., 2007). The dissemination of information to employees in the engineering sector of Pakistan increases motivation. Similar studies of internal communication have shown the same results (Lu & Yang, 2004; Timm & Peterson, 2000). Internal communication effects on increased employee's dedication and work performance (Mumby, 2012). Every main function of the organization is the dissemination of information which is done through internal communication (Herbst, 2007). Internal communication must be a part of daily work to achieve the organizational goal (Herbst, 2007).

Internal communication plays a pivotal role in improving IWB. Research clearly depicts that when employees are informed and shared work-related information they exhibit IWB. It is imperative that an organization must communicate their employees the relevant information related to task and job. It gives a sense of ownership to perform work with innovative behavior.

IM dimension, training has a weak relationship and insignificant impact on IWB. Similar kind of study by Rogers, (2004) in Australian firms found the same results. Findings show that in Pakistan, there is a serious lack of training and development programs that are not directed at employee's motivation and behavior. Training programmes are related to work and organizational goals and need to be directed to employee's motivation. Employees think that the training programme is only with the organizational goals and not related to their benefit. The organization must arrange the training programme with respect to the employee's interest and goal. Studies tell that when employee's interest is involved in any activity the goals are likely to be achieved. Similar studies on self- concordance have shown the same results (Koestner et al., 2002; Koestner, Lekes, and Powers, 2002; Vansteenkiste et al., 2004). While arranging the training programme the employee's interest should be considered first.

The result shows that the senior leadership has a positive impact on IWB. In the Pakistani auto parts manufacturing industry, leadership plays a pivotal role in changing employees behavior to IWB. Similar nature of result has also been found

in Pakistan and different parts of the world (Abbas & Riaz, 2012; Rickards & Moger, 2006; Hellstrm and Hellstrm; 2002; Perry-Smith & Shelley, 2003; Elkins & Keller, 2003). Pakistani companies must exercise the leader's abilities to motivate employees for IWB and bring innovation in products and process. The role of seniors in Pakistani manufacturing companies is to achieve an organization goal by motivating employees. The managers know the art of getting work done through employees by enhancing their IWB.

The result shows that empowerment has a significant positive impact on IWB. Empowerment, in fact, gives ownership of work and more responsibility. When the work is owned then different ideas are generated to accomplish it. This way employees exhibit IWB when they are empowered to make decisions. Similar kind of research work has shown the relation of empowerment with IWB (Montani et al., 2012; Bysted & Hansen, 2015; Bysted & Jespersen, 2014). Pakistani companies must empower their workers for routine matters and some empowerment based on contingency matters. It will help them to solve issues related to products, process, and interpersonal relationship matters. Empowerment provides the sense of an entrepreneur to think innovatively. The empowered workers feel more privileged and more responsible. This type of responsibility forces them to think outside of the box to accomplish tasks and to realize the management about the positive use of empowerment.

The finding also suggests that Job embeddedness (JE) due to on and off the job factors keeps employees committed with the organization. Past studies on organizational commitment mainly focused only on the job factors and ignored of the job factors. The regression analysis in SPSS and Hayes Bootstrapping PROCESS method reveals that the impact of IM on JE is significant. Similarly, the correlation analysis shows that IM is significantly related to JE. It is obvious that when the employees are experienced, they become more knowledgeable and skillful. Experienced workers can innovate in products and process due to required knowledge which juniors don't have. Due to JE, the turnover reduces and talent adhered to the organization to innovate due to employee's IWB. Similar kind of research studies in different parts of the world on IM with organizational commitment provide

the similar results (Choi & Price, 2005; Widiyanto et al., 2012). Majority of the answers to the first question of this study are consistent with the social exchange theory.

5.1.2 Research Question 2:

Does an employee's job embeddedness mediate the relationship between organizational IM and employee's innovative work behavior and has a positive effect on IWB?

The findings of this study are about the impact of IM on JE. Before doing the further process of research with the predictor variable and the criterion variable, the predictor variable must be a predictor of mediating variable when used mediating variable as the dependent variable. If there is no relation to the independent variable of mediating variable further research cannot be preceded due to mediation based study.

To find the results of the mediation, Hayes Bootstrap PROCESS model 21 was applied. The findings of the research clearly demonstrate that IM of the organization enhances employee's organizational JE which is related to organizational on the job and off the job factors and is a prerequisite condition for mediation test. The indirect effect shows that the effect of independent variable IM reduces due to the mediating effect of JE. JE partially mediates the relationship between IM and IWB. There are many studies that support this phenomenon of JE as a mediator with other constructs (Lev & Koslowsky, 2012; Bergiel et al., 2009; Karatepe & Ngeche, 2012). It explains that IM becomes more productive when JE mediates between IM and IWB. JE provides the reason to stay in the organization due to organizational and social factors. More job-embedded workers explain more relationship between IM and IWB. The mediated regression also explains that IM has a positive effect on JE and JE on IWB. This answer to the research question of this study is aligned with the social exchange theory. The similar results in Egypt have been seen by Ibrahim, (2013).

Findings also explain the impact of JE on IWB. The mediated regression result shows the positive impact of JE on IWB. JE is a mental act of thinking of on the job and off the job factors in the organization and the community. When a worker feels compatibility with on the job and off the job factors between the organization and the community, he sticks with the job. More embeddedness with job reduces employee's turnover. Similar kind of research also establishes the link of JE with IWB due to less turnover intention (Halbesleben & Wheeler, 2008; Harman et al., 2009; Mallol et al., 2007; Mitchell et al., 2001; Berman et al., 2002). In Pakistani manufacturing sector, organizations must consider the commitment of the employees related to on the job and off the job factors to enhance IWB of employees. The answer to this question clears that while considering the IM practices, the JE must be considered to enhance the IWB of the employees. The organization must establish a balance between organizational and community-related factors to embed employees with the job. Job-embedded employees gain more experience and knowledge in the organization and use for innovation relative activities to enhance the process and product development. JE helps to retain the intellectual capital that is in tacit form and is utilized to gain the advantage of bringing innovation to an organization when needed. JE enhances IWB and should be considered to take into consideration for organizations while implementing other HR policies.

5.1.3 Research Question 3:

Does an employee's intrinsic motivation moderate the relationship between organizational IM and employee's job embeddedness?

To answer the question3, a hypothesis was formulated. The hypothesis was tested to find the moderating role of intrinsic motivation between IM. For moderation analysis, Hayes bootstrapping PROCESS method 21 was applied. The slope analysis was also used to figure out, low to high level of intrinsic motivation. The analysis of moderation shows that the interaction of intrinsic motivation with IM on JE is significantly positive. The conditional effect shows that when intrinsic motivation interacts with IM, JE enhances more which ultimately has more effect

on IWB. Slope analysis provides the clear picture that at a low level of intrinsic motivation, there will be less IM and low JE. At a high level of intrinsic motivation, there will be high IM and high JE. The answer to this question is that intrinsic motivation positively moderates between IM and JE. Intrinsic motivation moderation strengthens the relationship of IM and JE.

Many past similar types of research studies in different parts of the world have shown a positive effect on intrinsic motivation when used as a moderating variable (Grant & Berry, 2011; Kuvaas & Dysvik, 2010).

Intrinsic motivation helps to implement IM strategies that further impact on JE and IWB. Moderation of intrinsic motivation between IM and JE is also a new addition to existing management literature. Intrinsic motivation helps to implement IM (Mishra & Sinha, 2014) which is a predictor of outcome variable IWB. Employees with high intrinsic motivation are inclined towards successful implementation of IM strategies. Intrinsic motivation moderation means that the IM practices can easily be implemented in the organization. Intrinsic motivation of employees helps to achieve an organizational goal.

5.1.4 Research Question 4:

Does social capital moderate the relationship between an employee's job embeddedness and innovative work behavior?

To answer the question 4, a hypothesis was developed. To test the hypothesis, Hayes Bootstrapping PROCESS Method 21 was applied to obtain the result. Dual moderation and mediation analysis show that in the presence of intrinsic motivation, social capital does not moderate between job embeddedness and innovative work behavior. Results are boisterous and alarming for the organizations. Many studies reveal that like China people of Pakistan gregarious and collectivistic in nature (Hofstede, 1984; Bashir, Jianqiao, Abrar, & Ghazanfar, 2012) but the result shows that in an organization when employees increase social capital, it will not improve IWB. Similar negative results of social capital have been seen in different studies (Meng, Clausen, Borg, 2018; Pillai, Hodgkinson, Kalyanaram,

& Nair, 2017 and Silkoset, 2013). A study by Mura, Lettieri, Radaelli., & Spiller, (2013) endorsed this argument that social capital moderates negatively between knowledge sharing and innovative behavior when the mistakes are shared more than the limited quantity among workers. It means when employees are provided with the opportunity to interact with each other, there is a chance of sharing failures and mistakes that can snub the innovative behavior of employees. The slope analysis shows that from a low level of social capital to a high level of social capital there is no significant change in job embeddedness. The analysis further provides the argument that by increasing social capital there will be no effect on job embeddedness to enhance IWB. The gregarious and collectivistic nature of Pakistani society helps to enhance social norms and interaction, develop strong bonds and ties with each other. Due to social interactions and strong ties among employees, they do more informal discussion to share their mistakes, failures and the evil ideas than the formal discussion. In Pakistani auto parts, the manufacturing sector, there should be a limited level of social interaction with a vigilant check by managers to avoid sharing the more negativity than positivity.

5.2 Theoretical contributions

There are few important theoretical implications of this study that differentiate it from others.

1- The research trend is now shifting from human resource management practices related to organizational perspective to the employee-centered approach to change their behavior to bring change in the organization's all departments. Now the thinking prevails in an organization that these are employees who are responsible to bring innovation. IM and its dimensions are focused on employees by considering them internal customer before going to convince external customer have proved to get desired results in many segments.

2- The study on IWB is in private sector focusing on the innovation problem of the manufacturing sector and presenting the contemporary integrated model to address the issue of innovation. This study has linked the missing gaps in the

literature on innovative work behavior studies with new composite variable IM, mediating variable JE moderation variables intrinsic motivation and social capital. The integrated model developed in this research provides the better-segregated understanding about the individual's organizational and social factors needed to enhance employee's IWB in contemporary issues.

3- The employee's IWB studies generally have been conducted based on contingency circumstances approach that neglected the important factor from individual, organizational or social factor.

This study explains how organizational factor IM improves IWB of employees. The combination of organization and social factor job embeddedness clarifies that it improves IWB and the relation between IM and IWB due to its mediating role.

4- The individual factor is intrinsic motivation, moderates between IM and job embeddedness. Intrinsic motivation strengthens the implementation of IM that fosters the job embeddedness.

5- The social factor in this study, social capital explains the informal interactions of the employees, does not affect job embeddedness and IWB. Social capital does not moderate between job embeddedness and IWB that are a new finding an addition to the literature. All findings are novel to contribute in the management literature. The relationship of independent variable IM is new with the IWB and mediating variable job embeddedness. This relationship was missing in the past studies. Similarly, the first stage moderation of intrinsic motivation between IM and job embeddedness is new addition in the literature. The other addition is the second stage moderation of social capital between job embeddedness and IWB. The overall integrated model tested in the auto parts manufacturing firm is a new addition in the management discipline.

5.3 Managerial implications

The present study sets some guidelines for the managers to implement in the organization to achieve long-term innovation related goals.

First, this research provides an eye-opener tool to understand the importance of employee's behavior. Employees are responsible for the innovation. This research guides them to implement IM practices in the organization to shape the innovative behavior of employees.

Second, managers should analyze IM as in composite form but implement its dimensions separately. Study leads the managers to understand the least role of rewards with innovation. The current study guides them to understand the irrelevance of rewards with innovation. The rewards should be associated with employee's behavior and recognition otherwise the rewards may not be beneficial for IWB. Similarly, training and development programs should also be designed to realize the benefit of training for employees. They should feel that training is for their benefit not for the organization. Otherwise, there is no need to spend on training because any training programme designed without the interest of the employees will enhance expense only not the innovative behavior of employees. The other dimensions of IM, internal communication, leadership, and empowerment should also be evaluated and find what factors have made these dimensions positive for IWB and should carry on for IWB. In internal communication what are the compelling reasons which employees want should be strived hard. Leadership enhances IWB must be thoroughly understood by managers to see what style and act of leadership are stimulant for IWB. Empowerment of employees is a significant predictor of employees' IWB. Managers must emphasize it and segregate the factors which employees feel psychological more strong to affect their behavior. What type of empowerment and how much empowerment should be provided are the tasks of managers to get more innovation-related results from employees?

Third, managers must understand the importance of JE. JE provides the reason for a stay of employees in the organization. Managers can get the benefit of adhering employees to the organization by improving organizational factors. Organizational factors such as IM enhances JE and JE leads to IWB. This research will help to understand the importance of JE. More job-embedded employees are more experienced due to less turnover. The less turnover helps the organization to save

the training cost and implementation of strategies to achieve the organizational goal because of possessing more experience and work-related knowledge.

Fourth, this research provides the guidelines to managers to understand the importance of intrinsic motivation. Present research finds that intrinsically motivated employees are more aligned to implement IM activities. When IM activities are enhanced the JE increases that lead to IWB. Managers must find the ways to enhance the intrinsic motivation of employees to achieve organizational innovation related goals. Managers should also understand the individual's own intrinsic factors to exploit them to gain success in IM strategy implementation.

Fifth, the present study further provides the guidelines for managers to consider the importance of social interaction. Pakistani society is a collectivistic society where people prefer to interact with each other. More socially interacted employees in auto parts manufacturing firms share irrelevant information with each other informally and do not enhance IWB. Managers must give the limited liberty of interaction between employees to share informal discussion. Secondly, the manager should also keep a skipping view of the employees who spread negative information and are an evil genius to share more faults, mistakes, and rumors about the company. There should be a control of managers to design and train the groups of employees to share only formal ideas related to work only. While gathering of employees in social events like a family gathering, conferences, parties or in a funfair, the manager should include some trained positive minded persons to keep a check on the informal discussions on such events and intervene urgently if the discussion is negative.

5.4 Limitations and Future Research Directions

Despite this study provides the novel theoretical and practical implications, also finds few limitations that must be taken into account for future studies.

The first limitation is this study is the sample taken from the population. The sample collected from only 26 firms out of 450 and results generalized on all the population.

Secondly, the results of this study are based on cross-sectional data and needed to further study with longitudinal data research. Behavioral studies depict that employee's behavior remains inconsistent in different situations and need to study at different times.

Thirdly, the study was done in the auto parts manufacturing sector of the engineering sector that was also on marginal growth due to economic constraints and the import of vehicles. The study is needed to conduct in all engineering manufacturing sectors and there must be a comparison between them that will highlight the exact reason for innovative work behavior.

Fourth, the major constraints of the study were the financial and time resources due to the study was confined to four cities and must have included the other cities as well. The study was only in the private sector; the public sector must be studied to differentiate the employee's innovative work behavior.

Fifth, the dimensions of IM need to be investigated with mediating variable job embeddedness. Similarly, the moderating effect of intrinsic motivation between dimensions of IM and job embeddedness is needed to be tested separately. It was a constraint of this study and could not be investigated.

For future direction, it is recommended that types of personality (Big Five) should be used as the mediating and moderating variables between internal marketing and innovative work behavior. Types of personality will further provide the clarity about the what type of personality has the relationship between IM and IWB.

A study with demographic variables like gender, marital status and urban and rural background needs to be studied. The demographic variables may be used as a moderating variable between IM and IWB. Demographic variables have not yet been studied in such a model of research.

In innovative work behavior studies generally, supervisors rating is considered to verify the subordinates innovative work behavior. In employee's innovative behavior evaluation, the customer's rating instrument is proposed. Because the ultimate feedback provider is a customer. The employees who are interacting, supplying and booking orders should be evaluated by customers. The supervisor

rating sometimes may be biased due to his own interest and relationships with subordinates. Customer feedback about employee's innovative work behavior will be more authenticated.

5.5 Conclusion

Innovative work behavior has been a concern of authors and practitioners from last many decades because of its strong linkage with some key organizational outcomes. Employees who show innovative work behavior, help to secure competitive advance (Gloor, 2006), enhance productivity (Chang & Liu, 2008) and add-on performance (Janssen & Van Yperen, 2004). One cannot think to thrive or even survive without newness and continuous improvements (Winter, 1994). Specifically considering the engineering sector, inventions and breakthroughs are largely dependent upon collective innovative strategies and work behaviors of employees (Mascitelli, 2000). Likewise, innovative work behavior of engineering segment is of paramount importance in considering the significance of knowledge workers (Amar, 2002). Previously, various efforts have been made to know the antecedents of innovative work behavior and some of the factors have shown high variation in explaining IWB (Agarwal, 2014; Afsar, Badir, & Khan, 2015; Wu, Parker, & De Jong, 2014). However, studies have largely focused on individual-level variables and job factors which could have a relationship with IWB (Janssen, 2000; Ramamoorthy, Flood, Slattery, & Sardessai, 2005). Scarce research exists about examining the organizational level efforts to encourage creativity and innovation in the organization, pointing out the need to establish this missing link. Some of the recent future calls also suggest looking for corporate level factors helpful in this regard (Anderson, Potonik, & Zhou, 2014; Madrid, Patterson, Birdi, Leiva, & Kausel, 2014; Sarooghi, Libaers, & Burkemper, 2015). Therefore, this study strives to know the impact of IM as a composite variable on innovative work behavior.

Marketing is generally conceived as a need-satisfying activity between buyer and seller (Vieceli, 2011). In contrast to an external customer, the HR context of

marketing rest of satisfying the need for internal customers commonly termed as employees (Hartline & Bejou, 2012). One can't think about generating new and innovative ideas while lacking fundamental need. Following the axiom of social exchange theory, employees would feel satisfied and deeply immersed in organizational life when their needs are fully gratified (Cook & Emerson, 1987). During the exchange process, employees feel contented about the contribution received in the form of internal communication, effective leadership and empowerment, which keep employee implanted in the job. Deep involvement in the job further helps them to come up with new ideas and apply during the course of the job (Lambe, Wittmann, & Spekman, 2001). Thus the study further examines the mediating role of job embeddedness between IM and innovative work behavior.

The recent paradigm of quantitative studies points out the need to examine the context and confounding factors which could either weaken or augment the relationship (Foss & Saebi, 2017). Engineers and technical workers are counted as knowledge workers involving specialized skills required to carry out the daily task (Adriaenssen, Johannessen, & Johannessen, 2017; Collins & Kehoe, 2017). Due to the hardcore nature of their jobs, employees with a deep interest in this profession commonly join and strive to build a career path (Llopis & Foss, 2016). Previously, some studies have shown the high professional commitment of engineers in various organizations (Zhang, Ling, Zhang, & Xie, 2015). Workers with strong intrinsic motivation would be more embedded in their jobs when an organization is exercising deep IM strategies. This helped to assume the moderating role of intrinsic motivation on the relationship between IM and innovative work behavior.

Studies have shown an insignificant link between social capital and innovative work behavior after interaction with job embeddedness. Social capital implies individuals' strong bond and group cohesiveness where employees fully trust one another and exchange free flow of information (Sabatini, 2015) but when the information is shared more informally with negative talks, it reduces IWB of employees (Mura, Lettieri, Radaelli, & Spiller, 2013). It is important to understand for managers that how much and when liberty of social interaction should be given to employees to safeguard from the negative effect of social capital. Following these analogies,

we could reasonably assume that employees with strong social capital may become resistant to innovation and have no effect of job embeddedness on innovative work behavior.

Results largely confirmed the hypothesized relationships. It implies that relations in the organization are based on the exchange process, where employees and employers join hands with some exchange elements either implicitly or explicitly agreed upon (Jones, 1976). Higher the contribution from the organizational part, higher will be the desired behavior from employees. If innovative work behavior is among the key work behaviors demanded through the job description, better the provision of internal communication, effective leadership and empowerment would be the innovative work behavior from employees. The constituent elements of IM taken in this study help an employee to satisfy both basic and higher order needs (Maslow, 1943). A happy worker is a productive worker. Therefore, innovation and newness are considered as the core elements of the job description. Workers would adhere to the job requirements of the position with the perception that the organization takes care of their wellbeing.

Additionally, the study concluded the mediated role of job embeddedness between IM and innovative work behavior. According to social exchange theory, positive social interaction leads to a positive response whereas negative responses are the outcomes of negative stimulations (Chang, Eckman, & Yan, 2011). In our case, need-satisfying efforts (both lower order and higher order needs) when triggered at an employee make him embedded in the job and resultantly he would involve in organizationally desired behavior where innovative work behavior is among the key outcome demanded by the employer. Previous studies have also highlighted the link between IM and job embeddedness as well as between job embeddedness and innovative work behavior.

Our results also confirmed the moderating role of intrinsic motivation on IM and job embeddedness relationship. Moderation analysis of intrinsic motivation on IM and job embeddedness relationship was based on the axiom of employees' indigenous motivating factor, not extrinsic rewards that reduce intrinsic interest in the job (Deci & Ryan, 1985). In our case, we tried to examine the combined effects

of intrinsic motivation and IM towards job embeddedness (Cadieux, 2011). In the engineering sector, employees with a strong desire to join this profession and are self-driven (Dalvi, 2018). However, employees may feel less embedded due to external rewards vested through IM approaches, since it challenges their interest and they ought to do something which initially they want to do (Robbins, 2009). Our results of the study show that the combined effect was significant and stronger, explaining the significant increase in job embeddedness due to intrinsic motivation interaction with IM. When an organization exercises IM efforts, employees with strong self-motivation get more absorbed in their professional responsibilities. These lines of thoughts reinforce the conventional wisdom of strategic HR which emphasizes to induct the right person for the right job and further exercise other HR practices to augment the motivation (Storey, Wright, & Ulrich, 2009).

The study also examined the moderating role of social capital on the relationship between job embeddedness and innovative work behavior. The interaction term showed the insignificant impact on innovative work behavior. It implies the negating role of social capital in the given relationship. In Pakistani auto parts manufacturing firms, social capital does not increase innovative work behavior after interaction with job embeddedness. The informal sharing of information may not incline employees towards innovative behavior rather discuss only the personal information.

In sum, our results are aligned with the findings reported from the other parts of the world. Hofstede contended that research findings emerging from any cultural setting may not be generalized to other settings by disregarding the cultural facets (Hofstede, 2010). Hofstede, (1983) provided various cultural facets which may be used as a continuum to compare various cultural settings. Research findings reported from any cultural setting may not be generalized to other settings with different degree of dimensional scoring (Hofstede & Bond, 1984; Hofstede & Bond, 1988). Since the majority of research findings are contributed from the west and particularly from the US, this calls for the need to come up with indigenous findings. Pakistan is ranked high at power distance and counted as a collectivist society (Hofstede, 1984; Hofstede & Bond, 1984). However, our results

about the relationship between IM to job embeddedness as well as the positive link between job embedding and innovative work behavior are well supported like other empirical studies. Like previous studies, the constituent parts of IM i.e., internal communication, training and leadership, and empowerment have also been confirmed as strong predictors to innovative work behavior.

The abundant quantity of literature reveals a strong link between various IM (IM) practices with innovation as the organizational outcome and innovative behavior of employees in the organization. However, this study particularly examined the role of key high performing practices falls within the ambit of IM. IM emphasizes on need satisfaction of internal customers (employees) who if satisfied would contribute positively to the organization. Creativity and innovation can only be triggered by gratifying the basic and tertiary needs of employees. In nutshell, employees who are enjoying comfort and peace of mind can think out of the box.

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Appendix

6.1 Request Form**The Director****Address:** _____

MH/PhD/2016-1/1

Ph.No: _____

Dated :-----

Email: _____**Subject: Permission for Data Collection for Research in Your Esteem Organization****Dear Sir,**

I am a Ph.D. student at Capital University of Science and Technology (CUST) Islamabad. I am doing research on 'Employee's Innovative Work Behavior' which is mandatory to bring innovation in the organization. You know despite having all the latest equipment and technologies our engineering sector is unable to produce an innovative product which is not only hampering your efforts but also wastage of time and resources. This research will help us to find the underlying reasons and the IM strategies for employee's innovative work behavior.

I assure you that all quantitative and qualitative data collected from your organization will be used only for research purpose and will not be shared with your organization's or employee's name anywhere local or internationally.

The research findings can be shared with your organization if you permit otherwise not.

Please allow me to collect data from your organization and sign the attached approval form.

Best Regards

Mubarak Hussain Haider**(PhD Student)****Contact:** No: 0321-5557073**Email:** phdmaju@gmail.com;phdcust@gmail.com

6.2 APPROVAL FORM

I authorize Mr. Mubarak Hussain Haider (Ph.D. Student) to interview and fill the questionnaire for data collection needed for research only. Please cooperate him and provide every possible assistance.

Contact Person: _____

Landline No. _____

Cell Ph., No. (Optional): _____

Best Time to Call: _____

CEO /Director

Company Stamp

Dated: _____

6.3 INTRODUCTION TO THE RESEARCH

Dear Respondent!

I am conducting a research on '*IM and Employee's Innovative Work Behavior: The Mediating role of Job Embeddedness*' and have designed this questionnaire to collect data from Workers, managers and technical staff from engineering manufacturing industries of Pakistan. The data collected will be used and reported in aggregate form; no individual responses will be referred to or quoted. Any information and views shared by you will be kept confidential and used for research purpose only. The objective of this research survey is to identify and explain the impact of IM practices of the organization on Employee's Innovative work behavior with the mediating role of Embeddedness and moderating roles of Intrinsic Motivation and Social Capital in Engineering manufacturing sector of Pakistan. Your contribution in this research will facilitate the organizations to address their issues related to the innovative work behavior of employees and streamlining organization's IM practices to help them grow and perform better in a competitive environment. It will take less than 15 minutes from your busy schedule to fill this questionnaire but will contribute a lot to the research and for your organization. Please fill both parts of the questionnaire with full zeal and zest and without any undue stress.

Your cooperation will be highly appreciated. If you need any assistance or clarification, please do not hesitate to contact on following address and contacts;

Mubarak Hussain Haider, Ph.D. Scholar

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Islamabad, Pakistan

phdmaju@gmail.com; phdcust@gmail.com

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Worker Code :(-----)

Part 1**IM****Section-1**

Please 'tick' only one from 1-5 from Strongly Disagree to strongly agree with the statement which you think is most appropriate according to your thinking.

Please describe your personal views of the following statements on **Strategic Rewards system** that is practiced in your organization as objectively as you can, by encircling number against each statement from the rating scale given below.

1	Strongly Disagree	2	Disagree	3	Uncertain	4	Agree	5	Strongly Agree
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Sr. No	Items	1	2	3	4	5
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Rewards

M1	Our reward system is linked to our business goals	1	2	3	4	5
M2	Our employees are informed about how they are rewarded	1	2	3	4	5
M3	Our employees are informed about why they are rewarded.	1	2	3	4	5
M4	Our reward system emphasizes motivating those behaviors, actions, and accomplishments that help advance our organization towards our business goals	1	2	3	4	5

Section-2

Please describe your personal views of the following statements on **Internal Communication system** that is practiced in your organization as objectively as you can, by encircling number against each statement from the rating scale given below.

1	Strongly Disagree	2	Disagree	3	Uncertain	4	Agree	5	Strongly Agree
----------	--------------------------	----------	-----------------	----------	------------------	----------	--------------	----------	-----------------------

Internal Communication

M5	Our internal communication is the key to creating understanding among our employees	1	2	3	4	5
M6	Our internal communication is the key to building ownership among our colleagues.	1	2	3	4	5
M7	Our internal communication is the key to providing information to all our colleagues	1	2	3	4	5
M8	Our internal communication is consistent with our production to external customers	1	2	3	4	5
M9	Our internal communication is consistent with our external public relations.	1	2	3	4	5
M10	Our internal communication is consistent with all forms of our external communications	1	2	3	4	5

Section-3

Please describe your personal views on the following statements on **Training and Development programme** that is practiced in your organization as objectively as you can, by encircling number against each statement from the rating scale given below.

1	Strongly Disagree	2	Disagree	3	Uncertain	4	Agree	5	Strongly Agree
----------	--------------------------	----------	-----------------	----------	------------------	----------	--------------	----------	-----------------------

Training

M11	Our company set aside adequate resources to train us	1	2	3	4	5
M12	Our training and development programme is clearly directed at creating the competencies that are important to our goals	1	2	3	4	5
M13	We believe that keeping up with changing technologies require a continuous re-examination of our training programmes	1	2	3	4	5
M14	We believe that keeping up with changing business demands requires a continuous re-examination of our training programmes	1	2	3	4	5

Section-4

Please describe your personal views of the following statements on **Senior Leadership/Supervisors role** that is practiced in your organization as objectively as you can, by encircling number against each statement from the rating scale given below.

1	Strongly Disagree	2	Disagree	3	Uncertain	4	Agree	5	Strongly Agree
----------	--------------------------	----------	-----------------	----------	------------------	----------	--------------	----------	-----------------------

Leadership

M15	We believe that our leadership possesses the moral ability to move the company and its employees towards the right direction	1	2	3	4	5
M16	We believe that our leadership possesses intellectual ability to move the company and its employees towards the right direction	1	2	3	4	5
M17	Our strategic leadership puts emphasis on path-finding and culture-building to bridge the gap between strategy formulation and strategy implementation.	1	2	3	4	5

Section-5

Please describe your personal views of the following statements on **Empowerment** that is practiced in your organization as objectively as you can, by encircling number against each statement from the rating scale given below.

1	Strongly Disagree	2	Disagree	3	Uncertain	4	Agree	5	Strongly Agree
----------	--------------------------	----------	-----------------	----------	------------------	----------	--------------	----------	-----------------------

Empowerment

M18	The work I do is meaningful to me	1	2	3	4	5
M19	I am self-assured about my capabilities to perform my work activities	1	2	3	4	5
M20	I have significant autonomy in determining how I do my job	1	2	3	4	5
M21	I can decide on my own how to go about doing my work	1	2	3	4	5
M22	I have considerable opportunity for independence in how I do my job	1	2	3	4	5
M23	My impact on what happens in my department is large	1	2	3	4	5
M24	I have a great deal of control over what happens in my department	1	2	3	4	5

Section-6

Please describe your personal views of the following statements on **Job Embeddedness** that you feel to remain in the organization as objectively as you can, by encircling number against each statement from the rating scale given below.

1	Strongly Disagree	2	Disagree	3	Uncertain	4	Agree	5	Strongly Agree
----------	--------------------------	----------	-----------------	----------	------------------	----------	--------------	----------	-----------------------

Job Embeddedness

JE1	My job utilizes my skills and talents well.	1	2	3	4	5
JE2	I feel like I am a good match for my organization.	1	2	3	4	5
JE3	If I stay with my organization, I will be able to achieve most of my goals	1	2	3	4	5
JE4	I really love the place where I live.	1	2	3	4	5

JE5	The place where I live is a good match for me.	1	2	3	4	5
JE6	The area where I live offers the leisure activities that I like (sports, outdoor activities, cultural events & arts).	1	2	3	4	5
JE7	I have a lot of freedom on this job to pursue my goals.	1	2	3	4	5
JE8	I would sacrifice a lot if I left this job.	1	2	3	4	5
JE9	I believe the prospects for continuing employment with my organization are excellent.	1	2	3	4	5
JE10	Leaving the community where I live would be very hard.	1	2	3	4	5
JE11	If I were to leave the community, I would miss my non- work friends.	1	2	3	4	5
JE12	If I were to leave the area where I live, I would miss my neighborhood	1	2	3	4	5
JE13	I am a member of an effective work group.	1	2	3	4	5
JE14	I work closely with my coworkers.	1	2	3	4	5
JE15	On the job, I interact frequently with my work group members.	1	2	3	4	5
JE16	My family roots are in this community.	1	2	3	4	5
JE17	I am active in one or more community organizations (e.g. mosques, sports teams, schools, etc.).	1	2	3	4	5
JE18	I participate in cultural and recreational activities in my local area.	1	2	3	4	5

Section-7

Please describe your personal views of the following statements on **Innovative Work Behavior** that you feel in the organization as objectively as you can, by encircling number against each statement from the rating scale given below.

1	Strongly Disagree	2	Disagree	3	Uncertain	4	Agree	5	Strongly Agree
----------	--------------------------	----------	-----------------	----------	------------------	----------	--------------	----------	-----------------------

IWB

IWB1	In our department I Create new ideas for difficult issues	1	2	3	4	5
------	---	---	---	---	---	---

IWB2	In our department I Search out new works methods techniques or instruments.	1	2	3	4	5
IWB3	In our department I Generate original solutions for problems.	1	2	3	4	5
IWB4	In our department I Mobilize support for innovative ideas	1	2	3	4	5
IWB5	1. In our department I Acquire approval for innovative ideas	1	2	3	4	5
IWB6	In our department I transform innovative ideas into useful applications.					
IWB7	In our department I Make important organizational members enthusiastic for innovative ideas.	1	2	3	4	5
IWB8	In our department I introduce innovative ideas into the work environment in a systematic way.	1	2	3	4	5
IWB9	In our department I Evaluate the utility of innovative ideas.	1	2	3	4	5
IWB10	In our department I implement new ideas.	1	2	3	4	5
IWB11	In our department I Pay attention to issues that are not part of work	1	2	3	4	5
IWB12	In our department I Put effort in the development of new thing	1	2	3	4	5

Section-8

Please describe your personal views of the following statements on **Intrinsic Motivation** that you feel in the organization as objectively as you can, by encircling number against each statement from the rating scale given below.

1	Strongly Disagree	2	Disagree	3	Uncertain	4	Agree	5	Strongly Agree
----------	--------------------------	----------	-----------------	----------	------------------	----------	--------------	----------	-----------------------

Intrinsic Motivation

IMO1	The tasks that I do at work are enjoying	1	2	3	4	5
IMO2	I really think that my job is meaningful	1	2	3	4	5
IMO3	The task that I do at work are themselves an important driving force to me	1	2	3	4	5
IMO4	My job is so interesting that it is a motivation in itself	1	2	3	4	5

Section-9

Please describe your personal views on the following statements on **Social Capital** that you feel in the organization as objectively as you can, by encircling number against each statement from the rating scale given below.

1	Strongly Disagree	2	Disagree	3	Uncertain	4	Agree	5	Strongly Agree
----------	--------------------------	----------	-----------------	----------	------------------	----------	--------------	----------	-----------------------

Social Capital

SC1	In this department, we respect each other's competencies.	1	2	3	4	5
SC2	In this department, every worker shows integrity.	1	2	3	4	5
SC3	In this department, we expect the complete truth from each other.	1	2	3	4	5
SC4	In this department, we all fully trust one another	1	2	3	4	5
SC5	In this department, we count on each other to fully live up to our word.	1	2	3	4	5
SC6	In this department, we explain work-related ideas or thoughts using the same kind of vocabulary or jargon.	1	2	3	4	5
SC7	In this department, we can easily communicate with each other at work	1	2	3	4	5
SC8	In this department, we interpret organizational events and experiences similarly	1	2	3	4	5
SC9	In this department, we perceive the motives of other officers similarly.	1	2	3	4	5
SC10	In this department, we share the same vision for what the organization should	1	2	3	4	5
SC11	I am able to work with my coworkers to collectively solve problems.	1	2	3	4	5
SC12	In this department, I have the chance to talk informally and visit with others	1	2	3	4	5
SC13	I socialize with coworkers outside of the workplace.	1	2	3	4	5
SC14	I often talk to coworkers about the work-related issues.	1	2	3	4	5
SC15	I exchange job related experience with other workers.	1	2	3	4	5

Part 2**Manager/Supervisor's rating about Innovative work behavior**

Part 2 'Please encircle or Tick 'following statements are about the evaluation of your subordinate's Innovative Work Behavior. Please write a number in the given blank, before each statement, indicating the extent to which you agree or disagree with that statement by using the following scale.

1 Strongly Disagree 2 Disagree 3 Uncertain 4 Agree 5 Strongly Agree

This Person (Code#-----)

Name

(Optional):

How often does this worker perform each of the following work behaviors?

- _____ 1. Creating new ideas for difficult issues
- _____ 2. Searching out new works methods techniques or instruments.
- _____ 3. Generating original solutions for problems.
- _____ 4. mobilizing support for innovative ideas
- _____ 5. acquiring approval for innovative ideas.
- _____ 6. Transforming innovative ideas into useful applications
- _____ 7. Making important organizational members enthusiastic for innovative ideas
- _____ 8. Introducing innovative ideas into the work environment in a systematic way

_____9. Evaluating the utility of innovative ideas

_____10. Implementing of new ideas

_____11. Paying attention to issues that are not part of work

_____12. Putting effort in the development of new thing

1. Your Age: _____ Years. Your Gender: Male: Or Female

2. Your Experience in the current organization: _____ Years

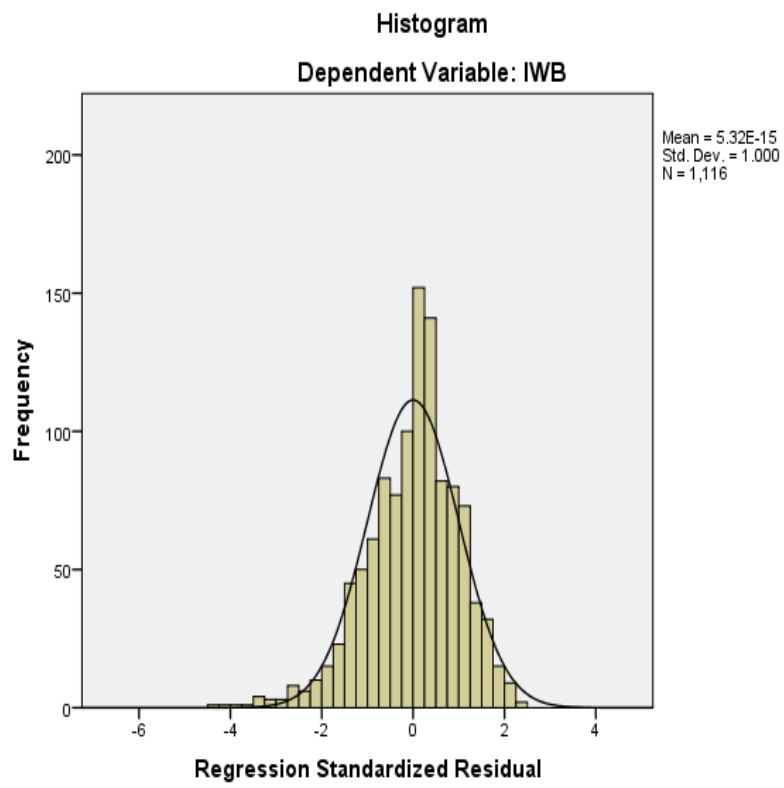
3. For how long you know this employee: _____ Years

Part-3**Part-3 is about demographics. Please tick the appropriate box below.**

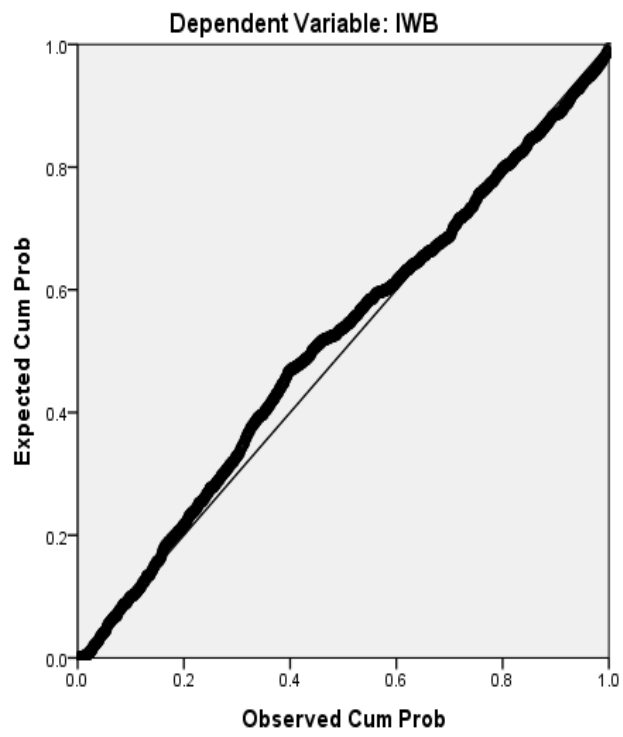
Age	Gender	Highest Level of Education	Experience
<input type="checkbox"/> 20 or below	<input type="checkbox"/> Male	<input type="checkbox"/> Matric/O'Level	<input type="checkbox"/> Less than a year
<input type="checkbox"/> 21-25	<input type="checkbox"/> Female	<input type="checkbox"/> Bachelors	<input type="checkbox"/> 1-5 yrs.
<input type="checkbox"/> 26-30		<input type="checkbox"/> Intermediate/ A-Level	<input type="checkbox"/> 6-10 yrs
<input type="checkbox"/> 31-35		<input type="checkbox"/> Master Degree	<input type="checkbox"/> 11 or above
<input type="checkbox"/> 36-40		<input type="checkbox"/> Tech. Diploma Holder	
<input type="checkbox"/> 41-45		<input type="checkbox"/> Engineer	
<input type="checkbox"/> 45 or above		<input type="checkbox"/> PhD	
Income Level (Rs)	Job	Residential Area	Nature of Job
<input type="checkbox"/> Below 20,00	<input type="checkbox"/> Managerial	<input type="checkbox"/> Urban	<input type="checkbox"/> Indoor
<input type="checkbox"/> 20,000-30,000	<input type="checkbox"/> Non-Managerial	<input type="checkbox"/> Rural	<input type="checkbox"/> Out Door
<input type="checkbox"/> 31,000-40,000			
<input type="checkbox"/> 41,000-50,000			
<input type="checkbox"/> 51,000-60,000			
<input type="checkbox"/> 61,000-80,000			
<input type="checkbox"/> 81,000-100,000			
<input type="checkbox"/> above 100,000			
		Family System	Marital Status
		<input type="checkbox"/> Joint Family	<input type="checkbox"/> Married
		<input type="checkbox"/> Independent	<input type="checkbox"/> Unmarried

Annexure

ANNEXURE 6.4

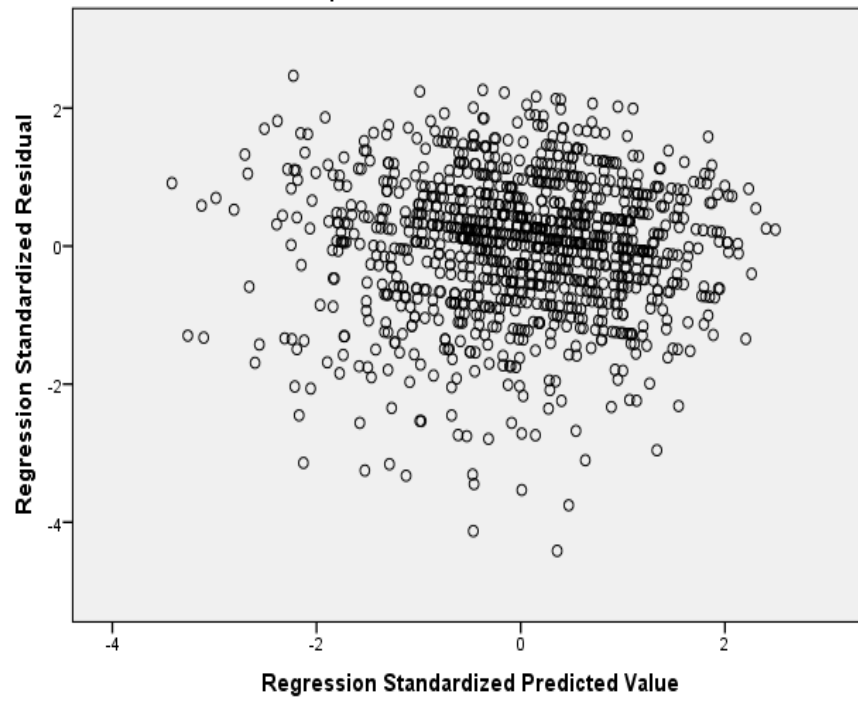


6.5 Normal P-P Plot of Regression Standardized Residual



6.6 Scatterplot

Dependent Variable: IWB



6.7 Average Variance Extracted (AVE) & Composite Reliability (CR)

Items	λ	λ^2	$\epsilon=1-\lambda^2$	No. of Items	AVE	CR= $(\sum \lambda)^2 / (\sum \lambda)^2 + \epsilon$
Item3	0.93	0.86	0.14	2	0.86	0.87
Item4	0.93	0.86	0.14			
Sum	1.86	1.73	0.27			
Item1	0.90	0.80	0.20	4	0.79	0.81
Item2	0.89	0.79	0.21			
Item5	0.89	0.79	0.21			
Item6	0.89	0.79	0.21			
Sum	3.56	3.17	0.83			
Item1	0.93	0.86	0.14	3	0.80	0.82
Item3	0.85	0.72	0.28			
Item4	0.91	0.83	0.17			
Sum	2.69	2.41	0.59			
Item1	0.72	0.52	0.48	3	0.70	0.73
Item2	0.88	0.78	0.22			
Item3	0.89	0.79	0.21			
Sum	2.50	2.09	0.91			
Item1	0.82	0.67	0.33	5	0.75	0.78
Item4	0.82	0.67	0.33			
Item5	0.89	0.79	0.21			
Item6	0.90	0.81	0.19			
Item7	0.90	0.82	0.18			
Sum	4.33	3.76	1.24			
Item1	0.96	0.92	0.08	4	0.81	0.82
Item2	0.97	0.93	0.07			
Item4	0.65	0.43	0.57			
Item5	0.97	0.94	0.06			
Sum	3.55	3.23	0.77			
Item7	0.52	0.27	0.73	8	0.58	0.64
Item8	0.77	0.59	0.41			
Item9	0.88	0.77	0.23			
Item10	0.88	0.78	0.22			
Item11	0.87	0.76	0.24			
Item12	0.85	0.72	0.28			
Item13	0.63	0.40	0.60			
Item14	0.61	0.38	0.62			
Sum	6.01	4.66	3.34			

IWB	Item1	0.88	0.77	0.23	12	0.77	0.79
	Item2	0.89	0.80	0.20			
	Item3	0.88	0.77	0.23			
	Item4	0.87	0.75	0.25			
	Item5	0.90	0.81	0.19			
	Item6	0.89	0.79	0.21			
	Item7	0.86	0.73	0.27			
	Item8	0.84	0.71	0.29			
	Item9	0.89	0.79	0.21			
	Item10	0.87	0.75	0.25			
	Item11	0.86	0.74	0.26			
	Item12	0.89	0.80	0.20			
	Sum	10.51	9.21	2.79			
IMO	Item1	0.73	0.54	0.46	4	0.50	0.58
	Item2	0.84	0.71	0.29			
	Item3	0.68	0.46	0.54			
	Item4	0.55	0.30	0.70			
	Sum	2.80	2.00	2.00			
SC	Item7	0.74	0.55	0.45	4	0.72	0.75
	Item8	0.91	0.82	0.18			
	Item9	0.90	0.81	0.19			
	Item10	0.83	0.68	0.32			
	Sum	3.38	2.87	1.13			

6.8 Ethical Guidelines Agreement

Dear sir/ Madam

I am glad to share the ethical guidelines mutually decided for the research purpose only on date-----

1-The confidentiality of the workers and the management will be kept intact.

2- No worker will be asked or forced to share private information other than the information needed for research.

3- Workers will be approached by supervisors.

4- The data will be collected from the workers only in the time and place decided.

- 5-Researcher and his lead person will not interfere the organization's matter by asking or suggesting anything.
- 6- If anything found that is being neglected by the organization and is harmful or dangerous for any trespasser e.g. naked electricity wires, dangerously hanging material part, open the main hole etc. may be informed to the security or admin department.
- 7- No gift, money or undue appreciation will be given to worker or the supervisor.
- 8-With the consent of supervisor, researcher or lead person may arrange tea or snacks on a set time for data collection in group form not individually.
- 9- The watchman or guard of the company will not be forced to allow the researcher to meet the workers without the allowance of supervisor in the lag time.
- 10- Research findings will be purely for research purpose only and will not be shared with any competitor or in a public place with the name of the company.
- 11- If a researcher finds during his research, any area of improvement, that may be discussed with the owner separately.
- 12- The management and the workers will cooperate with the researcher and his team and will ensure their integrity also.

Mubarak Hussain Haider
(Ph.D. Scholar) CUST

Manager/Supervisor
(Company Seal)

6.9 Dual Moderation Mediation Model No21 Hayes Bootstrap PROCESS Macro

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.00 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2018). www.guilford.com/p/hayes3

Model : 21
Y : IWB
X : IM
M : JE
W : IMO

Z : SC

Sample
Size: 1116

OUTCOME VARIABLE:
JE

Model Summary

R	R-sq	MSE	F	df1	df2	p
.1083	.0117	.1682	4.3984	3.0000	1112.0000	.0044

Model

	coeff	se	t	p	LLCI	ULCI
constant	5.2885	.9914	5.3345	.0000	3.3433	7.2337
IM	-.4802	.2732	-1.7575	.0791	-1.0162	.0559
IMO	-.5143	.2472	-2.0803	.0377	-.9993	-.0292
Int_1	.1471	.0682	2.1566	.0313	.0133	.2808

Product terms key:

Int_1 : IM x IMO

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	.0041	4.6508	1.0000	1112.0000	.0313

Focal predict: IM (X)
Mod var: IMO (W)

Conditional effects of the focal predictor at values of the moderator(s):

IMO	Effect	se	t	p	LLCI	ULCI
3.2500	-.0023	.0612	-.0368	.9707	-.1224	.1179
4.0000	.1080	.0366	2.9532	.0032	.0363	.1798
4.5000	.1816	.0514	3.5357	.0004	.0808	.2823

OUTCOME VARIABLE:
IWB

Model Summary

R	R-sq	MSE	F	df1	df2	p
.2173	.0472	.3688	13.7663	4.0000	1111.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	5.7683	2.1835	2.6418	.0084	1.4841	10.0524
IM	.3011	.0548	5.4940	.0000	.1935	.4086
JE	-.7858	.5870	-1.3386	.1810	-1.9376	.3660
SC	-1.0125	.5735	-1.7654	.0778	-2.1378	.1128
Int_1	.2526	.1559	1.6195	.1056	-.0534	.5585

Product terms key:

Int_1 : JE x SC

Test(s) of highest order unconditional interaction(s):

```

          R2-chng      F      df1      df2      p
M*Z      .0022      2.6229      1.0000      1111.0000      .1056

***** DIRECT AND INDIRECT EFFECTS OF X ON Y *****

Direct effect of X on Y
  Effect      se      t      p      LLCI      ULCI
  .3011      .0548      5.4940      .0000      .1935      .4086

Conditional indirect effects of X on Y:

INDIRECT EFFECT:
  IM      ->      JE      ->      IWB

          IMO      SC      Effect      BootSE      BootLLCI      BootULCI
3.2500      3.4667      -.0002      .0064      -.0146      .0126
3.2500      3.8000      -.0004      .0105      -.0225      .0202
3.2500      4.0000      -.0005      .0136      -.0288      .0267
4.0000      3.4667      .0097      .0076      -.0035      .0262
4.0000      3.8000      .0188      .0082      .0051      .0368
4.0000      4.0000      .0242      .0111      .0061      .0491
4.5000      3.4667      .0163      .0127      -.0059      .0451
4.5000      3.8000      .0316      .0132      .0094      .0613
4.5000      4.0000      .0407      .0178      .0115      .0800

Index of moderated moderated mediation
Index      BootSE      BootLLCI      BootULCI
.0371      .0329      -.0110      .1161

Indices of conditional moderated mediation by W
          SC      Index      BootSE      BootLLCI      BootULCI
3.4667      .0132      .0123      -.0047      .0421
3.8000      .0256      .0148      .0013      .0597
4.0000      .0330      .0194      .0014      .0775

---

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:
95.0000

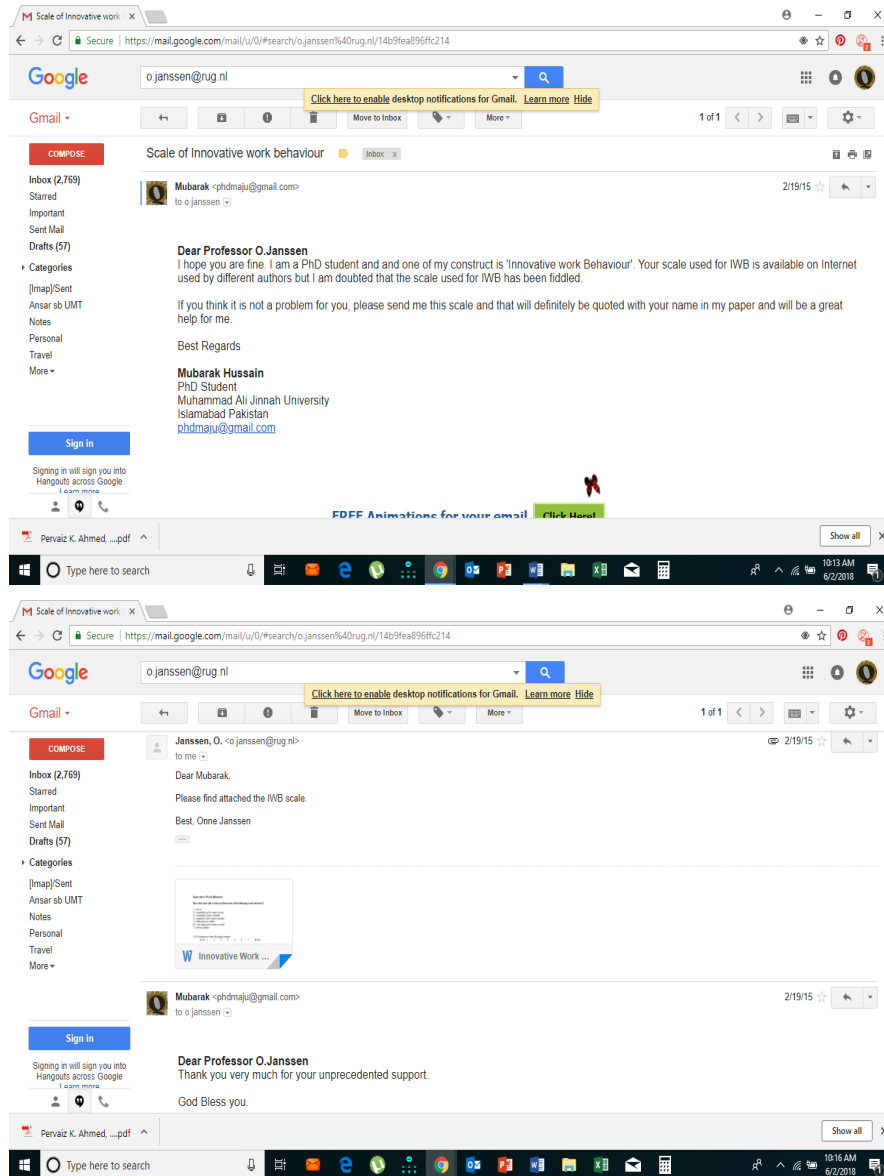
Number of bootstrap samples for percentile bootstrap confidence intervals:
5000

W values in conditional tables are the 16th, 50th, and 84th percentiles.
Z values in conditional tables are the 16th, 50th, and 84th percentiles.

----- END MATRIX -----

```

6.10 Email sent to Prof. Dr Janssen, Dr. Janine Nahapiet and Prof Dr. Andrew F. Hayes



EMP	Pearson Correlation	.017	.128**	.044	.060*	1	.477**	.095**	.171**
	Sig. (2-tailed)	.573	.000	.138	.045		.000	.002	.000
	N	1116	1116	1116	1116	1116	1116	1116	1116
IM	Pearson Correlation	.462**	.506**	.456**	.478**	.477**	1	.084**	.181**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.005	.000
	N	1116	1116	1116	1116	1116	1116	1116	1116
JE	Pearson Correlation	.027	.047	.017	.025	.095**	.084**	1	.118**
	Sig. (2-tailed)	.375	.116	.579	.413	.002	.005		.000
	N	1116	1116	1116	1116	1116	1116	1116	1116
IWB	Pearson Correlation	.058	.132**	.017	.068*	.171**	.181**	.118**	1
	Sig. (2-tailed)	.052	.000	.578	.024	.000	.000	.000	
	N	1116	1116	1116	1116	1116	1116	1116	1116

** . Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

6.12 Regression Analysis

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	EMP, SR, TD, SL, IC ^b		Enter

a. Dependent Variable: IWB

b. All requested variables entered.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Durbin-Watson	
					R Square Change	F Change	df1	df2		Sig. F Change
1	.217 ^a	.047	.043	.60758	.047	11.023	5	1110	.000	1.572

a. Predictors: (Constant), EMP, SR, TD, SL, IC

b. Dependent Variable: IWB

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.346	5	4.069	11.023	.000 ^b
	Residual	409.754	1110	.369		
	Total	430.100	1115			

a. Dependent Variable: IWB

b. Predictors: (Constant), EMP, SR, TD, SL, IC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.422	.199		12.152	.000	2.031	2.814
	SR	.039	.025	.045	1.535	.125	-.011	.088

IC	.100	.027	.109	3.647	.000	.046	.154
TD	.004	.025	.005	.175	.861	-.045	.054
SL	.048	.023	.062	2.107	.035	.003	.093
EMP	.152	.029	.152	5.145	.000	.094	.210

a. Dependent Variable: IWB

Residuals Statistics^a

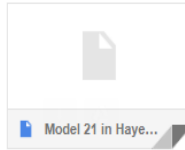
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.1625	4.0755	3.6585	.13508	1116
Residual	-2.60285	1.41795	.00000	.60621	1116
Std. Predicted Value	-3.672	3.087	.000	1.000	1116
Std. Residual	-4.284	2.334	.000	.998	1116

a. Dependent Variable: IWB

Ansar sb UMT
Notes
Personal
Travel
More ▾

God Bless You

...



Hayes, Andrew <hayes.338@osu.edu> Jun 7
to me ▾



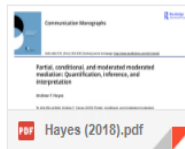
Sign in

Signing in will sign you into Hangouts across Google
[Learn more](#)

Andrew F. Hayes, Ph.D.
Professor of Psychology
Co-Director of Graduate Studies
Department of Psychology
The Ohio State University
hayes.338@osu.edu
www.afhayes.com
he/him/his

From: Mubarak Hussain [phdmaju@gmail.com]
Sent: Thursday, June 07, 2018 12:15 PM
To: Hayes, Andrew
Subject: Re: Advantage of Bootstrap

...



Mubarak Hussain <phdmaju@gmail.com> Jun 8
to Andrew ▾

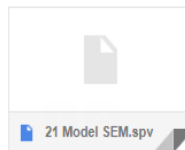
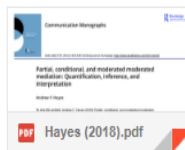
Sir God Bless you, i have no words to pay thanks for your kind gesture.

...

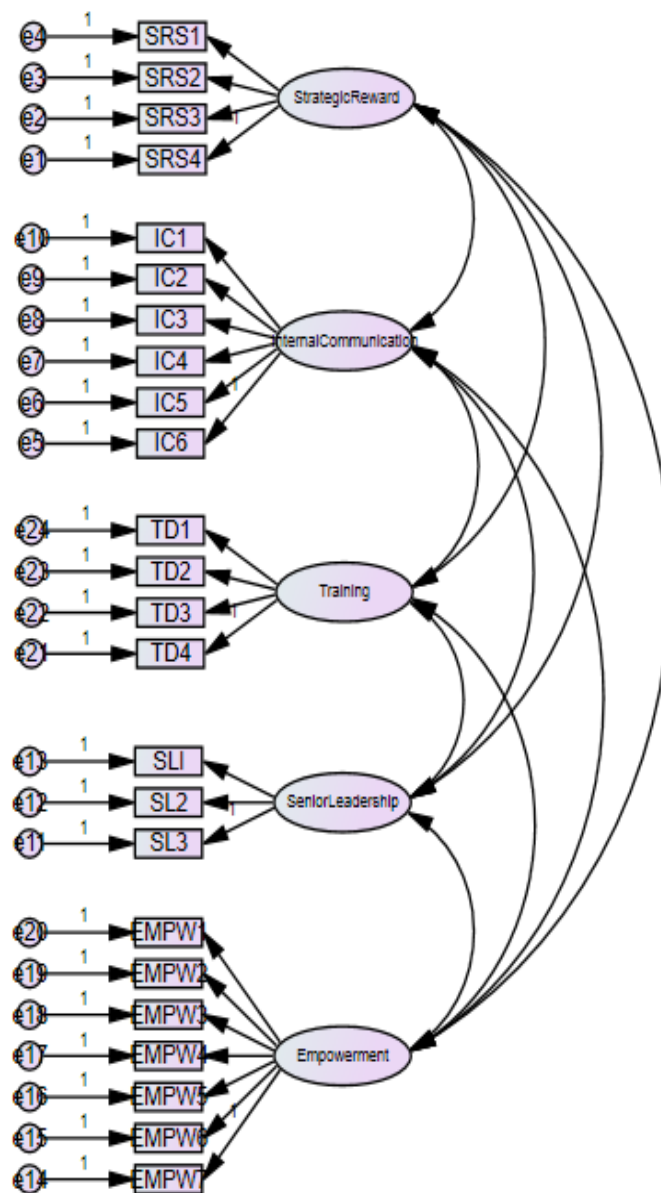
Mubarak Hussain <phdmaju@gmail.com> Jun 8
to Adnan ▾

...

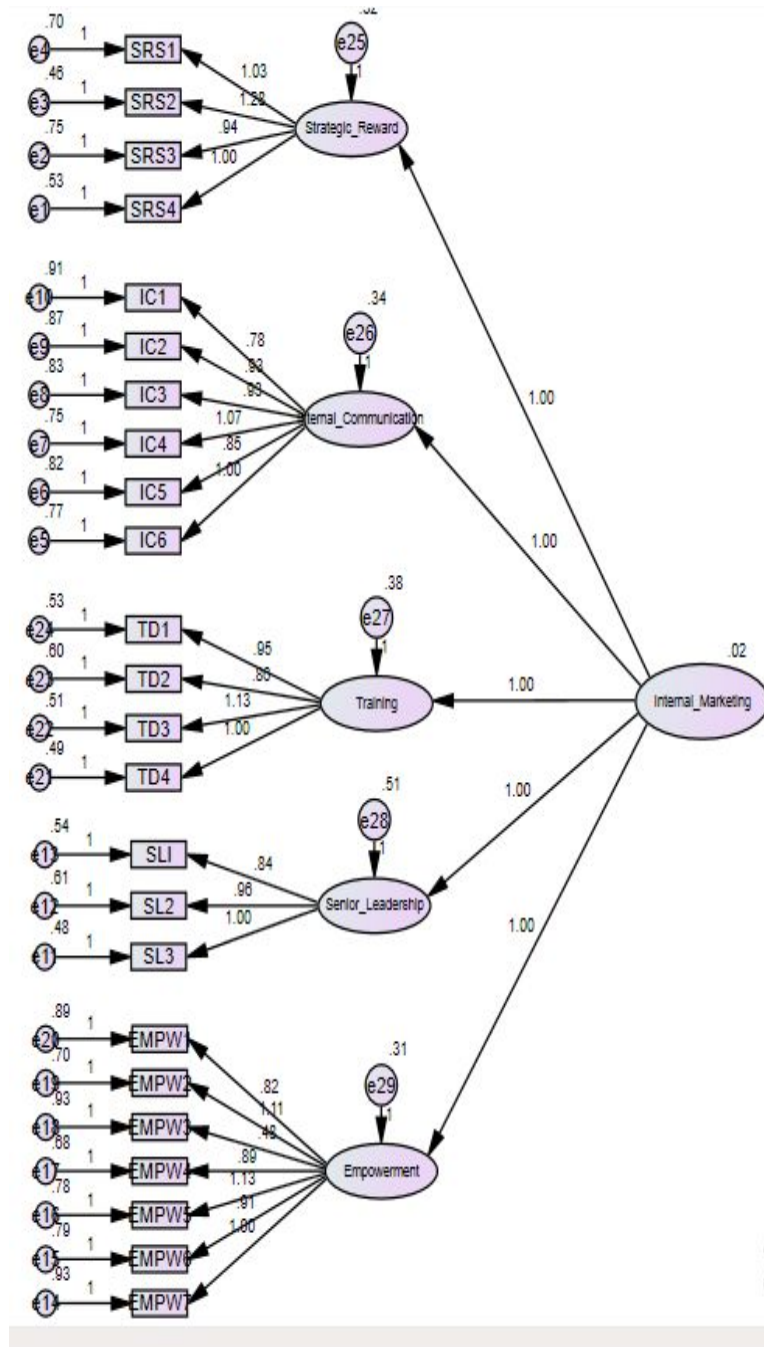
2 Attachments



6.13 First Order Factor Analysis



6.14 Second Order Factor Analysis



A
G

6.15 Second Order Indices

The screenshot displays the Mplus software interface. On the left is a tree view of the model structure for 'IM Second Order.amw'. The 'Notes for Model' item is selected. The main window shows the following output:

Notes for Model (Default model)

Computation of degrees of freedom (Default model)

Number of distinct sample moments:	300
Number of distinct parameters to be estimated:	49
Degrees of freedom (300 - 49):	251

Result (Default model)

Minimum was achieved
 Chi-square = 643.001
 Degrees of freedom = 251
 Probability level = .000

Below the main output, there are three horizontal bars representing different groups or models:

- Group number 1
- Default model

Standardized Regression Weights: (Group number 1 - Default model)

		Estimate
Internal_Communication	<--- Internal_Marketing	.222
Training	<--- Internal_Marketing	.213
Senior_Leadership	<--- Internal_Marketing	.184
Empowerment	<--- Internal_Marketing	.233
Strategic_Reward	<--- Internal_Marketing	.231
SRS4	<--- Strategic_Reward	.624
SRS3	<--- Strategic_Reward	.531
SRS2	<--- Strategic_Reward	.741
SRS1	<--- Strategic_Reward	.580
IC6	<--- Internal_Communication	.565
IC5	<--- Internal_Communication	.493
IC4	<--- Internal_Communication	.598
IC3	<--- Internal_Communication	.523
IC2	<--- Internal_Communication	.517
IC1	<--- Internal_Communication	.441
SL3	<--- Senior_Leadership	.724
SL2	<--- Senior_Leadership	.663
SL1	<--- Senior_Leadership	.637
EMPW7	<--- Empowerment	.512
EMPW6	<--- Empowerment	.506
EMPW5	<--- Empowerment	.594
EMPW4	<--- Empowerment	.525
EMPW3	<--- Empowerment	.276
EMPW2	<--- Empowerment	.607
EMPW1	<--- Empowerment	.445
TD4	<--- Training	.666
TD3	<--- Training	.703
TD2	<--- Training	.571
TD1	<--- Training	.634

Act
Go t

IM Second Order.amw

- Analysis Summary
 - Notes for Group
- Variable Summary
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 - Assessment of normality
 - Observations farthest from the centroid (Mahalanobis distance)
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... Group number 1

... Default model

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	49	643.001	251	.000	2.562
Saturated model	300	.000	0		
Independence model	24	4770.866	276	.000	17.286

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.044	.954	.945	.798
Saturated model	.000	1.000		
Independence model	.143	.682	.654	.627

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.865	.852	.913	.904	.913
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.909	.787	.830
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	392.001	320.966	470.710

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Model	NCP	LO 90	HI 90
Default model	392.001	320.966	470.710
Saturated model	.000	.000	.000
Independence model	4494.866	4274.498	4722.504

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	.577	.352	.288	.422
Saturated model	.000	.000	.000	.000
Independence model	4.279	4.031	3.834	4.235

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.037	.034	.041	1.000
Independence model	.121	.118	.124	.000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	741.001	743.249	986.859	1035.859
Saturated model	600.000	613.761	2105.252	2405.252
Independence model	4818.866	4819.967	4939.286	4963.286

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	.665	.601	.735	.667
Saturated model	.538	.538	.538	.550
Independence model	4.322	4.124	4.526	4.323

HOELTER

--- Group number 1

--- Default model