

Mediated Mechanism of Thriving at Work between Perceived Organization Support, Innovative Work Behavior and Turnover Intention

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Abstract

Thriving at work is a positive psychological state in which individuals experience a sense of vitality and learning. This study is an attempt to analyze thriving at work with two important outcome variables (innovative work behavior and turnover intention) and also examines how perceived organization support transforms individual's psychological states. Using hierarchical linear modeling on an actual sample of 147 employees from a software house, strong support has been found for all the theory-driven hypothesized statements, including the mediating mechanism of thriving at work. This study is probably the first to analyze the mediating mechanism of thriving at work between perceived organization support and innovative work behavior, and turnover intention. The findings of this study significantly contribute to the better understanding of behavior and particularly to the most developing concept of 'thriving at work'. The study concludes by stating theoretical and practical implications for workers' thriving and suggesting directions for further empirical investigations. However, there are certain limitations as the participants were taken from a single organization. Hence, future studies are required to achieve generalizability of the phenomenon under study.

Keywords: thriving at work, perceived organization support, innovative work behavior, turnover intention

1. Introduction

There is a tremendous increase in competition among organizations in today's business environment. Organizations try to differentiate themselves from others through innovation. For an organization, innovation is an important element in maintaining a fit with changes in the environmental forces and competitor strategies (Devloo et al., 2014). An organization's innovation relies on innovative work behavior of the employees (De Jong and Den Hartog, 2010). However firms are facing problems related to turnover

intention and lack of support for innovative work behavior which ultimately effects the organizational innovation.

Innovation is defined as the development and implementation of new ideas by people who over time engage in transactions with others within an institutional order (Van de Van, 1986). An organization's innovation relies on innovative work behavior of their employees to innovate their processes, methods and operations (Ramamoorthy *et al.*, 2005), which is considered as a basic component for survival and profitability of an organization (Mummedy 2008). "Innovative work behavior is generating and application of new ideas, processes and methods at workplace" (West and Farr 1990). It does not solely imply generating new ideas but also includes behaviors for implementing those ideas to accomplish innovation (De Jong and Den Hartog, 2010).

Further studies have also discussed innovative work behavior as a social mechanism between individuals who initiate innovative ideas, and the ones who are stimulated by those ideas. This social mechanism creates an environment of acceptance, as well as appreciation of ideas, which in turn aids in germinating novelties (Jain, 2010). Innovative work behaviors are a support for a successful organization (Carmeli and Spretizer, 2009), as innovation is a basic necessity for any business (Abstein and Spieth, 2014). Innovative work behavior is not only vital for organization itself but also important for the long term benefits and survival in the industry (De Jong and Den Hartog, 2010).

It has been observed, that lack of organization's support and work overload often hamper employee innovativeness. Developing a supportive environment that gives rise to interconnection among employees, may enhance innovative work behavior, along with reduction in turnover intention which is known to be quite problematic for organizations (Foon *et al.*, 2010) as it results in loss of human capital (Hussain and Asif, 2012). Participation among colleagues at workplace and sharing of ideas encourages learning and gives a sense of vitality. The duo, i.e. the sense of vitality (feeling energized and alive at work) and sense of learning (growing and getting better at what one does at work), constitute thriving at work (Spreitzer *et al.*, 2005). Thriving at work boosts the innovative work behavior, as it has been observed that employees who feel energized and also derive a nous of learning at work are more innovative than those who do not get the feel of thriving at work. The relationship between innovative work behavior and thriving at work broadens our views about the importance of thriving at work.

Three reasons can be put forth to justify the relationship that thriving stimulates innovative work behavior. Firstly, the employees are in a conducive mindset to identify problems and generate innovative ideas as they are learning and improving themselves at work (Amabile, 1998). *Secondly*, when individuals feel alive at their work, they become more vigorous (energetic) and encouraged to innovate (Carmeli and Spretizer, 2009). *Thirdly*, such individuals tend to come up with innovative solutions that can be used and applied to similar problems faced by groups or organizations (Kanter, 1988).

In literature, integrative framework is being used to develop understanding of innovation instead off considering the features separately (Anderson *et al.*, 2004). To address gaps in the literature, researchers have been consolidating regulatory focus theory and self-determination theory (Deci and Ryan, 1985, 2000, 2008; Higgins, 1997, 1998) to describe how certain factors of work situations function collectively, to boost motivation and opportunities for innovation of employees. Most studies have indicated that

innovation provides strategic support to an organization and thus this requires creative employees for organizational success.

The aim of the current study is twofold; *Firstly*, to look at the intervening mechanism of thriving at work between the perceived organizational support and innovative work behavior and *Secondly*, to test the intervening role of thriving at work between perceived organization support and turnover intention.

2. Literature Review

2.1 Innovative Work Behavior

Innovation is an important element to secure the employees' future in the changing business environment (Devloo et al., 2014). Innovative behavior of employees is a critical asset for the organization to get the edge in a changing business environment (West and Farr, 1990). Innovative work behavior does not solely contain generating new ideas but also includes behaviors for implementing those ideas to accomplish advancement which will increase performance (De Jong and Den Hartog, 2010). Innovation has not yet been universally defined in spite of its importance in organizational literature (Kheng et al., 2013), although many diverse definitions of innovation exist (Cummings and Oldham, 1997). West and Farr (1990) defined it as an introduction or generation of employee's novel or adopted ideas, process, practices and procedures for individual, group or an organization. Innovative behavior is also known to initiate with the recognition of problem and the solution or application of ideas, which may be new or adopted (Scott and Bruce, 1994). Yet in another study, the investigation of opportunities, application of novel ideas, pertaining to new knowledge that boosts up the performance of organization as well as individuals are all considered to be part of innovative work behavior (De Jong and Den Hartog, 2010). Some studies have also taken it as a social mechanism between individuals who initiate innovative ideas, and the ones who are stimulated by those ideas. This social mechanism creates an environment of acceptance, as well as appreciation of ideas, which in turn aids in germinating novelties (Jain, 2010). Innovative work behaviors are the support of successful organization (Carmeli and Spretizer, 2009). Also to achieve innovation, organizational support should be there to motivate the employees. Innovative work behaviors are a support for a successful organization (Carmeli and Spretizer, 2009), as innovation is a basic necessity for any business (Abstein and Spieth, 2014). Innovative work behavior includes studying business environment for innovation, discussing objectives of innovation and then gathering resources and planning for implementing innovation (Scott and Bruce, 1994).

2.2 Perceived Organization Support

Organization climate is an important contextual element that leads to different behavioral outcomes (Yuan and Woodman, 2010). From social-political perspectives, organization support for innovation is manifest as a pro-innovation culture (Amabile, 1988). If organization's norms favor for change then employees will pursue to initiate change (Farr & Ford, 1990; Yuan and Woodman, 2010). Eisenberger et al. (1990) gave the clearance about the difference between perceived organization support, loyalty and commitment. Researchers also proposed that several needs of individual are gratified, perception of organization about individuals are developed. Employee commitment level increase for organization, if they perceive positive organization support. If supervisors care about the

employee's involvement with the organization, then employee will also care about the organization (Eisenberger *et al.*, 1986). When one individual cares for another, he/she will get good response in return; there will be favorable consequences for both employee and employer as far as they practice the reciprocity norm (Mummedy, 2008). Perceived organizational support is important as it guarantees support from an organization for job effectiveness and to handle work strain (George *et al.*, 1993).

2.3 Thriving at Work

Thriving at work is defined as 'the psychological state in which individuals experience both a sense of vitality and learning (Spreitzer *et al.*, 2005; Porath *et al.*, 2012). When individuals experience thriving at work they develop an intention to remain with the organization (Liu and Bern-Klug, 2013). Recent research suggests that when individuals thrive at work they feel the drive to work (Porath *et al.*, 2012).

Vitality refers to feeling of aliveness and positive feeling, and energy available to do work (Spreitzer *et al.*, 2005) whereas learning refers to acquiring and applying knowledge skills to develop individual abilities (Carver, 1998). Employee prefers personnel development and job learning that is why, learning opportunities are considered important (Schaufeli *et al.*, 2009). Affective (vitality) and cognitive (learning) dimension of thriving captivate the individual growth (Porath *et al.*, 2012). Thriving is a positive psychological experience of development that invigorates and enlivens the individuals (Carver, 1998).

If one is feeling alive but not learning or if one is learning but not feeling alive at work, then there will be no thriving. Thriving can only take place when both learning and vitality exist jointly. As Porath *et al.*, (2012) suggest that thriving is a joint sense of both vitality and learning.

Thriving is considered as a subjective experience which allows employees to evaluate their job (i.e. what they are doing, how they are doing etc) and helps them to develop (Spreitzer *et al.*, 2005). When individuals grow positively, they in fact, improve their working in short term and acceptability to the environment in long term (Hall and Fukami, 1979; Kolb, 1984). Thriving provides assistance to the individuals to do the work in a manner that promotes their personal development (Spreitzer *et al.*, 2005). Hence thriving motivates individuals to involve in innovative work behavior.

2.4 Turnover Intention

Turnover intention is gaining interest now a day in business environment. Employees are an asset for an organization and researchers and practitioners have long been highlighting the need to reduce turnover (Hassan *et al.*, 2012). Numerous researchers and practitioners acknowledge turnover intention as main antecedent of actual turnover (Bluedorn 1982; Mobley *et al.*, 1978, 1979; Steel and Ovalle, 1984). Researchers and practitioners are still at work, on minimizing the turnover intention and thereafter to lessen down the actual turnover (Hassan *et al.*, 2012). Turnover intention is the worker's intention to leave his/her job (Meyer and Allen, 1984). Jacobs and Roodt (2007) stated that turnover intention is an individual's judgment that dominates the decision of continuing or leaving the job. Turnover intention occurs when there are poorly defined roles and policies that are giving least motivation and concentration at work place that make the employees to leave the organization. Employees will be more likely to quit the job when there is less clarity of job which decreases job satisfaction. Job dissatisfaction

then in turn causes turnover intention (Long, 2012). Intention to leave the organization totally depends on individual judgments (Lee et al., 2012), if individual is dissatisfied he wants to leave the job or see substitutes for the other alternatives. Turnover intention is a cognitive process (Tett and Meyer, 1993). When an individual faces bad situation his cognition gives him solution to leave the job, so it is important for managers to go through the different factors that cause intention to leave (Long et al., 2012).

Employees do not leave their job suddenly, but only when they are continuously facing disorder, that leads them towards developing the turnover intention (Soltis et al., 2013). Turnover intention has positive relation with actual turnover intention. Literature suggests that dissatisfaction may lead to intention to leave the job and actual turnover (Lee and Mitchell, 1994). Hence turnover intention is negatively related to the organization efficiency (Chang et al., 2013).

3. Theoretical Background and Hypotheses Development

3.1 Perceived Organization Support and Thriving at Work

The perceived organization support is the view of an employee pertaining to the degree to which firm values employee's contribution and cares their well-being (Eisenberger et al., 1986). If the individual feel that their organizations care about their well-being, they will feel 'alive' and start learning new things to reciprocate to and contribute to organizations' success. Thriving at work is a psychological state, is a short-term internal belonging of an employee rather than of long lasting nature (Spreitzer et al., 2005). When employees experience thriving at work they develop an intention to remain with the organization (Liu and Bern-Klug, 2013). Recent research suggests that when individuals thrive at work they feel the drive to work (Porath et al., 2012).

Perceived organization support is a key sign of employee perception of how their organization treats them (Zagenczyk et al., 2010). Wiesenfeld et al. (2001) argue that supportive organizations increase the workers' feelings of being respected and appreciated, which enhances motivation for learning new things and give sense of feeling energized. Thus supportive environment enhances thriving at work.

- **H₁:** Perceived organizational support is positively related to thriving at work.

3.2 Thriving at Work and Innovative Work Behavior

Innovation has not yet been universally defined in spite of its importance in organizational literature (Kheng et al., 2013), although many diverse definitions of innovation exist. Few are very specific whereas other are too broad (Cummings and Oldham, 1997). Innovation is generation of an employee's novel ideas, processes, practices and procedures for individual, group and organization (West and Farr, 1990). Innovative behavior initiates with the recognition of problem and the solution, and application of ideas, which may be new or adopted (Scott and Bruce, 1994), and thriving at work may provide an impetus for an innovative work behavior (Carmeli and Spreitzer, 2009). Thriving at work is the joint experience of learning and vitality, plays an important role for innovative work behavior. Vitality is a sense of exuberance, enthusiasm and vigor at work (Nix et al., 1999) whereas learning refers to knowledge building which enhances self-assurance (Edmondson, 1999). Thriving helps the individuals to fit in their jobs' framework and promote their personal development (Wallace et al., 2013).

Innovative work behaviors are the bases for the productivity and efficiency of an organization. Thriving can be a significant stimulus of innovative work behavior. When individuals are getting work experience and are progressing at work, then that is an ideal situation where they can accurately understand, solve the problem and can also innovate. According to Carmeli and Spreitzer (2009), thriving at work enhances innovative work behavior; therefore, we hypothesized that;

- **H₂:** Thriving at work is positively associated with innovative work behavior.

3.3 Thriving at Work and Turnover Intention

Turnover intention is gaining interest nowadays in business environment. Turnover intention is the worker's intention to leave his/her job (Meyer and Allen, 1984), Employees are an asset for an organization and researchers and practitioners have long been highlighting the need to reduce turnover (Hassan *et al.*, 2012). Numerous researchers and practitioners acknowledge turnover intention is the main reason of actual turnover (Bluedorn 1982; Mobley *et al.*, 1978, 1979; Steel and Ovalle, 1984). Researchers and practitioners are still at work, on minimizing the turnover intention and thereafter to lessen down the actual turnover (Hassan *et al.*, 2012), and thriving at work can be one such factor, that might help in reducing the same. Thriving is considered as a subjective experience which allows employees to evaluate their job (i.e. what they are doing, how they are doing etc.) and helps them to develop (Spreitzer *et al.*, 2005). When individuals grow positively, they in fact, improve their working in short term and acceptability to the environment in long term (Hall and Fukami, 1979; Kolb, 1984). Thriving provides assistance to the individuals to do the work in a manner that promotes their personal development (Spreitzer *et al.*, 2005), and thus helps in minimizing turnover intention. When employees thrive, then they will learn more and feel alive at workplace, which will lessen down the intention to leave the organization.

- **H₃:** Thriving at work is negatively associated with turnover intention.

3.4 Thriving at Work as a Mediator

In the earlier theory building, we have found that thriving at work is beneficial for enhancing innovative work behavior and minimizing turnover intention. Thriving at work is a psychological state which transforms individuals into yielding positive behavioral outcomes. Therefore, the mediating role of thriving is quite substantial in the current study. Thriving helps the individuals to fit in their jobs' framework and promote their personal development (Wallace *et al.*, 2013).

The association between thriving at work and innovative work behavior broadens our views about the importance of employee's thriving at workplace. Innovative work behaviors are the bases for the productivity and efficiency of an organization. Since their goals are common, the employees share their creative ideas with their colleagues as well as supervisors and managers, and also take support for implementation of the same. The members of an organization will innovate if they find it culturally suitable, i.e., if norms of an organization adopt change instead of following a tradition (Farr and Ford, 1990). An organizational environment of innovativeness presents "expectancies" and "instrumentalities" (Scott and Bruce, 1994), hence employees learn that innovativeness is a fascinating appearance while involving in innovative work behavior makes them feel marvelous. When employees get strong support for innovative behavior from their organizations, they become more innovative, that is eventually is more beneficial for the

organizations (Yuan and Woodman, 2010). A suitable environment for innovation that welcomes change and innovativeness plays an important role in making the organization prosperous and efficient (Yuan and Woodman, 2010).

Employees do not leave their job suddenly, but only when they are continuously facing disorder, that leads them towards developing the turnover intention (Soltis et al., 2013). Turnover intention has positive relation with actual turnover intention. Literature suggests that dissatisfaction may reduce intention to stay at job and actual turnover (Lee and Mitchell, 1994). Employees do not want to leave their organization, when they learn regularly and feel alive at workplace simultaneously, and thus the intention to leave the organization is inevitably reduced. Hence turnover intention is negatively related to thriving at work. According to social exchange theory, if the organization treats employees well, then they will return the same. When employees perceive that an organization cares for them, they offer loyalty and diligence in the form of reduction in turnover intention (Dawley et al., 2010) and very effectively participate in developing and implementing novel ideas. The greater the individuals perceive organizational support the greater possibility of their satisfaction, learning and commitment.

- **H4:** Thriving at work mediates the relationship between perceived organization support and innovative work behavior.
- **H5:** Thriving at work mediates the relationship between perceived organization support and turnover intention.

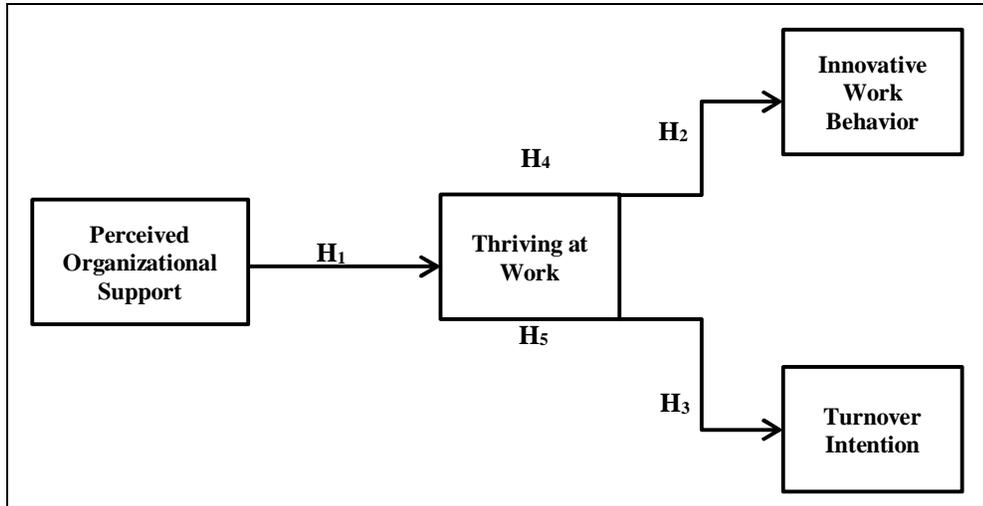


Figure 1: Theoretical Model

4. Method

4.1 Participants

To study our theoretical model, we chose software houses located in Lahore as our target population. The managers of all the software houses were contacted to seek willingness for participation in the survey. Except for one, the rest of companies straightforwardly refused to participate or respond. Hence, the sample participants were drawn from the software house that showed willingness to participate. Three different self-administered questionnaires were used for data collection i.e., from the employees (thriving at work

and perceived organization support measures), their supervisors/managers (innovative work behavior) and co-workers (turnover intention) with the aim to reduce common method biases (Podsakoff et al., 2012). The data for the mediating variable i.e. thriving at work and an independent variable i.e. perceived organization support was collected from the employees. For the dependent variables i.e. innovative work behavior and turnover intention, data was gathered from two different sources i.e. supervisors/managers and coworkers respectively. There were nearly 200 skilled employees and the questionnaires were distributed to all. Only 147 out of those questionnaires were filled and returned back making the response rate to be 75% approximately.

4.2 Measures

Thriving at Work was measured with scale developed by Porath et al., (2012). The scale consists of two dimensions of learning and vitality, with five items each. Both the dimensions are measured with five point Likert scale ranging from 1= not at all to 5= to a great extent. A sample items of learning is “I find myself learning often” and for vitality is: “I have energy and spirit”. The calculated internal consistency of the scale was 0.80.

Perceived Organization Support was measured through eight items scale that is recommended by Rhoades and Eisenberger (2002). The responses are measured on five point Likert scale ranging from 1 = not at all to 5 = very high degree” A sample item of perceived organization support is “The organization appreciates extra effort from me” and the calculated internal consistency of the scale was 0.85.

Turnover Intention was measured with three items scales developed by Singh et al., (1996). The responses are obtained on five point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. A sample item is “As soon as possible, he/she will leave the organization.” The internal consistency of the scale was 0.71.

Innovative Work Behavior was measured using six items scale by Scott and Bruce (1994) to assess innovative work behavior of employees. It is measured with five point Likert scale ranging from 1 = never to 5 = almost always. A sample item is “This worker feels innovative”. The internal consistency of the scale was 0.74.

5. Results

Table 1 provides bivariate correlations of four study variables as well as the controlled variables. The correlations coefficients provide initial support for the study hypotheses. Consistent with our hypothesized relationships, correlations indicated that perceived organization support was significantly and positively related to thriving at work ($r = 0.419$, $p < 0.01$) and in accordance with H_1 . The results show that thriving at work was positively associated with innovative work behavior ($r = 0.780$, $p < 0.01$) and negatively associated with turnover intention ($r = -0.197$, $p < 0.05$). Both of these coefficients were consistent with the H_2 and H_3 respectively. We also found a negative association between innovative work behavior and turnover intention ($r = -0.240$, $p < 0.01$). Furthermore, all of the study variables were not affected by our controlled variables.

Table 1: Descriptive Statistics and Correlation Matrix

Sr. No	Variables	Mean	S.D	1	2	3	4	5	6	7	8
1	Age	26.05	6.164	1							
2	Formal Education	2.66	0.614	0.073	1						
3	Gender	1.35	0.478	0.048	-0.062	1					
4	Tenure	2.41	2.026	0.213**	-0.00373	0.164*	1				
5	POS	3.912	0.472	0.124	-0.015	-0.149	-0.011	(0.85)			
6	Thriving	4.297	0.364	0.062	0.094	-0.046	0.019	0.419**	(0.80)		
7	IWB	4.302	0.424	0.121	0.124	-0.081	-0.003	0.337**	0.780**	(0.74)	
8	TI	1.539	0.516	-0.114	-0.152	-0.116	0.004	-0.352**	-0.197*	-0.240**	(0.71)

* P < 0.05, ** P < 0.01; reliabilities (in parentheses) appear on the diagonal
 Gender: 1= male, 2 = female

5.1 Hypotheses Testing

Hierarchical linear modeling (Bryk and Raudenbush, 1992) was used to investigate the mediations and other relationships in our study. Checking assumptions for the same, we found that the F-tests for all the models were highly significant confirming presence of linear relationships between all the variables in our models. Also Q-Q-Plot of z*pred and z*presid were examined to check the homoscedasticity and normality of residuals and no tendency in the error terms was observed. The highest value for Durbin-Watson was d = 2.28, which was between the two critical values of 1.5 < d < 2.5 and therefore we can also assume that there exists no linear auto-correlation in our regression data. The variance inflation factor scores (VIF) and tolerance were examined to check for multi-collinearity. We found no indication of multi-collinearity as the VIF score in all regression analyses remained between 1.014 to 1.037, well below 10 following the rule of thumb as suggested by Hair et al. (2010) and the tolerance for all variables was >0.1.

Testing various relationships, the study found perceived organizational support to be positively related to thriving at work (H₁). In Model 2 (Table 2), when perceived organization support (independent variable) was regressed on the thriving at work (mediating variable) along with the controlled variables (age, education, gender & Tenure), the regression coefficient was found to be significant for the relationship between perceived organizational support and thriving at work ($\beta = 0.424, p < 0.01, \Delta R^2 = 0.17, R^2 = 0.187$). Thus *H₁ is strongly supported*. The demographic variables that were

controlled for made no difference in scores on the dependent variables in most of our regression analyses.

Table 2: Linear Regression for Thriving at Work

Variables	Model 1	Model 2
<i>Controlled</i>		
Age	0.055	-0.004
Education	0.087	0.102
Gender	-0.045	0.021
Tenure	0.015	0.021
<i>Independent</i>		
POS		0.424**
R ²	0.014	0.187
ΔR ²		0.173

*P < 0.05; **P < 0.01

The second hypothesis proposes that thriving at work is positively associated with innovative work behavior. The analysis of hypothesis is presented in Model 2 (Table 3). When thriving at work (mediating variable) was regressed on innovative work behavior (dependent variable), the regression coefficient again was found to be significant ($\beta = 0.770$, $p < 0.01$, $R^2 = 0.619$, $\Delta R^2 = 0.585$), supporting our second Hypothesis.

Table 3: Linear Regression for IWB and Turnover Intention

Variables	IWB		Turnover Intention	
	Model 1	Model 2	Model 3	Model 4
Controlled				
Age	0.119	0.077	-0.106	-0.096
Education	0.110	0.043	-0.152	-0.135
Gender	-0.078	-0.043	-0.128	-0.137
Tenure	-0.015	-0.027	0.047	0.050
Mediator				
Thriving		0.770**		-0.185*
R ²	0.034	0.619	0.050	0.084
ΔR ²		0.585		0.034

*P < 0.05; **P < 0.01

Results also supported our third hypothesis (Model 4, Table 3, as the regression coefficient ($\beta = -0.185$, $p < 0.05$, $R^2 = 0.084$, $\Delta R^2 = 0.034$) shows presence of a negative relationship which though not very strong was nevertheless significant.

The fourth hypothesis states that thriving at work mediates the relationship between perceived organization support and innovative work behavior (H_4). The study uses Baron

and Kenny's (1986) mediation test, which requires the independent variable (perceived organization support in this study) to predict the dependent variable (in this case innovative work behavior & turnover intention) and the mediator (for this study was thriving at work). The mediator ought also to predict the dependent variable and finally the link between the independent variable and that of the dependent variable should decrease when the mediator is controlled. Results indicated that perceived organization support was a significant predictor of innovative work behavior (see Model 2-Table 4). The second condition corresponds to the results of our H₁. Third condition is also satisfied (see Model 3) since the results show that thriving at work (intervening variable) exhibited a significant impact on innovative work behavior (the dependent variable with $\beta = 0.771$, $p < 0.01$). Finally, perceived organization support (independent variable) no longer remained a significant predictor of innovative work behavior (as the results show its non-significance with $\beta = -0.004$, $p > 0.05$; $R^2 = 0.619$) after controlling for the mediator i.e. thriving. This implies that employees who perceive their organization's support, thrive at work which eventually enhances their innovative work behavior. Therefore, H₄ is supported.

Table 4: Linear Regression for IWB and Turnover Intention

Variables	IWB			Turnover Intention		
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6
Controlled						
Age	0.119	0.075	0.077	-0.106	-0.055	-0.055
Education	0.110	0.121	0.043	-0.152	-0.165	-0.161
Gender	-0.078	-0.027	-0.043	-0.128	-0.187	-0.186*
Tenure	-0.015	-0.010	-0.027	0.047	0.042	0.043
Independent						
POS		0.326**	-0.004		-0.375**	-0.359**
Mediator						
Thriving at work			0.771**			-0.037
R ²	0.034	0.136	0.619	0.050	0.185	0.186
ΔR^2		0.102	0.483		0.135	0.001

*P < 0.05; **P < 0.01

For the second mediation hypothesis, we find support for fulfillment of the first condition as we find perceived organization support (the independent variables) negatively impacting ($\beta = -0.375$, $p < 0.01$) turnover intention (dependent variable) of the employees. The second condition corresponds to our H₁ (see Model 5-Table 4). However, the third condition is not satisfied (see model 6), since we did not find any significant impact of thriving at work on employees' turnover intention ($\beta = -0.037$, $p > 0.05$, $R^2 = 0.186$). Also, when thriving at work (intervening variable) was entered in the model, the regression coefficient for perceived organization support (independent variable) though reduced a little in magnitude, still manifested having a significant impact ($\beta = -0.359$, $p <$

0.01, $R^2 = 0.001$) on turnover intention (dependent variable). Hence our results do not support mediation as put forth by H₅.

6. Discussion

This study is a unique effort to look at the impact of perceived organization support on thriving at work (psychological state) and two outcomes i.e. innovative work behavior and turnover intention at software house situated in Lahore, Pakistan. Our study is meaningful in the light of the fact that it is the first study, according to the best of our knowledge that investigates the effect of perceived organization support and thriving at work. There are five main results of the current study. The discussions of these results are as follows:

Firstly, we find that perceived organization support is positively related to thriving at work. Our results provide empirical support to the model developed by Spreitzer and her colleagues in 2005. Theoretically, the socially embedded model describes that contextual factors enhance thriving at work. Perceived organization support in employees about an entity develops an environment where workers can thrive. When worker feels that his/her organization cares about his/her well-being, and appreciates his/her work then he/she will probably thrive.

Secondly, we find that thriving at work is positively associated with innovative work behavior. The result provides support to theoretical model that thriving plays an important role for innovative work behavior. The results are consistent with the finding of the Carmeli and Spreitzer (2009). Vitality is a sense of exuberance, enthusiasm and vigor at work (Nix *et al.*, 1999) whereas learning refers to knowledge building which enhances self-assurance (Edmondson, 1999). Thriving helps the individuals to fit in their jobs' framework and promote their personal development (Wallace *et al.*, 2013) and hence innovative work behavior.

Thirdly, we find that thriving at work is negatively associated with turnover intention. The results demonstrate that when employees thrive at work, it lessens their turnover intention. When individuals experience learning and vitality jointly at workplace, it motivates employees to stay at work, thus reducing their intention to leave.

Fourthly, we find that thriving at work mediates the relationship between perceived organization support and innovative work behavior. The results provide support to empirical model. When the employee feels that his/her organization cares about his well-being he/she will thrive and it will help in self-assurance and self-development.

Lastly, our results do not support our second hypothesis of mediating relationship which states that thriving at work mediates the relationship between perceived organizational support and turnover intention. As perceived organization support has a relation with thriving at work, but thriving at work does not mediate the relationship between perceived organization support and turnover intention.

6.1 Theoretical Contribution

This study contributes to the innovative work behavior literature by examining how employees can become more innovative and show their interest in being creative and innovative. Innovation plays an important role in today's business environment. The research sheds light on the antecedence of innovative work behavior in an Asian setting.

To the best of our knowledge, no previous studies have yet examined the relationship between the perceived organization support and thriving at work. Furthermore, no any studies have yet examined the mediating mechanism of thriving at work between perceived organization support and two outcome variables i.e. innovative work behavior and turnover intention.

The study contributes in the field of organizational behavior in various ways. Our study exhibits that thriving at work is an important mediator in promoting innovative work behavior. Moreover, analyzing the mediating mechanism delivers an additional understanding of how perceived organizational support in organizations affects innovative work behavior and turnover intention.

The study focuses on individual level psychological process that spreads from perceived organization support to influence innovation at workplace. According to the best of our knowledge, there is no any research that has been devoted to examine the mediating role of thriving at work in relationships between perceived organization support, innovative work behavior and turnover intention. The findings of our study suggests that if organizations focus on the well-being of individuals, then there is more probability that the workers will thrive at work which in turn will lead to increased innovativeness at work.

Our study provides insight and empirical evidence to support the notion that thriving at work is an essential self-regulation mechanism that starts as an inner gadget of self-improvement and development.

6.2 Practical Implication

In line with the theoretical contribution, our study provides practical implications for managers and practitioners. The study administered strong understanding that besides the perceived organization support, innovative work behavior can also be raised by thriving at work. If employees perceive that their organization supports them in their personal growth and development, they will thrive which in turn, will result in innovative work behavior. Therefore, managers are suggested to enhance thriving at work among workers by encouraging workers who exhibit innovative work behavior. Furthermore, managers have to offer support to enrich the sense of learning and vitality (thriving at work) that is beneficial for behavioral outcomes.

6.3 Limitations and Future Directions

Even though current study has theoretical and practical implications, it is not free from limitations. First, the participants were taken from a single organization situated in Lahore, Pakistan. So the findings of this study cannot be generalized to all such firms.

Secondly, we used cross sectional study design in our research. This limits our capacity to check causality or bi-directionality of the relationships. For example, the relationship between innovative work behavior and other study variables can impact each other the other way round. So we recommend future studies to be conducted using longitudinal and perhaps experimental designs to explore the possible reciprocal relationship.

Thirdly, our study is individual based. It is recommended here that, the individuals thriving at work finally become common and transformed into collective thriving at work

through “schema collectivization” (McKinley et al., 2000). So it is recommended that future research must include groups as well as departmental levels (Spreitzer et al., 2005).

Fourthly, supervisor rating for employee in relation to innovative work behavior has its limitations, as supervisor rating may be biased for some individuals (Yuan and Woodman, 2010). Future studies should consider the cross verification method like peer rating or objective indexes.

Last but not the least, being conducted on a small sample size, this study could not utilize sophisticated statistical techniques like structural equation modeling SEM etc.

7. Conclusion

This study is an attempt to investigate what contributes to employees’ innovative behavior and their turnover intention. Previous research has shown that employees exhibit innovative work behavior when they perceive that their organizations support them. However, the mechanism of how this perception leads to innovation has been identified through this study. Results confirm the presence of a mediating variable of thriving at work that may predict the two variable outcomes i.e. innovative work behavior and turnover intention. The results suggest that the organization ought not to just focus on innovation but must care for the well-being of their employees and provide them an environment wherein they can thrive and feel alive and energetic. The more they thrive, the more they are likely to channelize their energies to good use and innovative work behavior. The study was conducted in a single organization in Pakistan; however the results do not reveal any idiosyncratic element that could be termed as peculiar to Pakistan’s context. The absence of any significant difference on scores of the outcome variables due to demographic variability shows that most probably human needs and perceptions are similar across all genders and ages. Nevertheless, more studies are required to explore the mediating role of thriving at work between perceived organization support, innovative work behavior and turnover intention.

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