

## **Person-Organization Fit and Innovative Work Behavior: The Mediating Role of Perceived Organizational Support, Affective Commitment and Trust**

Muhammad Waheed Akhtar (Corresponding author)  
Faculty of Management Sciences, International Islamic University, Islamabad, Pakistan  
Email: Waheed.mgt118@gmail.com

Fauzia Syed  
Faculty of Management Sciences, International Islamic University, Islamabad, Pakistan  
Email: Fauzia.syed@iiu.edu.pk

Mudassir Husnain  
Faculty of Management Sciences, International Islamic University, Islamabad, Pakistan  
Email: mudassiriiui@gmail.com

Saima Naseer  
Faculty of Management Sciences, International Islamic University, Islamabad, Pakistan  
Email: saima.naseer@iiu.edu.pk

### **Abstract**

The present study investigates the mediating role of perceived organizational support, trust and affective commitment in the relationship between person-organization fit and innovative work behavior. Sample consists of 151 respondents. Existing validated questionnaires were used for the collection of data from nurses employed in different hospitals of Islamabad, Pakistan. PROCESS Macros technique is applied to test the hypothesized model. The results show that affective commitment, perceived organizational support, and trust have an indirect effect on the relationship between person-organization fit and innovative work behavior. Managerial implications, directions and limitations for the future studies are mentioned at the end.

**Keywords:** perceived organizational support, person-organization fit, affective commitment, innovative work behavior, trust, nurses, hospitals.

### **1. Introduction**

#### *1.1. Background of the study*

In this contemporary world, the organizations depended on their employees for survival and competition in the competitive environment (Tajeddini & Trueman, 2008). Employees who generate, propose, implement and enforce novel ideas inside the organization are sources of sustainability for the organization (Sanders et al., 2010). Yuan and Woodman (2010) state that the last few years are the witness to uncover those factors which promote and generate employees' innovation. That's why organizations are more

focusing on an employee- organization relationship than ever (Cascio, 2006; Maguire & Pitceathly, 2002). For promoting innovative behaviors, organizations are focusing on the employees' commitment, organizational support and trust of their employees so that they participate in innovative work behavior (IWB) with full dedication, zeal and zest. Leaders focus on promoting innovation practices in the midst of the employees (De Jong & Den Hartog, 2007; Delios, 2010). IWB is termed as "the initiation, generation, implementation, execution, and realization of ideas" (De Jong & Den Hartog, 2007). It is important for managers to investigate why employees within the same organization behave differently despite enjoying the same resources and working conditions.

### *1.2. Problem Statement*

Innovative work behavior does not belong to a section of the formal job description of the personnel because it is voluntary, so cannot be impelled by formal rewards and incentives. Organizations gain competitive advantage and differentiate their products or services due to new ideas and initiatives generated by their employees. Employees show IWB only when they have a greater level of person-organization fit (Afsar & Rehman, 2015). To express IWB, it's necessary that he/she must be creative, while on the other hand, for creative employees, it's not necessary for them to display innovative work behavior.

Sometimes employees are capable to generate a new idea, but they do not show a willingness to convert their idea into practical implementation due to a number of hurdles while implementing their new idea. Many studies stated that innovative work behavior works only when the idea generation is connected with the idea implementation (Ren & Zhang, 2015; Shalley et al., 2004; Zhou & Shalley, 2003). So, now the organizations pay greater attention to develop a process and mechanism through which employees feel the fit between his values and his organizational values so that they display innovative work behavior. Hoffman et al. (2011) stated that organizations need to develop a complete understanding between the association of innovative work behavior and P O Fit.

### *1.3. Gap Analysis*

In recent years, many researchers investigated the relationship of innovative work behavior with workplace performance (Leong & Rasli, 2014; Örnek & Ayas, 2015), intellectual capital (Örnek & Ayas, 2015), knowledge sharing behavior (Akhavan et al., 2015; Radaelli et al., 2014), learning organizations (Park et al., 2014), human resource practice (Ma Prieto & Pilar Perez-Santana, 2014; Mostafa et al., 2015), Person organization fit (Afsar, 2016; Afsar & Badir, 2017; Afsar & Masood, 2018; Afsar & Rehman, 2015; Ma et al., 2016), perceived organization support (Agarwal, 2014; Choi et al., 2016; Devloo et al., 2015), trust (Afsar & Masood, 2018; Taştan & Davoudi, 2015; Vanhala & Ritala, 2016) and commitment (Ahmed et al., 2018; Montani et al., 2017). Imran et al. (2010) examined the organizational climate impact on innovative work behavior in Pakistani organizations. Imran and Anis-ul-Haque (2011) explored the role of mediating organizational climate in the connection between the transactional leader and innovative work behavior in Pakistan. Khan et al. (2012) investigated the effect which leadership style has on innovative work behavior in Pakistan.

Haq et al. (2017) stated that employee innovative behavior is enhanced with the help of organizational tenure. Afsar and Badir (2016) conducted a study in China and stated

opined that through psychological empowerment, person-organization fit affects positively on innovative work behavior. Afsar and Ur Rehman (2017) examined the indirect job embeddedness effect in the connection between employee outcomes and P O fit. Afsar (2016) investigated the impact magnitude which P O Fit bears on innovative work behavior of employees through knowledge sharing behavior at the workplace. However, researcher's optimum knowledge suggests that there is still a gap which remains unfilled in the past studies and literature of innovative work behavior i.e. the role of perceived organizational support, affective commitment and trust in the association between P O Fit and innovative work behavior. Therefore, this study will fulfill that gap under the reflection of social exchange theory (SET) (Blau, 1964).

The present study described innovative work behavior by making vivid use of social exchange theory because SET argues that individuals as well as managers/supervisors developing good workplace relationship (Cole et al., 2002). Cole et al. (2002) stated that good workplace relationships are reciprocal in nature, as they not only beneficial for employees/individuals but also for the organization as well. In the lens of SET, employees feel supported (perceived organizational support) under ideal working conditions and motivated through this perception, they develop the uncanny knack of rendering back the organization with their maximum input in the form of trust, commitment and innovative work behavior. Many researchers suggested that organizational environment leads to high-quality workplace relationships only when employees of the organization obey the norms and rules of the exchange. Social exchange theory argues that effective workplace relationships produce innovation (Basu & Green, 1997; Scott & Bruce, 1998), citizenship behaviors as well as affective commitment (Bhal, 2006), and trust (Basu & Green, 1997).

#### *1.4. Research Objectives*

Following are the objectives of the present research

- To what extent P O Fit carries effects on innovative work behavior.
- To what extent P O Fit effects on innovative work behavior through perceived organizational support, affective commitment and trust.

#### *1.5. Significance of the Study*

The present study will be contributing to literature through two ways: firstly it focuses on social exchange theory and its role (Cole et al., 2002). Secondly, the present study will be adding value in literature by focusing on the indirect effect of trust, perceived organizational support and affective commitment as well as in the association between P O Fit and innovative work behavior.

The present study creates awareness among manager about P O fit in organizations and its relationship with innovative work behavior. Secondly, it helps the managers to identify the role of organizational support in organizations (POS) and its indirect effect between P O fit and innovative work behavior relationship. Thirdly, it helps the managers in the identification of the trustee role and indirect effect among P O Fit and innovative work behavior relationship. Fourthly, it helps the managers to identify the role of

commitment and its indirect effect among innovative work behavior and P O Fit relationship.

By examining person organization fit as an antecedent to employee innovative work behavior, this study offers implications for both management scholars and practitioners. Incorporating the role of POS, commitment and trust, this research study will help researchers, scholars and practitioners to comprehend how and to what extent person organization fit can contribute to encouraging innovative work behavior. Peculiarly, these findings and results are more useful for practitioners of health sector who are willing to understand the fundamentals of psychological processes to encourage innovative work behaviors of their subordinates and followers. It will also assist organizational managers to design more distinct policies for workplace ethics to gain better involvement.

#### *1.6. Organization of the Study*

Moving forward, the organization of this research paper is as follows; Section 2 portrays concise retrospect of research literature on study variables and presents the research theoretical framework with the help of hypotheses about the associations between P O Fit, affective commitment, POS, trust and innovative work behavior. Section 3 describes the research design, sample, sampling technique, measurement tools, and Section 4 presents the results of reliability analysis, correlation and regression analysis. Lastly, Section 5 consists of current study' future implications, limitations and some interesting future research dimensions.

## **2. Literature Review**

### *2. 1. Person-Organization Fit and Innovative Work Behavior*

The notion of person-organization fit calls for “matching individual's values, personality, attitudes, needs and goals to the organizational demands, culture and values” (Kristof-Brown et al., 2005). Past studies suggested that hiring an accurate individual for the exact job is of paramount importance for gaining competitive advantage (Yu & Cable, 2012). Yu (2014) stated that past studies have been supporting the P O Fit but there is a scarcity of insight about why person-organization fit influences organizational attraction. P O Fit primarily focuses on the alignment of individuals' needs and values with organizational values. Meyer et al. (2010) stated that when chemistry and bonding of individual values are strong with organizational values, it enhances the behavioral and attitudinal employee's outcomes. Past studies suggested that P O Fit helps employees for displaying innovative work behavior (Afsar, 2016; Afsar & Badir, 2017; Afsar et al., 2018; Afsar & Rehman, 2015). Meyer et al. (2010) stated that to be engaged in some innovative work behavior, individuals find it essential to have the trust of the co-workers as well as having perceived organizational support. Boon-Itt and Yew Wong (2011) stated that individuals within organizations display performance (in-role and extra-role) as per their fit matching with that of organizations. Turnley et al. (2003) stated that innovative work behavior is indirectly enforceable, so for now- R&D employees, to exhibit extra-role performance is their IWB. Hoffman and Woehr (2006) claimed that the P O Fit directly related to behavioral outcomes of employees at the workplace. According to the basic notion of social exchange, two parties establish a relationship based on mutual exchange and almost produced the reciprocated to each other in the same way (Blau, 1964). If the one individual provides the services to other individuals, so, in return he expects the positive

return in future. So if employees received any value from the organizations then they ultimately have the feeling of obligations to respond with some favor in return. Previous research has cogently formed that a worker is involved in at least two social exchange relationships at work: one relationship with his/her immediate boss and another with his/her organization. So, it is anticipated that in those organization, where P O-fit is high, employees exhibit extra-role performance. Based on the above literature, we hypothesized that

- **H<sub>1</sub>:** P O Fit positively effect on innovative work behavior

## 2.2. POS Role as a Mediator

A worker's conviction that his/her company looks after his/her needs and gives importance to their input in long-term with respect to the company's' achievement (Krishnan & Mary, 2012). POS relates to "employees' perceptions regarding the magnitude to which the organizations care about their socio-emotional needs and value their contribution" (Rhoades et al., 2001). Eisenberger et al. (1997) have advocated the notion that once the worker perceives the impression of the way the association values his or her commitment and considers his or her building of prosperity, it cultivates representative execution by propelling an immaterial component of trade between the representative and his or her association (Rhoades et al., 2001). Chung (2017) laid down that employees can comprehend favorable and unfavorable handling by the organization as a symptom of how the company consider their roles valued and cares about their affluence or prosperity. According to SET assumptions, employed treated fairly and received value from the organizations then they are emotionally committed to their services and organization, be more loyal and they reciprocate by enhancing their involvement and engagement towards the organization (Eisenberger et al., 1997; Rhoades et al., 2001). POS builds the feeling and essence of responsibility toward organizational goal and welfare, attaining a person's socioemotional requirements and make stronger the belief that organization appreciates and payoffs better performance (Chung, 2017). When employees feel fit in the organization then he also perceives a high level of organizational support. When individual at workplace feels and perceive that his organization is working for his well-being then he feels motivated and starts to learn a new thing as the reciprocal relation, and they contribute for the organizational success in the form of beginning adopting new things. Thus,

- **H<sub>2</sub>:** P O Fit has a positive impact on perceived organizational support

POS is an indicator of how a worker judges the way the company takes care of them (Zagenczyk et al., 2010). Wiesenfeld, Raghuram, and Garud (2001) contend that caring companies increment the laborer's sentiments of being regarded and acknowledged, which improves inspiration for adapting new things and give a feeling of feeling stimulated. The employment exchange process for social exchange view proposes that when employees satisfy their job demands meanwhile in return they also want organizations also fulfill their demands in the same way (Rousseau, 1998; Siegrist, 1996) or variance in fulfillment in apprehend psychological contract, which in a stint, will adversely impact on job results. Afsar and Badir (2015) stated that the relationship between POS and IWB can be established in the social exchange context. Reciprocity in

innovative work behavior from employees occurs when employees perceived high organizational support. However, at times employees' work contributions and efforts are unmatched with relevant resources and stimulus, this argument is improbable to be taken as unbiased and then innovative work behavior is slight. Thus

- **H<sub>3</sub>:** Perceived organizational support has a positive impact on innovative work behavior
- **H<sub>4</sub>:** POS arbitrates the association between PO Fit and innovative work behavior

### 2.3. *Affective Commitment as a Mediator*

Meyer and Allen (1991) describe the affective commitment as “employee’s emotional attachment to, identification with, and involvement with the organization”. Individuals thru higher level of affective commitment want to be the part that particular organizations. So, it’s a psychological state which force employee for continuity of their employment relationship. Many researchers investigated and confirmed that P O Fit is positively related to organizational commitment (Jin et al., 2018; Kooij & Boon, 2018; Tao, 2018). Schneider, Goldstein, and Smith (1995) explained that the relationship among P O fit and commitment and stated that employees always prefer to join and retain in organizations when their value is congruent with organizational characteristics. Schneider et al. (1995) suggested that with the help of value alignment work-related challenges can be easily solved by creating a strong bond between individual and organization. So that’s why person-organization fit strongly linked with organizational commitment.

As Greguras and Diefendorff (2009) confronted, the employees with a greater level of P-O fit can easily formulate relations with their organization, elucidate themselves in terms of organization and embrace the mission of their organization, all of which should positively influence their organizational commitment. The researcher suggested that high level of organizational commitment may result when employees feel that’s their values are similar with organizational values (Jin et al., 2018; Kooij & Boon, 2018; Tao, 2018). Thus, we can hypothesis that

- **H<sub>5</sub>:** PO Fit has a positive impact on affective commitment

Rhoades et al. (2001) proposed that the individual with a high level of affective commitment with their organizations are more productive than low effective committed employees. When employees have a feeling of connection with the organizations then they want to achieve organizational goals and also want to retain in the organizations (Meyer & Allen, 1991). In outline, workers that are effectively dedicated to the organization are inalienably prompted to be worried about the organization's prosperity. They are likewise more slanted to bolster the organization's strategic direction and resolving work environment issues creatively. When an employee believes that his/her high person organization fit, he/she originates latent commitment to reflect the organization with substantiating affective and socio-emotional bonds, possibly which comprise enhanced organizational commitment, job performance and job satisfaction. (Blau, 1964). When the level of commitment is high then their innovative work behavior is also high as social exchange relationship (Blau, 1964). The basic rationale behind this may be, an individual with high P O Fit have a high level of affective commitment and high commitment leads to highly innovative work behavior.

- **H<sub>6</sub>:** Affective commitment has a positive impact on innovative work behavior
- **H<sub>7</sub>:** Affective commitment arbitrates the affiliation between P O Fit and innovative work behavior

#### 2.4. *The Mediating Role of Trust*

Damanpour and Schneider (2006) defined innovation trust as “*the mutual trust between the individual and his/her co-workers about the innovative ideas*”. This analysis is in light of the study which reveals that when workers have faith in fellow workers; that they will take note of and will support their thoughts and will give significance to the proposal they make, in this situation the workers will show more innovative work behavior (Clegg et al., 2002).

- **H<sub>8</sub>:** PO Fit has a positive impact on Trust

Innovation trust is an optimistic approach and acknowledgement of imaginative thoughts by the colleagues. Workers need to acknowledge IWB as an important organizational behavior which will promote the organization. In case the workers do not recognize this, innovation can bring standstill in the company due to the difference of opinion created at work (Shih & Susanto, 2011). These contentions start from inside strains between workers with higher IWB. For being creative, innovative employees always try to fulfill personal requirements (Shalley et al., 2004), however, employees who have low innovative work behavior feels that their jobs be on stake due to drastic innovation.

The uncertain situation occurs because innovative actions confront the stalemate and status quo and usually lead to the discharge of workers. Thus, workers show various approaches on the road to innovation (Agarwal, 2014; Godart et al., 2017; Michalski et al., 2018; Nestle et al., 2018; Shih & Susanto, 2011). Innovative employees are the most adored by the organizations; such employees feel confident with regard to their occupations. These employees think they have substitute opportunities for employment as they are in high demand in the market. Contrary to this, workers who are less innovative feel threatened from innovation and innovative ideas being initiated by innovative employees; as a result, they feel insure at work. The innovation elements are observed to be especially available for the process of the innovation process (Clegg et al., 2002).

A situation portrayed by innovation trust will permit workers to present novel thoughts realizing that colleagues react optimistically. The rationale of concentrating on trust is that it will encourage a liberal environment in which workers are sure when bringing proposals and contribution to discourse (Michalski et al., 2018; Nestle et al., 2018). Mostly thoughts end up in failure because of poor execution and are not supported by colleagues. As innovative work behavior is inclusive of creativity and execution, the workers who start with original thoughts guarantee that the thought is effectively actualized through co-worker support. At times organized imaginative methodology can have an adverse effect for the organization due to poor implementation and absence of trust and inspiration by the staff at the performance stage. Workers oppose change and incline toward existing conditions when there is an absence of trust between them.

When seen as a perspective of an exchange, the employment relationships can be distinguished as composed of social as well as economic exchanges (Aryee et al., 2002).

When observed from the social exchange lens, the organizations initiated the voluntary social exchange nature actions for their employees, then employee expecting that this kind of treatment will also be returned by and by (Blau, 1964). The extent of future returns depends upon the sole choice of the employees who are making them and thought to be a function of personal responsibility, respect, trust and liability of the organization (Haas & Deseran, 1981). Hence

- **H<sub>9</sub>**: Trust has a positive impact on innovative work behavior
- **H<sub>10</sub>**: Trust mediates the relationship between PO Fit and innovative work behavior

### 3. Research Methodology

Like other service sectors, Hospital depends heavily on the working knowledge, creative and motivated involvement of the nursing staff (Chang & Liu, 2008). Innovative and creative work practices of nurses, having direct and more attached to patients, are indispensable as they are actively participating in attaining the institutional goals, in a broader aspect, the objectives of health care (Chang & Liu, 2008; Knol & Van Linge, 2009). Consequently, it is essential to take and acquire perception into the precursors of IWB amongst nurses (Knol & Van Linge, 2009). So, the present study investigated the interceding role of POS, trust and commitment in the association between person organization fit and innovative work behavior following positivistic philosophy and quantitative approach. Employees are the unit of analysis and the collection of cross-sectional data was done through the questionnaire survey among the nurses at different hospitals of Islamabad and Rawalpindi.

#### 3.2. Population and Sample Size

Having an infinite population, the usage of a formula developed by (Godden, 2004) for the study for the identification of a reasonable sample size which turned out to be 384. For data collection, we used convenience sampling technique.

#### 3.3. Variables Measurement

We used different measurement tools. *Innovative work behavior* has been measured by the scale of ten items developed by De Jong and Den Hartog (2010). *Person-organization fit* has been assessed by a five-item scale developed by (Cable & DeRue, 2002; Saks & Ashforth, 2002). For the measurement of *Affective Organizational Commitment*, the scale of nine-item has been used as developed by Meyer et al. (1993). Whereas, *perceived organizational support* was measured through the shot version of (Eisenberger et al., 1997). For the assessment of *Trust*, we used a scale of six items developed by Cook and Wall (1980). The final version of the survey questionnaire was based on a five-point Likert scale.

#### 3.4. Data Analysis Techniques

For data analysis, we performed correlation analysis, reliability test and simple regression. We also used Hayes and Preacher (2014) model 4 for the identification of indirect effects of Trust, POS and Affective commitment in the association between P O Fit and innovative work behavior.

#### 4. Data analysis

For the collection of data, we distributed 390 questionnaires among the individuals and 198 survey questionnaires were returned of which 151 were useable. So, the response rate was 39 per cent.

##### 4.1. Demographics of the Present Study

82 percent respondents were male and female respondent was 18 percent. Most of the respondents belong to the 26-30 age group and their percentage is 38. 28 percent respondents belong to the age group of 30-35. 53 percent of the respondents are holders of a master's degree. Most of the respondents have one-year experience and their percentage is 51%.

##### 4.2. Reliability, Skewness and Kurtosis

**Table 1: Reliability, Skewness and Kurtosis Results**

Variables	No of items	Cronbach alpha	Skewness	Kurtosis
Person Organization Fit	05	0.73	-.29	-.33
Innovative Work Behavior	10	0.88	-.11	-.49
Perceived Organizational Support	08	0.70	.01	.07
Commitment	09	0.81	-.57	.35
Trust	06	0.78	-.57	-.79

The dependability of the constructs is checked by the Cronbach alpha ( $\alpha$ ). For interpretation of reliability tests, the scale has been developed by (George & Mallery, 2010; Gliem & Gliem, 2003).

We have adopted the items of the study from the old and tested constructs thus having the affirmation regarding their validity and reliability. The results of the reliability test show that that the value of Cronbach alpha is person-organization fit (.73), innovative work behavior (.90), perceived organizational support (.70), affective commitment (.81) and trust is (.77). Since the significance level of all variables is higher than 0.70, hence, all the reliability of all variables is confirmed (Nunnally & Bernstein, 1978; Raja et al., 2018);

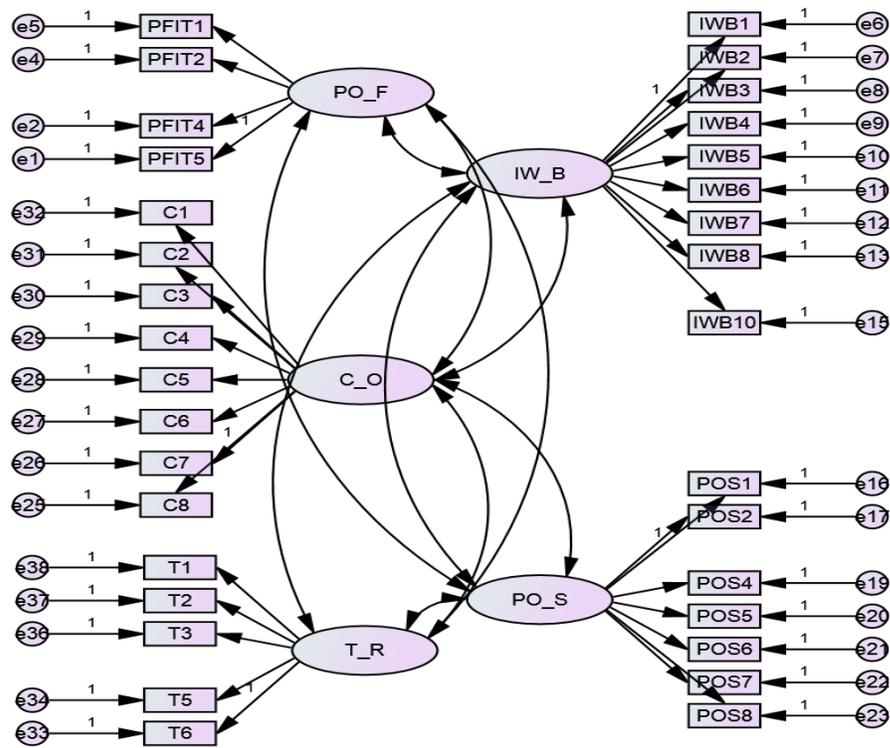
For normality test, it was determined that the values of kurtosis and skewness lie within the range of -1 to +1 as developed by van Zwet (1964) which show the normality of data and results show that there exists no issue of skewness and kurtosis because the numerical units lie within the specified array.

For the analysis of data, we used reliability test, CFA, Validity test with the help of AMOS and mediated regression with help of PROCESS" (Hayes & Preacher, 2014).

##### 4.3. Measurement Model

With the use of AMOS, we have run the Confirmatory Factor Analysis (CFA) for the measurement model. Through convergent validity and discriminant validity, we ensured that the used model of measurement is reliable and valid. Table 1 shows that composite

reliability is greater than 0.7 (Bagozzi & Yi, 1988) & average variance extracted (AVE) is greater than 0.5. Additionally, the significance level has been substantiated for all factor loading at  $p < 0.001$ . Discriminant validity was tested through the approach of Fornell and Larcker (1981). Table 4 reports that the AVE square root of each variable value is greater than their correlation with study variables. The fit indices of measurement model established through various techniques i.e. GFI, Chi-square, CFI, RMSEA and TLI. Chi-square value is 2.521, which is less than the recommended value 3 (Kline, 1998). Table 2 indicates the values of GFI, CFI and TLI are 0.935, 0.891, and 0.947 respectively, the values of all fit indices are greater than 0.9 for measurement model (Sivo, Fan, Witta, & Willse, 2006). RMSEA value is 0.056. Thus, indicating data-Model fit (Figure 2). Hence, the measurement model variable and their items are suitable for further testing of the structural model.



**Figure 2: Measurement Model**

Fit Indices CMIN/df=3.521; RMSEA=.048; CFI=.891; GFI=.935; AGFI=.947; RMR= .056

**Table 2: Convergent Validity**

<b>Constructs</b>	<b>Items</b>	<b>Factor Loading</b>	<b>Composite Reliability</b>	<b>Average Variance Extracted</b>	<b>Cronbach's alpha</b>
Person-Organization Fit	PFIT1	0.77	0.927	0.643	0.834
	PFIT2	0.88			
	PFIT4	0.87			
	PFIT5	0.92			
Trust	T1	0.79	0.780	0.573	0.734
	T2	0.72			
	T3	0.84			
	T5	0.86			
	T6	0.77			
Commitment	Com1	0.82	0.872	0.734	0.805
	Com2	0.89			
	Com3	0.76			
	Com4	0.88			
	Com5	0.93			
	Com6	0.94			
	Com7	0.76			
	Com8	0.87			
Innovative Work Behavior	"IWB1"	0.91	0.943	0.692	0.927
	"IWB2"	0.84			
	"IWB3"	0.83			
	"IWB4"	0.77			
	"IWB5"	0.93			
	"IWB6"	0.85			
	"IWB7"	0.79			
	"IWB8"	0.89			
	"IWB10"	0.82			
	Perceived Organization Support	"POS1"			
"POS2"		0.71			
"POS4"		0.79			
"POS5"		0.85			
"POS6"		0.75			
"POS7"		0.84			
"POS8"		0.76			

**Table 3: Discriminant Validity**

	1	2	3	4	5
POF	(0.706)				
TI	-0.275	(0.650)			
POS	0.452	-0.352	(0.528)		
Commitment	0.185	-0.259	0.433	(0.680)	
IWB	0.297	-0.349	0.133	0.527	(0.623)

The values in brackets are the square root of (AVE)

*4.4. Hypotheses Testing*

To test the main effect and mediation regression, we used the latest technique “PROCESS” (Hayes & Preacher, 2014). This process offers different models for Mediation, Moderation and Combined Models. For the present study, we select model number 4 to identify the direct and indirect effects and to generate bootstrap confidence interval, Kappa-squared and Sobel test as well were applied.

**Table 4: Mediated Regression Analysis Results**

Sr. No	Variable	R <sup>2</sup>	B	SE	T	P
1	P O Fit → Innovative Work Behavior	.38	.67	.07	9.64	.000
2	P O Fit → Perceived Organizational Support	.33	.57	.06	8.59	.000
3	Perceived Organizational Support → Innovative Work Behavior	.66	.71	.06	10.94	.000
			<b>Effect</b>	<b>SE</b>	<b>Z</b>	<b>P</b>
<b>Indirect Effect and Significance Using The Normal Distribution</b>						
Sobel Test			.40	.06	6.74	.000
			<b>M</b>	<b>SE</b>	<b>LL95% CI</b>	<b>UL 95%</b>
<b>Bootstrapping Results For Indirect Effects</b>						
Perceived Organizational Support			.40	.07	.28	.57

Note: n= 151. Where PFIT= Person Organizations Fit. Bootstrap sample size=5000. LL=Lower limit, CI= Confidence Interval, UL= Upper Limit. Path-1=IV→DV, Path-2=IV→MV, Path-3=MV→DV, Path-4=IV→MV→DV.

Table 4 demonstrates the results of the regression for direct and mediation hypotheses (H<sub>4</sub>, H<sub>7</sub>, H<sub>10</sub>). Preacher and Kelley (2011) stated that k<sup>2</sup> (Kappa-squared) can also be used for the identification of the effect size of mediation because k<sup>2</sup> is sample size sensitive. Cohan’s guideline has been used for defining mediation effect while sizes of small (.01), medium (.09), and large (.25) were considered (Preacher & Kelley, 2011)

Table 5 depicts the results for direct paths and mediation hypothesis. Person Organizations Fit is having a significant yet positive association with innovative work behavior ( $B=.67$ ,  $t= 9.64$ ,  $p< .001$ ). Person-Organization Fit is positively and significantly associated with Perceived Organizational Support ( $B=.57$ ,  $t= 8.59$ ,  $p< .001$ ). Perceived Organizational Support is positively and significantly correlated with innovative work behavior ( $B=.71$ ,  $t= 10.94$ ,  $p< .001$ ). So, the results are consistent with  $H_1$ ,  $H_2$  and  $H_3$ , hence our hypotheses are accepted. Person-Organization Fit has a significant and positive indirect effect on innovative work behavior through Perceived Organizational Support. The indirect effect observed was significant yet negative while assuming a normal distribution (Sobel effect=  $.40$ ,  $z = 6.74$ ,  $p<.001$ ). Furthermore, the Bootstrap results validated Sobel Test results (see Table 4). It shows that with bootstrapped at 95% CI, around both limits (lower limit and upper limit), indirect effect is not containing zero (LL=  $.28$ , UL=  $.57$ ,  $k^2 = .39$ ). So, Present study has a medium level of mediation (Preacher & Kelley, 2011). So, the results reveal that Hypothesis 4 was supported.

**Table 5: Mediated Regression Analysis Results**

Sr. No	Variable	R <sup>2</sup>	B	SE	T	P
1	P O Fit → Innovative Work Behavior	.38	.67	.07	9.64	.000
2	P O Fit → Affective Commitment	.44	.62	.06	10.83	.000
3	Affective Commitment → Innovative Work Behavior	.58	.69	.08	8.44	.000
			<b>Effect</b>	<b>SE</b>	<b>Z</b>	<b>P</b>
<b>Indirect Effect and Significance Using The Normal Distribution</b>						
Sobel Test			.43	.06	6.64	.000
			<b>M</b>	<b>SE</b>	<b>LL95% CI</b>	<b>UL 95%</b>
<b>Bootstrapping Results For Indirect Effects</b>						
Affective Commitment			.43	.09	.29	.64

Note:  $n= 151$ . Where PFIT= Person Organizations Fit. Bootstrap sample size=5000. LL=Lower limit, CI= Confidence Interval, UL= Upper Limit. Path-1=IV→DV, Path-2=IV→MV, Path-3=MV→DV, Path-4=IV→MV→DV.

Table 6 describes the results for direct paths and mediation hypothesis. Person Organizations Fit has a significant and positive relationship with Affective Commitment ( $B=.62$ ,  $t= 10.83$ ,  $p< .001$ ). Affective commitment is positively and significantly interrelated to innovative work behavior ( $B=.69$ ,  $t= 8.44$ ,  $p< .001$ ). So, the results are consistent with  $H_5$  and  $H_6$ , hence, our hypotheses are accepted. Person Organizations Fit has a significant and positive indirect effect on innovative work behavior through Affective Commitment. The indirect effect was significant and negative and assuming a

normal distribution (Sobel effect= .43,  $z = 6.64$ ,  $p < .02$ ). Furthermore, the robustness of the Sobel Test was also checked through Bootstrapping and results confirmed the same (see Table 6). The results show that with bootstrapped at 95% CI, around both limits (lower limit and upper limit), the indirect effect is not containing zero (LL= .29, UL= .64,  $k^2 = .38$ ). So, Present study has a medium level of mediation (Preacher & Kelley, 2011). So the conclusion shows that Hypothesis 7 was supported.

**Table 6: Mediated Regression Analysis Results**

Sr. No	Variable	R <sup>2</sup>	B	SE	T	P
1	P O Fit → Innovative Work Behavior	.38	.67	.07	9.64	.000
2	P O Fit → Trust	.34	.63	.07	8.70	.000
3	Trust → Innovative Work Behavior	.44	.29	.08	3.82	.002
			<b>Effect</b>	<b>SE</b>	<b>Z</b>	<b>P</b>
<b>Indirect Effect and Significance Using The Normal Distribution</b>						
Sobel Test			.18	.05	3.48	.001
			<b>M</b>	<b>SE</b>	<b>LL95% CI</b>	<b>UL 95%</b>
<b>Bootstrapping Results For Indirect Effects</b>						
Trust			.18	.07	.08	.35

Note: n= 151. Where PFIT= Person Organizations Fit. Bootstrap sample size=5000. LL=Lower limit, CI= Confidence Interval, UL= Upper Limit. Path-1=IV→DV, Path-2=IV→MV, Path-3=MV→DV, Path-4=IV→MV→DV.s

Table 6 illustrates the results for direct paths and mediation hypothesis. Person Organizations Fit is positively and significantly related to Trust ( $B=.63$ ,  $t= 8.70$ ,  $p < .001$ ). Trust is having a positive and significant relationship with innovative work behavior ( $B=.29$ ,  $t= 3.82$ ,  $p < .001$ ). So, the results are consistent with H<sub>8</sub> and H<sub>9</sub>, so our hypotheses are accepted. Person Organizations Fit has a significant and positive indirect effect on innovative work behavior ( $B=.60$ ,  $t= 9.38$ ,  $p < .001$ ) through Trust. The indirect effect was significant and negative and assuming a normal distribution (Sobel effect= .18,  $z = 3.48$ ,  $p < .02$ ). Furthermore, the Bootstrap results were in conformity with Sobel Test (see Table 6). It shows that with a bootstrapped at 95% CI around both limits (lower limit and upper limit), the indirect effect is not containing zero (LL= .08, UL= .35,  $k^2 = .17$ ). So, Present study has a medium level of mediation (Preacher & Kelley, 2011). That is why the results reveal that Hypothesis 10 was supported.

**5. Discussion and Conclusion**

The main objectives of the current study are for identification of the relationship between PO Fit and innovative work behavior through trust, perceived organizational support and affective commitment. According to the recent study results, PO Fit have a positive impact on employees innovative work behavior through trust, perceived organizational support and affective commitment. Individuals expect benefits of equal amount or values

that they give to others as stated by Social exchange theory. The relationship exchange is more positive between the organization and employees when employees are having, high perceived organizational support, trust to the organization, high commitment and high person-organization fit which will invariably lead them to display innovative work behavior in the organization.

PO fit positively affects innovative work behavior as depicted in results. These results corroborate with past studies. The positive effect of PO fit on IWB of non-R&D employees, for whom engaging in active behavior is the unclear job obligation part as found by (Vilela et al., 2008), are extended by present results. The positive relationship between productive behavioral outcomes and P O Fit (Afsar, 2016; Afsar et al., 2018; Afsar & Masood, 2018; Afsar & Rehman, 2015; Afsar & Rehman, 2017) is also substantiated in the present study results. In short, it may be concluded that IWB of the individual is strongly predicted through the perception of his/her organization and value-added for the organization.

The current study supports that POS plays the mediating role in the association between PO fit and IWB. Through the results, it can be established that the likeliness of employees being indulged in IWB is increased once they realize that organization values their work and creativity and they possess the same KSAs which match with the values of the organization. The high fit of a person's skills, abilities, and personality with the demands, cultures and values of organization helps her/him to socialize in better ways with their peers in the organization through an enhanced level of innovative work behavior (Allen & Shanock, 2013). The behavior of extra role towards the institution, as well the stakeholders of the institution, is only attained when workers feel that the institution supports and values their opinions, goals, considerations, motives, values and their efforts are being supported by the institution.

Moreover, the results of the current study have established that affective commitment mediates the P-O fit and innovative work behavior relationship. This implies that organizational commitment is the factors that affect an individuals' P-O fit and their decision to be a more innovative worker within the organization. It also recommends that there is a possibility that a person is likely to be more creative if his beliefs and values correspond with those of the organization. Consequently, employers should take notice of organizational commitments which have an influence on their employees.

Result narrates that trust mediated the consequences of person-job fit and person-organization fit on IWB. This indirect effect is mainly caused owed to the reason that when the individuals are assigned certain task, they have the tendency to discuss the same with their trusted peers and related persons so as to seek better understanding of the task as well as the mapping of the workflow, thus resulting in mitigating the fear factor of failure and reduced chances of punishment and reprimand. The employees, along with having the job characteristics as defined in their JDs, also having the matching in terms of values, personality and interests with the organization have exhibited a higher level of IWB. The proposals, they put forward across the company, are given serious consideration and even minor issues are traded off by the management. However, this can only happen if their trust is in the organization's management. Employees having trust in

the management develop the habit of floating innovative ideas and tend to work freely to achieve goal and belief in colleagues' support helps them to believe firmly in the truth and implement their ideas.

### *5.1. Managerial Implication*

The implication that can be drawn from the result of the overall study has a certain important effect for nurses. Some organizations may identify a feature of the results which they may seriously consider the basic advantages and the likely paybacks of selecting on the core counterparts who can match to the job to reduce the conflict in selection risks. This study seeks to examine whether service sector organizations may be profited to materialize their efforts to gain tangible benefits (such as enhanced innovative thinking behaviors and brain-storming among their employees) achieved through bringing into a profession such nursing staff who have the same wave-length as has the organization in terms of values. To stimulate nurses' PO fit, they may implement the screening process for recruiting the right persons who uphold the matching values with that of the organization. They may also start the orientation programs to educate the new joiners about the importance of IWB and also transmitting in them the organizational culture of promoting IWB so as to provoke in them the intentions of PO fit. It is highly imperative to make the hospital's manager capable of understanding the selection, recruitment and hiring process as to inject the nurses high in P O fit. Organization's vision, mission and value may be as such developed and devised that they are clearly understandable and hospital managers must communicate all these extensively to the new-comers having the same features to fit with the organization and this will result in improved customer service and employee skills development.

Results of our study have demonstrated that the instances where nurses have trust, high perceived organization support, affective commitment, then they align themselves and their values as per organization and as a result, they tend to put in additional efforts apart from their assigned job description to throw, foster and implement novel dimensions to improve the working. The administration and apex management must also focus on refreshing the P-O fit in the already employed nursing staff through laying out organization's socialization practices likewise periodic organizational training programs and social gatherings (Kristof-Brown et al., 2005). The employed doctors should regularly transmit and convey them the on-going development in the institution along with making them realize that what expectations institution has from them and expectations and how to bring their values in line with the institutional values. The results of the study have established that once the staff realizes that their values are compatible with the organizational values, they are more likely to indulge in IWB.

Medical institutions should provide high organizational support to the staff and create the environment of trust within the organizations. When the staff will have a greater degree of feeling of organizational support, affective commitment and trust, they will be less isolated at the workplace and thereby be more creative. Employees who are empowered, they feel as being valued by the organizations and they perceive that their expertise is given weight and resultantly, they tend to inject mind energies in the positive side. Nurses' sense of ownership and responsibility of work practices origins self-assertion which empowers them to take ingenuities. Supervisors must develop the feeling in the individuals that they are capable, having capacities and control to perform their tasks. A

doctor should also bring around nurses to throw some novel ideas by supporting and bucking up them. This can be done by putting more focus on nurse's competences, aptitude, trust, control, choice. In this way, organizations can stimulate nurses' tendency towards IWB.

### 5.2. Limitations and Future Directions

In the current study, cross-sectional data has been used for analysis and future research can boon more variations if collected data nature was longitudinal as there is always a cushion available for improvement. This study checked the indirect effect of POS, Trust, and affective commitment in the liaison between P O Fit and innovative work behavior by using simple random sampling method while the limited sample size was used and the study was conducted in hospitals only. The study needs to be more comprehensive and may be examined with larger sample size. More sectors could have been studied and comparisons among different sectors' P O Fit impact on perceived organizational support, trust, affective commitment and innovative work behaviors may have been seen. Future researchers may also study the roles of P O fit with job outcome (job performance, organizational citizenship behavior and job satisfaction) with mediators.

### 5.3. Conclusion

The findings of the present study that affirm that affective commitment, perceived organizational support, and trust mediate the relationship between PO fit and innovative work behavior. The recent study thus extends existing literature into a newer cultural context of Pakistan and warrants the occurrence of such a phenomenon in unique study settings.

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