

An Empirical Study of the Influence of Perceived Organizational Support, Leader Member Exchange and Proactive Personality on Turnover Intention and Innovative Work Behavior: The Mediating Role of Employee Engagement

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Citation: Khan M., and Dukhaykh S. (2022). An Empirical Study of the Influence of Perceived Organizational Support, Leader Member Exchange and Proactive Personality on Turnover Intention and Innovative Work Behavior: The Mediating Role of Employee Engagement, *Global Journal of Human Resource Management*, Vol.10, No.4, pp.32-59

ABSTRACT: *The authors investigate employee engagement at work for employees as the mediating mechanism for the influence of perceived organizational support, leader member exchange, and proactive personality on turnover intention and innovative work behavior. It critically reflects on the issue of employee engagement to develop the theoretical model of this study and provide empirical evidence to explain the link between perceived organizational support, leader member exchange, proactive personality, employee engagement, innovative work behavior and turnover intention with the aim of increasing the levels of engagement in the workplace, lowering the turnover intention and increasing creativity and innovative work behavior. Data is collected from 142 employees and managers in Saudi context, and statistical analysis is performed on SPSS 28 and Mplus 8.7, conduct CFA and structural equation modeling. The results are concluded by the quantitative approach to investigate the relationships under this study. Findings confirm the impact of mediation of employee engagement in the effect of perceived organizational support, leader member exchange and proactive personality on innovative work behavior and turnover intention. The mediation of employee engagement in the effect of perceived organizational support, leader member exchange and proactive personality on turnover intent is a negative correlation. A theoretical framework is proposed whereby the model is evaluated with SPSS and structural equation modeling. This study contributes to the literature regarding the struggle of disengagement in the workplace and its implications for management.*

KEYWORDS: perceived organizational support, leader member exchange, proactive personality, employee engagement, innovative work behavior, turnover intention

INTRODUCTION

One of the challenges facing organizations in the recent economic era is increasing their responsiveness to radical changes in market demands as well as the effective deployment of new technology and ways of working (Dorenbosch et. al, 2005). Innovation of products

and internal processes has evidently become a necessity in meeting these demands while innovation is no longer solely a task of specialists, scientists or R&D professionals (Dorenbosch et. al, 2005). Nowadays, many practitioners and academics endorse the view that organizations should foster, develop and use the innovative potential of their employees as a means to organizational success (e.g. Amabile, Conti, Coon, Lazenby and Herron, 1996; Bunce & West, 1995; Unsworth & Parker, 2003). Innovative work behavior is important for work-role, group and organizational performance (De Jong & den Hartog, 2010). Moreover, to obtain substantial organizational growth and development, and gain competitive advantage in quality management and continuous improvement, the employers are realizing the innovative abilities of employees. Thus, there is an increasing necessity to promote innovative work behavior. As organizations are aiming to increase the productivity and quality of work output, it is essential to cultivate a supportive environment, ensure a good team level relationship between leader and subordinates, encourage having a proactive personality in the workplace, and ensure employees well-being and happiness, where they have reduced work stress and depression, better working conditions and quality of life to satisfy their personal, family, social needs and keep them engaged at work.

There is a strong theoretical rationale related to the employee engagement to suggest that it should be included in the models of innovative behavior and turnover intention. Moreover, identification of the variables influencing employee engagement is receiving considerable attention from organizational scholars. To optimize work innovative behavior in employees, employee engagement is required at work; employees must be intellectually, socially and affectively engaged at work. Based on perspective, the satisfaction-engagement approach perspective of employee engagement, employee engagement has a positive relationship to important business outcomes like customer satisfaction, turnover, safety, productivity and profitability (Harter et. al, 2002). Highly engaged employees are more attentive and absorbed in their work, they experience positive emotions, they are able to improve their work, have a proactive personality, exceed performance and go the extra mile, trust their leaders, have clear job goals, feel valued, as the organization supports them and takes steps to improve the quality of life and well-being, and the employees exhibit innovative work behavior. Thus, employee engagement is fundamental to innovative work behavior in the workplace. It is essential to have engaged employees to encourage positive behavior and intentions.

Although employee engagement has been studied in relation to innovative work behavior and turnover intentions, and linked to the variables, the extent to which it is a mediating variable as depicted in the framework of this research remains unexplored. The gap in previous literature is a lack of good data on the concepts of employee engagement, innovative work behavior and turnover intention that has researched the antecedents, perceived organizational support (POS), leader member exchange (LMX) and proactive personality (PP), and the consequences of employee engagement with a mediating variable,

employee engagement. An absence of empirical evidence in the context of Saudi Arabia has made it difficult to use the concepts as a workplace improvement tool. Thus, this study contributes to the growing literature on the role of employee engagement in the workplace. The research builds on theories of employee engagement, turnover intention and innovative work behavior. This research builds and examines a theoretical model by linking perceived organizational support, leader member exchange and proactive personality with turnover intention and innovative work behavior via employee engagement. The results depict whether innovative work behavior and turnover intention is affected by the variables of the conceptual framework.

The research is a significant contribution in examining and revealing the relationship between the concepts and synthesizes theories of employee engagement, innovative work behavior and turnover intentions, to construct a theoretical model linking perceived organizational support, leader member exchange and proactive personality with turnover intention and innovative work behavior via employee engagement. The study is substantial as it examines the variables that have an impact on employee engagement from an individual's perception of organizational support, assessing the proactive personality characteristics, and the quality of relationship of leaders with subordinates. The conceptual framework of this study is fundamental for organizations attempting to improve employee engagement, and cultivate innovative work behavior. The research contributes to the realization of the aspirations of the National Transformation Program 2020 and Saudi Vision 2030 through national support, citizenship and engagement of its citizens. In addition, this research captures and presents the holistic picture of the essence of organizational level characteristics such as perceived organizational support, the team relationship between leader and members, and individual human characteristics of a proactive personality by examining the conceptual model of employee engagement in Saudi firms. It will further examine the role of perceived organizational support, leader member exchange and proactive personality in increasing innovative work behavior and reducing turnover intentions in the work environment through the employee engagement. Consequently, this article aims to fill the gap in previous studies in the field of employee engagement, turnover intention and innovative work behavior. It contributes to the literature on employee engagement by proposing a conceptual framework through which managers and scholars gain insights about the importance of cultivating an innovative work behavior and engage employees through projects and programs and train employees to build a proactive personality. Managerial and research implications are provided at the end of this paper based on the findings. Future recommendations and the limitations of the study are discussed to guide the future academicians.

Research questions

R1. Do perceived organizational support, leader member exchange, and proactive personality affect innovative work behavior and turnover intention?

R2: What is the mediating effect of employee engagement in the antecedents to innovative work behavior and turnover intention?

Research objectives

1. To determine if employee engagement has a mediating effect in the relationship between perceived organizational support and innovative work behavior.
2. To determine if employee engagement has a mediating effect in the relationship between perceived organizational support and turnover intention.
3. To determine if employee engagement has a mediating effect in the relationship between leader member exchange and innovative work behavior.
4. To determine if employee engagement has a mediating effect in the relationship between leader member exchange and turnover intention.
5. To determine if employee engagement has a mediating effect in the relationship between proactive personality and innovative work behavior.
6. To determine if employee engagement has a mediating effect in the relationship between proactive personality and turnover intention.

LITERATURE REVIEW:

In order to improve innovative work behavior and better employee engagement, organizations are creating a supportive environment with their employees, establishing sound leader and subordinate relations and encouraging the proactive personality in the workplace which will lead them to exhibit innovative work behavior. While employees receive higher salaries, better working conditions, satisfaction of attention given by managers, and the feeling that their work is meaningful and contributes to the organization's operations, the organization benefits as its employees are more committed to the organization, and work harder and more effectively (Naujokaitiene, Tereseviciene, & Zydziunaite, 2015). Therefore, with an organization's strong perceived support, a high quality subordinate and leader relationship, along with a highly proactive personality, employees will be more engaged in the workplace, exhibit innovative work behavior and have lower turnover intentions.

Perceived organizational support is one of the ways to mitigate problems such as those related to employee turnover intentions, while it brings about positive changes and outcomes such as increase the engagement of employees, and the performance of organizations. Perceived organizational support is when an employee thinks that the organization will support him or her in doing some kind of job, he or she will be more willing to do an assigned job (Kim, Shin, & Umbreit, 2007). Yu and Frenkel found that perceived organizational support is more concerned with socio-emotional needs of employees such as relatedness or belongingness, which if addressed properly, enhances their identification with the organization which results in increased positive employee work outcomes (Yu & Frenkel, 2013). Linking perceived organizational support with innovative work behavior, employees show innovative work behavior only when they are supported

and rewarded (Clegg, Unsworth, Epitropaki & Parker, 2002; Janssen, 2005). On the other hand, outcomes such as turnover intentions are a result of lack of organizational support and disengagement of employees at work. Rich posits that perceived organizational support is considered as the predictor of employee turnover intentions, work performance, financial capabilities, and customer satisfaction (Rich, 2006). Internally, when organizations experience changes due to market competition or expansion of the firm's business operations, it is challenging to inculcate the development environment essential to achieve goals and retain talent, and perceived organizational support has a focus on nurturing the environmental changes that improve working conditions with organizational support and lowering the negative outcomes such as turnover.

The quality of relationship between leaders and members leads to employees being more engaged, which in turn would lead to innovative work behaviors. In a high quality leader member exchange, employees are free to decide how to carry out tasks at work, are competent and self determined, and show innovative work behavior in the organization. Pelz and Andrews (1966) found a positive relationship between leader member exchange and employees' innovation. Moreover, studies proved that different antecedents of innovative work behavior along with leader member exchange found a positive relationship between leader member exchange and employees' innovative work behavior (Scott and Bruce, 1994). Given the phenomenon of LMX theory, this study forms an argument that the quality of the relationship affects turnover intentions in organizations and it facilitates employee engagement and innovative work behavior.

Organizational life is full of uncertainty and ambiguity (March, 1978) and this allows employees to maneuver and express their own individuality in the way that they fulfill their organizational roles (Miner, 1987; Weick, 1979). Proactive individuals have a stable disposition towards a proactive behavior. Proactive personality has been linked to a variety of organizational behaviors including transformational leadership (Bateman and Crant, 1993), and to career success (Seibert, Crant & Kraimer, 1999), yet the relationship with employee engagement, remains scarce. It was found in previous research that proactive individuals are more likely to engage in career management activities such as seeking out job and organizational information, obtaining sponsorship and career support, conducting career planning, and persisting in the face of career obstacles. They anticipate changing environmental contingencies and generate constructive change.

Innovative work behavior

Innovative work behavior is generally framed in the context of how individuals could facilitate the achievement of initiation and intentional introduction of new and useful ideas, processes, products or procedures (Farr and Ford, 1990). Janssen (2000), and Scott and Bruce (1994) define innovative work behavior as consisting of four interrelated sets of activities; recognition of the problem, idea generation, idea promotion, and idea realization. The first two sets cover the notion of creativity-oriented work behaviors, the recognition

and understanding of work related problems, and the last two behavioral sets refer to implementation-oriented behavior that includes the promotion of new ideas (to colleagues and managers).

Turnover Intention

Intention to turnover is defined as one's behavioral attitude to withdraw from the organization whereas turnover is considered to be the actual separation from the organization (Aydogdu & Asikgil, 2011). Turnover intention may be defined as the intention of employees to quit their organization (Price, 1977). "Turnover" is the ratio of the number of organizational members who have left during the period being considered divided by the average number of people in that organization during the period (Price, 1977). According to previous studies, high work demands in addition to low control over a job may build stress, and this has generally led to turnover (Calisir, Gumussoy, and Iskin, 2009).

Employee engagement (EE)

Shuck & Wollard (2010) define employee engagement as an individual employee's cognitive, emotional, and behavioral state directed towards desired organizational outcomes and is considered as an important source that provides a competitive advantage at all organizational levels. Kahn (Kahn, 1990), who introduced the concept of engagement and disengagement in workplace, defines it as the harnessing of organization members' selves to their work roles where in people employ and express themselves, physically, cognitively, and emotionally during role performances.

Perceived Organizational Support (POS)

Employees are found to be engaged when they perceive the environment is supportive. Perceived organizational support is an antecedent to employee engagement. Social exchange theory helps to form the relationship between POS and turnover decisions. This theory suggests that employees value job rewards to a greater extent if the rewards are based on the discretion of the organization rather than influenced by external influences regulations (e.g., Blau, 1964; Eisenberger et al., 1986; Eisenberger, et al., 1987; Gouldner, 1960, Shore & Shore, 1995). "Employees' sense of belongingness to the organization will become strong when they perceive the support from the organization which in turn makes the employees show a higher order employee engagement by striving hard to help the organization achieve its set goals" (Dai & Qin, 2016). Employees who feel valued by their organization and feel that they can depend on their organization for support are more excited and enthusiastic on a daily basis (Lamastro, 1999). This implies that such support entails the employees to be more engaged. Moreover, employees show IWB only when they are supported and rewarded (Clegg et. al, 2002; Janssen, 2005). When an organization conveys to its employees a feeling that the organization trusts them, cares about them and

their work done, the employees are said to have high POS, which results in better employee engagement, as it is a key to retention of talent (Glen, 2006). Yu and Frenkel found that POS is more concerned with socio-emotional needs of employees such as relatedness or belongingness, which if addressed properly, enhances their identification with the organization which results in increased positive employee work outcomes (Yu & Frenkel, 2013). It is found that an innovative work behavior and turnover intentions are outcomes of a supportive organization. Moreover, Burns in his study showed a negative relation between POS and voluntary turnover, where increased POS led to decreased turnover, suggesting that if the employees believe that their organization cares and supports them, there is less chance, that they leave their organization by choice” (Burns, 2016). In the light of this, it is assumed that perceived organizational support, in the presence of employee engagement, affects Innovative work behavior and turnover intentions.

Leader Member Exchange (LMX)

Much of the problem of disengaged employees is due to low quality of relationships between leaders and their subordinates. The Leader Member Exchange - LMX theory was developed to explain the quality of interpersonal relationship between an employee and his or her supervisor (Graen and Uhl-Bien, 1995). LMX proposes that leaders develop a different quality of relationship with each of their members. The quality of these relationships determines the amount of physical or mental effort, material resources, information and/or social support exchanged between the supervisor and subordinate (Graen and Uhl-Bien, 1995). A high quality LMX relationship involves more exchange of effort, resources and support between the two parties and is characterized by liking, loyalty, professional respect and contributory behaviors, while low quality LMX relationships are characterized by minimal exchange of effort, resources and support between the two parties (Restubog, 2010). The consequences of high quality member and leaders are in and negative. Leader–member exchange (LMX) has been characterized as a form of social support capable of buffering the effects of negative work experiences (Restubog, 2010). Researcher It is therefore assumed that high quality leader-member relations, through employee engagement, will lead organizations to innovative work behavior, and a decrease in negative outcomes such as turnover intentions.

Proactive personality

A proactive personality is one of the ways to increase the performance of employees and the productivity of organizations. According to Bateman and Crant (1993), highly proactive people identify opportunities and act on them, show initiative and persevere until they bring about meaningful change; they transform their organization’s missions, find and solve problems, and take it on themselves to have an impact on the world around them. Less proactive people are passive and reactive, and tend to adapt to circumstances rather than change them. Therefore, it is assumed that to analyze the problem of employee disengagement, intent to turnover, and to develop the innovative potential of employees, a

proactive personality influences turnover intention and innovative work behavior through employee engagement.

The LMX theory, social exchange theory and engagement satisfaction approach are used to link the effects of the variables in the proposed model. According to the LMX theory, the quality of interpersonal relationship between an employee and his or her supervisor is determined. LMX theory explores how leaders and managers develop relationships with team members, and it explains how those relationships can either contribute to the growth and assist change or hold people back in the leadership context. In LMX theory trust is described as a leader's authentic behavior, a leader's trustworthy behavior and how it is implemented in daily actions are key components of LMX exchanges. Leader-member exchange (LMX) theory by Graen and Uhl-Bien (1995) focuses on the relationship between the leader and member. The key principle of LMX theory is that leaders develop different types of exchange relationships with their followers and the quality of the relationship that is developed alters the impact on outcomes of this leader and member exchange (Babic, 2014). According to Graen and Uhl-Bien (1995) researchers have found that high-quality leader-member exchanges produce less employee de-motivation and greater organization commitment. Therefore, it is assumed that in a high quality leader member relationship employees would be highly engaged, employee turnover intent would be less and more innovative work behavior that leads to greater outcomes would be a result.

According to the Engagement – Satisfaction approach, employee engagement has a positive relationship to important business outcomes like customer satisfaction, turnover, safety, productivity and profitability. While employees receive higher salaries, better working conditions, satisfaction of attention given by managers, and the feeling that their work is meaningful and contributes to the organization's operations, the organization benefits as its employees are more committed to the organization, and work harder and more effectively. According to the Gallup Organization: "The term employee engagement refers to an individual's involvement and satisfaction with as well as enthusiasm for work" (Harter, Schmidt and Hayes., 2002: 269). The Satisfaction-Engagement approach has had a significant impact in academia as well, because Gallup's research has established meaningful links between employee engagement and business unit outcomes, such as customer satisfaction, profit, productivity, and turnover (Harter et al., 2002). This is the basis for the assumption of employee engagement leading to innovative work behavior and turnover intent.

Social exchange theory helps to form the relationship between Perceived organizational support (POS) and turnover decisions. From the social exchange perspective (Cropanzano, Anthony, Daniels, & Hall, 2017; Cropanzano & Mitchell, 2005), the relationship between employees and organizations consists of extensive exchange episodes, in which one party pays back what the other party has contributed and when the expectations of both parties are met, the quality of the relationships improves. The resources that organizations can supply for exchange can be symbolic (resources conveying meanings beyond objective worth) or concrete (tangible resources related to instrumental needs). Social exchange theory argues that relationships at work evolve over time into trusting, loyal, and mutual commitments as long as all parties involved abide by reciprocity or repayment rules. For

example, when employees receive particular resources from their organization (e.g., a decent salary, recognition, opportunities of development) they feel obliged to respond in kind and “repay” the organization. Following this lead, Saks (2006) argues that one way for individuals to repay their organization is through engagement. In other words, employees will engage themselves to varying degrees and in response to the resources they receive from their organization. In terms of Kahn’s (1990) definition of engagement, employees feel obliged to bring themselves more deeply into their role performances as repayment for the resources they receive from their organization. Alternatively, when the organization fails to provide these resources, individuals are more likely to withdraw and disengage themselves from their roles, which eventually might result in burnout (Schaufeli, 2006). Using a social exchange perspective Alfes, Shantz, Truss and Soane (2013) showed that the relationships between engagement and citizenship behavior as well as that between engagement and turnover intention was moderated by perceived organizational support and by the relationship with the supervisor. More specifically, when engaged employees felt supported by their organization and when they had a good relation with their supervisor, they exhibited more citizenship behavior and less intention to quit (Schaufeli, 2013). Individuals with high perceived organizational support will go beyond the prescribed responsibilities and exhibit innovative work behavior by being highly engaged in the workplace, while employers would highly trust those employees and value their contributions and have quality leader member relationship. Similarly, highly engaged employees in skillful contribution and improve their role performance and individuals with a proactive personality would have a higher engagement level, and therefore have higher levels of innovative work behavior and lower turnover intent.

On the basis of the literature review, the study proposes the following model and hypothesis.

RESEARCH METHOD

The hypothetical relationship of the variables is depicted in the research model in Fig. 1

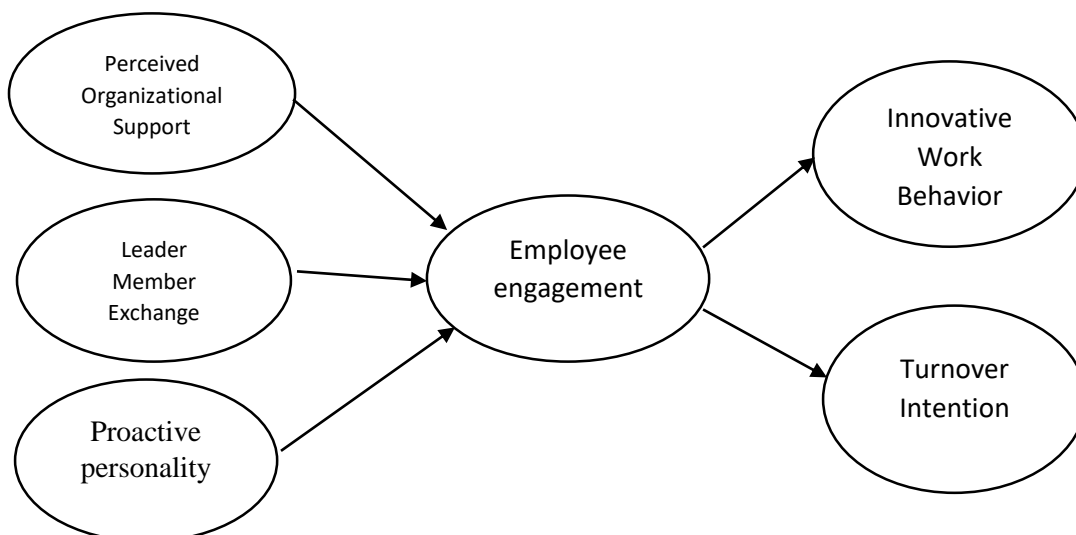


Figure 1: An Employee Engagement Model; Antecedents and Consequences

Based on this literature review, this study proposes the following hypothesis:

H1: Employee engagement mediates the positive relationship between Perceived organizational support and innovative work behavior.

H2: Employee engagement mediates the positive relationship between Leader Member Exchange and innovative work behavior.

H3: Employee engagement mediates the positive relationship between Proactive personality and innovative work behavior.

H4: Employee engagement mediates the negative relationship between Perceived organizational support and turnover intention.

H5: Employee engagement mediates the negative relationship between Leader Member Exchange and turnover intention.

H6: Employee engagement mediates the negative relationship between Proactive personality and turnover intention.

The table below summarizes the relationships between the variables.

<u>Variable</u>	<u>Scales</u>	<u>Items</u>	<u>Theory</u>
POS	Eisenberger, Cummings, Armely, & Lynch (1997);	7	Social exchange theory
LMX	Graen and Uhl Bien (1995)	7	LMX Theory
PP	Bateman and Crant (1993)	10	Social exchange theory
EE	Soan et. al (2002)	9	Engagement – Satisfaction approach
IWB	Janssen et. al 1997	21	Engagement – Satisfaction approach
Turnover Intent	Mobley et. al (1978)	3	Engagement – Satisfaction approach

METHODOLOGY AND SAMPLING

The literature review shows a growing interest in employee engagement and a proactive personality that require innovative work behavior and employees to generate new and useful ideas, promote and realize them. The research is thus designed to comprehend the effects of POS, LMX, and proactive personality on IWB and turnover intent through employee engagement. The study uses the quantitative method to test the hypothesis using regression analysis. The survey methodology is adopted and a self-administered questionnaire was distributed by convenience and random sampling method to employees in the banking, education employees in private sector in Saudi Arabia. For the purpose of this study, data is gathered from 142 respondents. The research is conducted in 2022 and it is intended to involve the participants in the topic to investigate the topic in detail and determine the effects of the factors in the model. The questionnaires were constructed based on previous researches and distributed online via email, and social media for primary

data collection. 57 questions address the six variables; perceived organizational support, leader member exchange, the proactive personality, employee engagement, innovative work behavior and turnover intention variable. The questionnaire was divided into 2 sections that address the research questions: The questions are highlighted in the appendix. The first section of the questionnaire in the study consisted of the items of 6 factors: 3 factors that lead to that have an effect on Employee engagement, the mediator employee engagement and that leads to the variable turnover intent and innovative work behavior. The second section of the questionnaire covered the demographic information. The demographic variables were included covering information on gender, age, experience, industry type, and education level.

Measures

Instrument Validation

The content validity was ensured by a panel of three academic scholars in the field who reviewed the questionnaires, and scrutinized the survey. The applicability of the questionnaire was examined by pilot study. The back translation of the questionnaire was conducted in Arabic-English versions. The self-administered questionnaire comprises 57 items measured on a five point Likert scale with the well validated and reliable items defined by the subject matter experts. The academicians were experts in education, evaluation and business and scholars in the field. This would ensure validity of the questionnaire. The reliability test Cronbach's Alpha (1960) is estimated to be a value considered acceptable. The overall reliability of the questionnaire is 0.9. The model of fit indices confirm the scales' convergent, discriminant, and predictive validity.

Perceived Organizational Support

The variable is measured by an 8 item scale developed by Eisenberger, Cummings, Armely, & Lynch (1997) on a 5 point Likert scale with 1-strongly disagree to strongly agree. Sample items included "My organization strongly considers my goals and values; my organization really cares about my well-being; My organization shows very little concern for me; my organization would forgive an honest mistake on my part; my organization cares about my opinion; if given the opportunity, my organization would take advantage of me; help is available from my organization when I have a problem; my organization is willing to help me when I need a special favor. Items 3 and 6 are reverse coded. Reliability of the scale was 0.65, and the confirmatory factor analysis (CFA) results showed that the single-factor model had mediocre goodness-of-fit indices ($\chi^2 = 111.136$, $\chi^2 / df = 111.136/20$, CFI = 0.84, TLI = 0.78, RMSEA = 0.179, SRMR = 0.093). The factor loadings were significant and greater than 0.4.

Leader Member Exchange

The items in the questionnaire for the leader member exchange were adapted from LMX scale by Graen and Uhl Bien (1995) and backed from academic literature. The scale

consisted of 7 items on the 5-point Likert scale questionnaire with 1= never, 2=seldom, 3=sometimes, 4=frequently, and 5=always. The items in the scale are I know where I stand with my leader. I usually know how satisfied my leader is with what I do, My leader understands my job problems and needs, My leader recognizes my potential well, Regardless of how much formal authority he/she has built into his/her position, my leader would use his/her power to help solve problems in my work, Regardless of the amount of formal authority your leader has, there are chances that he/ she would bail me out at his/ her expense, I have enough confidence in my leader that I would defend and justify his/ her decision if he/she were not present to do so, and my working relationship with my leader is effective. Reliability of the scale was 0.87, and following Hu and Bentler's (1999) two index representation strategy, the confirmatory factor analysis (CFA) results shown that the single-factor model had excellent goodness-of-fit indices ($\chi^2 = 37.256$, $\chi^2 /df = 37.256/14$, CFI = 0.96, TLI = 0.93, RMSEA = 0.11, SRMR = 0.034). The factor loadings were significant and greater than 0.4.

Proactive personality (Independent variable):

The items for the proactive personality scale (PPS) were adapted from Bateman and Crant (1993) original 17 item scale that was shortened to 10 items, Seibert, Krant and Kreimer (1999), and backed from academic literature. The scale consisted of 10 items on the 5-point Likert scale questionnaire from 1= never, 2=seldom, 3=sometimes, 4=frequently, and 5=always. The items measure the dimensions of personality and included the items: I am constantly on the lookout for new ways to improving my life; Wherever I have been, I have been a powerful force for constructive change; nothing is more exciting than seeing my ideas turn into reality; if I see something I don't like, I fix it; no matter what the odds, if I believe in something I will make it happen; I love being a champion for my ideas, even against others' opposition; I excel at identifying opportunities; I am always looking for better ways to do things; if I believe in an idea, no obstacle will prevent me from making it happen, I can spot a good opportunity long before others can. The reliability of the scale is 0.92, and as Hu and Bentler's (1999) two index representation strategy states, the confirmatory factor analysis (CFA) results shown that the single-factor model had an exact fit contributed by goodness-of-fit indices ($\chi^2 = 80.133$, $\chi^2 /df = 80.133/35$, CFI = 0.94, TLI = 0.93, RMSEA = 0.095, SRMR = 0.041). The factor loadings were significant and greater than 0.4.

Employee Engagement (Independent variable):

The items in the questionnaire for the employee engagement scale were adapted from ISA engagement scale Soan et. al (2002) and backed from academic literature. 8 items of the scale were adapted on the 5-point Likert scale questionnaire 1- not at all, 2-slightly/to a little extent 3-Moderately/to a moderate extent, 4-to a large extent and 5-to a great extent

and was divided into three sections: intellectual, social and affective engagement. Reliability of the scale was 0.88, and following Hu and Bentler's (1999) two index representation strategy, the confirmatory factor analysis (CFA) results shown that the single-factor model had excellent goodness-of-fit indices ($\chi^2 = 52.334$, $\chi^2 / df = 52.334/20$, CFI = 0.949, TLI = 0.928, RMSEA = 0.11, SRMR = 0.043). The factor loadings were significant and greater than 0.4.

Innovative Work Behavior (Dependent variable):

The items for the IWB scale were adapted from Janssen et. al 1997 and backed from academic literature. They are measured by the scale that consisted of 21 items on the 5-point Likert scale questionnaire with 1 = strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree. In the present study, Cronbach's alpha for this scale was 0.92, and the confirmatory factor analysis (CFA) results shown that the single-factor model had an acceptable goodness-of-fit indices ($\chi^2 = 430.574$, $\chi^2 / df = 430.574/189$, CFI = 0.796, TLI = 0.773, RMSEA = 0.10, SRMR = 0.07). The factor loadings were significant and greater than 0.4.

Turnover intent (Dependent Variable):

The scale consisted of three items by Mobley et. al (1978) of the scale intent to stay. The sample items were "I often think of leaving the organization", "I intend to look for a new job within the next year", "If I could choose again, I would not work for this organization". The items were measured on 5-point Likert scale questionnaire, 1 = strongly disagree; 2 = disagree; 3 = neutral; 4 = agree; 5 = strongly agree. The reliability of the scale is 0.87. and the confirmatory factor analysis (CFA) results shown that the single-factor model had an acceptable goodness-of-fit indices ($\chi^2 = 0$, $\chi^2 / df = 0$, CFI = 1.00, TLI = 1.00, RMSEA = 0.00, SRMR = 0.00). The factor loadings were significant and greater than 0.4.

Data collection and analysis

The researcher collects the completed questionnaire from 142 employees in the private sector companies in Saudi Arabia. The study achieved a high response rate, 90% - 98%, that reflects the sample of the study, and ensures completion and participation of the questionnaire by respondents. Deduction is the logical model in which specific expectations of hypotheses are developed on the basis of general principles (Babbie, 2007). The study was designed to be analyzed by confirmatory factor analysis. We employed Mathieu and Taylor's (2006) two step (SEM) strategy to test the model using Mplus software 8.7 (Muthen and Muthen, 2015). First we performed a CFA to fit our measurement model. Second, our hypothesized relationships were tested by conducting structural modeling. We calculated goodness of fit indices to assess the fit of the research model to the data, including the chi-square statistic (χ^2), chi-square statistic divided by the

degree of freedom (χ^2 /df), Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), Root Mean Square Error of Approximation (RMSEA), and Standardized Root Mean Square Residual (SRMR). The combined cut off fit indices (CFI, chi-square, RMSEA, TLI, and SRMR) commonly cited in the literature to evaluate the fit indices (Dimiter, 2010; Hu and Bentler 1999; Kline, 2011; Mathieu and Taylor, 2006). Through software statistical package for social science version SPSS 28.0, we computed the descriptive statistics, mean, standard, deviated, correlations and reliability. Our model examines the effect of the variables, perceived organizational support, leader member exchange, and proactive personality on employee engagement and, the mediating effect of employee engagement in the effect of POS, LMX and PP on the outcome variables, turnover intention and innovative work behavior. The data analysis techniques consist of the descriptive analysis and inferential analysis technique. The descriptive analysis comprised the mean, standard deviation, correlations and reliabilities. The inferential statistical analysis technique for hypothesis testing and drawing conclusions.

Descriptive statistics

The demographics of the respondents in summarized in Table 1. Our sample comprises 58.5% of male respondents and 41.5% females. The age group of the respondents is mainly 26-35 years (40.8%), and 36-45 years (40.1%). Age group 18-25 years (11.26%), 7.7% are greater than 45. The education of the respondents is mainly postgraduate (40.1%). Education of others is undergraduate level (39.4%), diploma (14.1%) and high school (18.1%). The years of experience of the respondents is 8-10 years (23.69%), followed by 5 – 7 years (26.8%), 2-4 years (16.9%), less than 2 years (11.26%) and greater than 10 years (10.6%).

Table1. Demographic Profile of Respondents

Characteristics of sample	Percentage
<i>Gender</i>	
Male	58.5%
Female	41.5%
<i>Age</i>	
18 – 25	11.26%
26-35	40.8%
36-45	40.1%
>45	7.7%
<i>Field of work</i>	
Administration	22.5%
Arts	0.7%
Cultural	1.4%
Manufacturing	7%
Education	13.4%
Engineering	2.8%
Financial	17.6%
Health	7.7%
Hospitality & Tourism	1.4%
Law	2.1%
Marketing	14.8%
Technology	5.6%
Other	2.8%
<i>Marital Status</i>	
Single	32.1%
Married	67.9%
<i>Education</i>	
High School	18.1%
Diploma	14.1%
Undergraduate	39.4%
Postgraduate	40.1%
<i>Years of experience</i>	
< 2 years	11.26%
2 - 4	16.9%
5 - 7	26.8%
8 - 10	34.5%
>10	10.6%

Descriptive statistics, including the variables and the means, standard deviations, reliabilities and inter item correlations, are shown in Table 2. The reliability is measured by the composite reliability, Cronbach's alpha, and average variance explained (AVE). The Composite reliability (CR) of the constructs is higher than 0.7 (Hair et. al, 2011) and Average Variance Explained values are higher than the value of 0.4. This suggests an adequate level of reliability. The alpha internal-consistency reliability coefficients for the Perceived Organizational Support, Leader Member Exchange, Proactive personality, Employee Engagement, Innovative Work Behavior and Turnover Intention scales were acceptable (i.e., $\geq .70$; Nunnally & Bernstein, 1994). Innovative work behavior correlated positively with perceived organizational support, leader member exchange, proactive personality, and employee engagement. Turnover intent correlated negatively with perceived organizational support, leader member exchange, proactive personality, and

employee engagement. Perceived organizational support, leader member exchange, and proactive personality was significantly and positively correlated with employees' engagement (Table3). These results provided the foundation for structural equation modeling.

Table 2
Means, Standard Deviations, Inter Correlations, and Reliabilities

No.	Variable	Mean	SD	α	POS	LMX	PP	EE	IWB	TI
1	Perceived Organizational Support	3.55	0.59	0.65	1					
2	Leader Member Exchange	3.82	0.81	0.87	0.64	1				
3	Proactive Personality	4.06	0.74	0.92	0.52	0.65	1			
4	Employee Engagement	4.02	0.78	0.91	0.54	0.69	0.79	1		
5	Innovative Work Behavior	3.64	0.58	0.92	0.44	0.55	0.62	0.68	1	
6	Turnover Intent	2.65	1.1	0.87	-0.40	-0.48	-0.44	-0.49	-0.34	1

N=142. Correlations are significant at the $p < 0.01$. POS=perceived organizational support. LMX=leader member exchange, PP=proactive personality. EE=employee engagement. IWB=innovative work behavior. TI=turnover intent.

Table 3 Correlations among latent variables

No.	Variable	POS	LMX	PP	EE	IWB	TI	
1	Perceived Organizational Support		1					
2	Leader Member Exchange		0.82	1				
3	Proactive Personality		0.76	0.74	1			
4	Employee Engagement		0.77	0.79	0.85	1		
5	Innovative Work Behavior		0.55	0.63	0.69	0.75	1	
6	Turnover Intent		-0.62	-0.60	-0.50	-0.55	-0.40	1
	CR		0.87	0.89	0.92	0.91	0.92	0.87
	AVE		0.48	0.55	0.55	0.56	0.34	0.69
	Cronbach's α		0.65	0.87	0.92	0.88	0.92	0.87

N=142. CR=Composite Reliability. AVE=Average Variance Explained

Measurement Model

We performed a two step SEM strategy to test the model by the software program Mplus 8.7. First a confirmatory factor analysis for the 6 factor model was performed to confirm

the loading and significance of all the items of the study. Second, the hypothesized model was tested by a series of structural models. The combined cut off indices commonly cited in literature (Hu and Bentler, 1999) provided the ground for evaluation (i.e. CFI, Chi Square, RMSEA, TLI and SRMR). After performing CFA, factor loadings of all items are substantial (>0.40) and statistically significant $p < 0.001$. The results show the evidence of convergent validity as all loadings are highly loaded on their own constructs, as in Table 5 in the Appendix. All the items had significant factor loadings greater than 0.40 and were retained. Three items of the perceived organizational support (POS3, POS6) and leader-member exchange scale (LMX5) had slightly low factor loadings and acceptable at 0.4. CFA showed that there is significant correlation of the items to their factors. The covariance between the factors is significant and positive, except for turnover intention with other factors. The reason is that the greater the item scores on other factors, the lower the turnover intent. There is significant correlation between the factors. Goodness-of-fit indices presented an acceptable model fit, i.e. $\chi^2 = 2831.512$, $df = 1527$, $\chi^2/df = 1.74$; CFI = 0.8; TLI = 0.74, RMSEA = 0.075 (90% CI 0.073-0.082, SRMR = 0.092). By confirmatory factor analysis, factor loadings and convergent, discriminant and predictive validity were computed.

Table 4 presents the fit indices for the measurement models tested in this study. We tested the six-factor model. To further test the discriminant validity of our models, we fitted several alternate models to compare them to the six-factor model. Consequently, the 6-factor model fit the data better when compared to the alternate models (Fig.2). According to criteria for acceptable fit (Kline, 2011; Hu and Bentler, 1999) our model is an acceptable fit.

Table 4 Comparison of measurement models tested and Fit indices.

Models	χ^2	df	χ^2/df	RMSEA	CFI	TLI	$\Delta\chi^2$	Δdf
Baseline Model-6 factor model	2831.512	1527	1.74	0.075	0.80	0.74		
Model 2: 5 factor (leader member exchange and proactive personality combined)	3010.305	1532	1.96	0.082	0.72	0.71	347.3	4
Model 3: 4 factor (perceived organizational support, leader member exchange and proactive personality combined combined)	3113.68	1536	2.03	0.085	0.70	0.69	450.7	8
Model 4: Single factor model	3636.156	1539	2.36	0.10	0.60	0.59	973.2	11

Structural Model

We tested the hypothesized model by Structural equation modeling. It concerns the mediating effect of employee engagement in the effect of perceived organizational support, leader member exchange and proactive personality on innovative work behavior and turnover intention. The mediating effect of employee engagement and the 95% confidence interval associated with are presented in Table 6. Structural model analysis resulted in an

excellent goodness-of-fit indices ($\chi^2 = 2831.512$, $df = 1527$, $\chi^2/df = 1.85$; CFI = 0.8; TLI = 0.74, RMSEA = 0.075 (90%CI 0.073-0.082, SRMR = 0.092). The model indices indicate a perfect fit (Hu and Bentler, 1999). The hypothesized mediational model fit the data well.

According to the hypothesis, the values of standardized regression (H1: $\beta = 0.078$, $p < 0.05$; H2: $\beta = 0.048$, $p < 0.05$; H3: $\beta = 0.328$, $p < 0.05$; H4: $\beta = -0.021$, $p < 0.05$; H5: $\beta = -0.043$, $p > 0.05$; H6: $\beta = -0.086$, $p < 0.05$) indicated a positive relationship with innovative work behavior, whereas a negative correlation is indicated with turnover intention. The path coefficients of Hypothesis 1, 2 and 3 were positive in the proposed directions. Hypothesis 4, and 6 indicate a negative correlation of POS, and PP with turnover intention, at a significant level lower than 0.001 and 0.05. H5 shows a negative correlation of LMX with turnover intention via employee engagement and that is insignificant. Path coefficients of the hypothesis testing are shown in Table 6 and Table 8.

Hypothesis	β
H1: POS \rightarrow EE \rightarrow IWB	0.078
H2: LMX \rightarrow EE \rightarrow IWB	0.048
H3: PP \rightarrow EE \rightarrow IWB	0.328
H4: POS \rightarrow EE \rightarrow TI	-0.021
H5: LMX \rightarrow EE \rightarrow TI	-0.043
H6: PP \rightarrow EE \rightarrow TI	-0.086
Direct and indirect paths	
EE \rightarrow IWB	0.597
EE \rightarrow TI	-0.157
POS \rightarrow IWB	-0.228
LMX \rightarrow IWB	0.195
PP \rightarrow IWB	0.209
POS \rightarrow TI	-0.385
LMX \rightarrow TI	-0.245
PP \rightarrow TI	0.109
POS \rightarrow EE	0.131
LMX \rightarrow EE	0.272
PP \rightarrow EE	0.550

Note: $P < 0.001$, $p < 0.05$

Table 7 Relationships	Direct effects	Indirect effects
Direct Effects		
POS→EE	0.131(0.084)	
LMX→EE	0.272(0.081)	
PP→EE	0.550(0.090)	
EE→IWB	0.597(0.073)	
EE→TI	-0.157(0.07)	
POS→IWB	-0.228(0.146)	
POS→TI	-0.385(0.168)	
LMX→IWB	0.195(0.146)	
LMX→TI	-0.245(0.169)	
PP→IWB	0.209(0.152)	
PP→TI	0.109(0.177)	
Indirect effects		
POS→EE→IWB		0.078(0.07)
LMX→EE→IWB		0.162(0.083)
PP→EE→IWB		0.328(0.104)
POS→EE→TI		-0.021(0.030)
LMX→EE→TI		-0.043(0.056)
PP→EE→TI		-0.086(0.109)
<i>N=142.</i>		

Hypothesis 1 stated that employee engagement mediates the effect of perceived organizational support on innovative work behavior. The regression coefficient is positive and significant as $p < 0.05$ and supports the assumption. Hypothesis 2 is supported as employee engagement mediates the effect of leader member exchange on innovative work behavior positively and significantly. Hypothesis 3 stated the mediating effect of employee engagement on the effect of a proactive personality on innovative work behavior. The effect is positive and significant and it is supported. Hypothesis 4, 5, and 6 state that employee engagement mediates the effect of perceived organizational support on turnover intent, employee engagement mediates the effect of leader member exchange on turnover intent, and employee engagement mediates the effect of a proactive personality on turnover intent. The path coefficients show the negative correlation of the variable to turnover intention and significant as in H4 and H6. The effect of LMX on TI via EE is negative and $p > 0.05$. Therefore, the assumption H4 is supported, H5 is rejected, and H6 is supported.

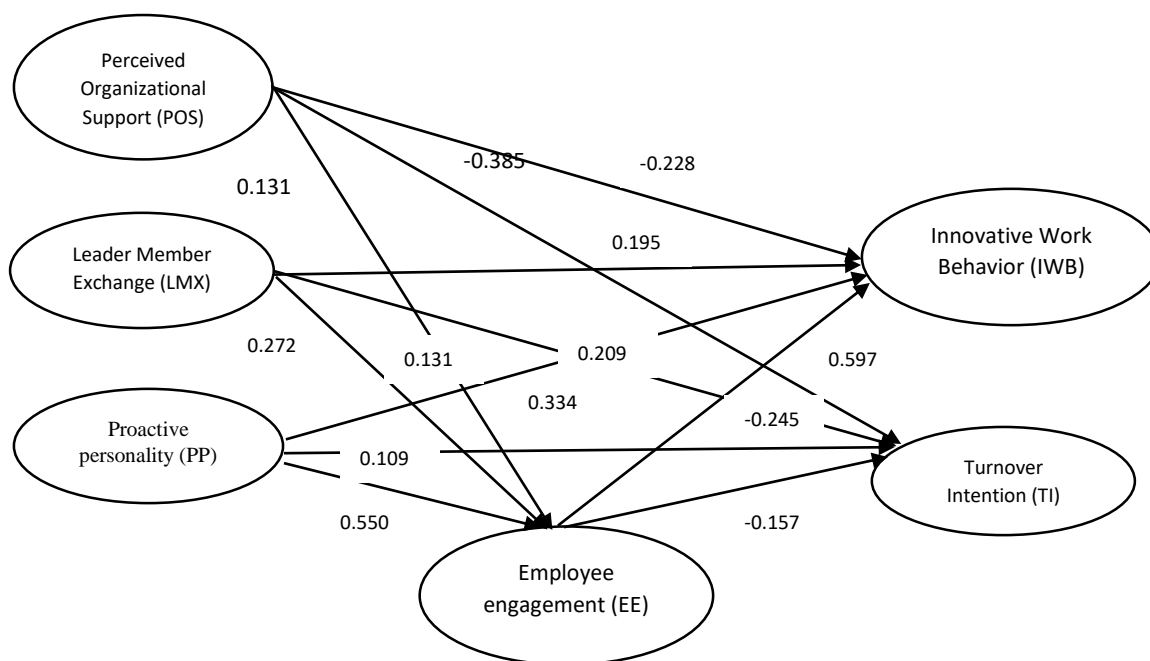


Figure 2: Results of the structural path analysis excluding non-significant paths. Unstandardized coefficients are reported. $N=142$, $p<0.05$.

The structural path analyses of the model is shown in Fig. 2. The indirect effects of the mediation effect of employee engagement show that perceived organizational support, leader member exchange and proactive personality are positive and significant paths to innovative work behavior. The indirect effect of perceived organizational support and proactive personality on turnover intention via employee engagement is negative and significant. The indirect effect of leader member exchange on turnover intention via employee engagement is negative yet $p>0.05$. We also found that employee engagement has a positive and significant direct effect on innovative work behavior and a negative and significant direct effect on turnover intention.

DISCUSSION

This study empirically examined the proposed model with mediating effects of employee engagement in multiple relationships: in the effect of perceived organizational support on innovative work behavior, in the effect of leader member exchange on innovative work behavior, in the effect of proactive personality on innovative work behavior, in the effect of perceived organizational support on turnover intention, in the effect of leader member exchange on turnover intention, and in the effect in proactive personality on turnover intention. Our findings show that perceived organizational support, leader member exchange and proactive personality variables have a positive impact on employee engagement. Moreover, employee engagement mediates the POS-IWB, LMX-IWB and

PP-IWB, POS-TI, and PP-TI relationships. The mediating effects with innovative work behavior is positive and significant, and negative with turnover intention. Employee engagement is found in previous studies to have an impact on turnover intention (Naasani et. al, 2021) similar to our findings.

The direct effect of perceived organizational support on turnover intent is significant. Leader member exchange and proactive personality have a significant indirect effect on innovative work behavior through employees' engagement. Employees who perceive high organizational support, and maintain a high-quality leader-member relationship have low turnover intentions. It is an inverse relationship. Having a strong perceived organizational support, a high quality subordinate and leader relationship, and a proactive personality causes an increased level of employee engagement. However, as a direct relationship, perceived organizational support, and a high-quality leader member relationship do not have a significant effect on innovative work behavior and turnover intent and it is through the mediating effect of employee engagement. Our findings show that a proactive personality contributes to employee engagement significantly, and this in turn impacts innovative work behavior positively. Previous scholars have concluded with similar findings (Afsar et. al, 2020). Moreover, organizational support positively impacts employee engagement and via employee engagement affects innovative work behavior. A high-quality leader member relationship affects employee engagement which leads to innovative work behavior.

The study suggests that employees perceiving support from their organizations will be more engaged with a direct effect on innovative work behavior and a negative effect on turnover intention. The findings are consistent with previous studies in perceived organizational support having a negative effect on turnover intention (Akgunduz and Sanli, 2017; Albalawi et. al, 2019; Alkahtani, 2015; Choi & Chui, 2017) and in its effect on innovative work behavior (Afsar & Badir, 2017; ElKassar, 2022; Qi et. al, 2019). Employees are more creative, and feel empowered when they are engaged in their role and understand their role by having a high quality relationship that leaders establish with the subordinate. Support causes employees to be more involved in their daily tasks, and be engaged with other employees and achieve organizational goals. We found that leader member exchange has an impact on innovative work behavior. This notion is in synchrony with findings in previous literature (AlSughayir 2017; Mascareno et. al, 2020; Mulligan et. al, 2021). The quality of relationship that leaders have with their subordinates affects behavioral outcomes of employees and increase engagement of employees with their job responsibilities. Then the employee is more likely to learn and be more creative when he is engaged in the job. Employees with a hands on, can-do attitude, and positive approach come up with solutions. They solve problems creatively, are more proactive, involved and engaged in their work. We found that a proactive personality has a positive effect on innovative work behavior (AliKaj, 2021; Li et. al, 2018; Kong et. al, 2018).

Moreover, from the findings, perceived organizational support has a direct effect on turnover intention. Employees who perceive low support are more likely to have high intention to leave the organization. Our study did not find support for the assumption that leader member exchange has an effect on turnover intent through employee engagement. Moreover, according to our findings, a proactive personality is in an indirect relationship with turnover intent (Rezwan & Takahashi, 2021).

Limitations and recommendations

Although the study context is appropriate for our sample of professionals in context, this may limit the generalizability of the conclusions. Moreover, the study could be examined with a large sample size, and be improved by conducting the study with specific geographical and professional differences. Future studies can improve the model by adding variables that could examine the employee engagement and innovative work behavior relationship such as job design, job crafting, creative self-efficacy and outcome that IWB could lead to such as commitment. The methodology of this study and the findings are useful to researchers in examining the effect of this model in other contexts and generalizing the results.

Implications

The framework of this study is vital for organizations attempting to improve the problem of disengaged employees, shaping an innovative work behavior, and reducing turnover intention. Jobs designed with producing engaged employees through will increase workforce productivity. The findings should be used by policymakers to develop organizational support to improve the quality of work environment by innovative work behavior, mood, commitment, and well-being of employees in companies. Managers have to motivate less engaged employees by designing individual and group activities and assigning them with short-term goals, expanding their job responsibilities, and build a good relationship with their employees, to make employees more involved in the work and increase their commitment level, and impact negatively on their turnover intention. In addition, less proactive individuals are less productive, hinder self-growth and firm growth and achieving objectives. Managers are recommended to develop a more creative and warm environment for the staff for such employees who are passive and reactive. They could have a laid-back attitude, develop negative thoughts and perceptions about the work and people. We think that performance measurements and assessments of the employee personality and one-on one manager subordinate meetings, and employees' working to develop proactive habits is one of the suggestions, and encouraging employees to feel more empowered and confident are fundamental if managers want employees who will bring about meaningful change. Our findings pose a framework for organizational representatives to strengthen employee engagement by offering organizational support to individuals who are not engaged and less proactive. The organizations need employees who can transform their organization's missions, find and solve problems, and take it on

themselves to have an impact on the world around them (Bateman and Crant, 1993). Managers must build quality relationships with employees since they are the role models for employees. It is recommended to encourage them to be creative, support new ideas and implement plans as a team. This will reduce employee turnover intentions. Employee fear has to be reduced through motivation, support and encouragement. Employees should have good quality relationships with managers and have to learn to be proactive. They have to be more engaged in their work to be more productive. Maintaining a good environment through building trust and support increases their commitment (Eisenberger, 2011). Perceived organizational support, good quality leader member exchange relationships, and a proactive personality are beneficial to organizations.

Acknowledgements

The authors extend their appreciation to the Deanship of Scientific Research for their support.

Disclosure Statement

The authors have no conflict of interest.

Funding

This research received no external funding.

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Appendix

Table 5. Measures and Factor loadings

POS1 My organization strongly considers my goals and values.	0.821
POS2 My organization really cares about my well-being.	0.784
POS3 My organization shows very little concern for me	0.391
POS4 My organization would forgive an honest mistake on my part.	0.684
POS5 My organization cares about my opinions	0.808
POS6 If given the opportunity, my organization would take advantage of me	0.371
POS7 Help is available from my organization when I have a problem	0.788
POS8 My organization is willing to help me when I need a special favor.	0.732
LMX1 I know where I stand with my leader. I usually know how satisfied my leader is with what I do	0.829
LMX2 My leader understands my job problems and needs	0.817
LMX3 My leader recognizes my potential well.	0.740
LMX4 Regardless of how much formal authority he/she has built into his/her position, my leader would use his/her power to help solve problems in my work	0.807
LMX5 Regardless of the amount of formal authority your leader has, there are chances that he/ she would bail me out at his/ her expense.	0.239
LMX6 I have enough confidence in my leader that I would defend and justify his/ her decision if he/she were not present to do so.	0.754
LMX7 My working relationship with my leader is effective.	0.808
PP1 I am constantly on the lookout for new ways to improving my life	0.749
PP2 Wherever I have been, I have been a powerful force for constructive change	0.790
PP3 Nothing is more exciting than seeing my ideas turn into reality	0.711

PP4 If I see something I don't like, I fix it	0.749
PP5 No matter what the odds, if I believe in something I will make it happen	0.748
PP6 I love being a champion for my ideas, even against others' opposition	0.716
PP7 I excel at identifying opportunities	0.710
PP8 I am always looking for better ways to do things	0.797
PP9 If I believe in an idea, no obstacle will prevent me from making it happen	0.724
PP10 I can spot a good opportunity long before others can.	0.695
EE1 I focus hard on my work	0.742
EE2 I pay a lot of attention to my work	0.702
EE3 I share the same work values as my colleagues	0.810
EE4 I share the same work goals as my colleagues	0.750
EE5 I share the same work attitudes as my colleagues	0.708
EE6 I feel positive about my work	0.646
EE7 I feel energetic in my work	0.800
EE8 I am enthusiastic in my work	0.818
IWB1 To what extent do you actively think along concerning improvements in the work of direct colleagues?	0.674
IWB2 To what extent do you generate ideas to improve or renew services your department provides?	0.618
IWB3 To what extent do you generate ideas on how to optimize knowledge and skills within your department?	0.620
IWB4 To what extent do you generate new solutions to old problems?	0.537
IWB5 To what extent do you discuss matters with direct colleagues concerning your/their work?	0.531
IWB6 To what extent do you suggest new ways of communicating within your department?	0.576
IWB7 To what extent do you generate ideas concerning the distribution of tasks and work activities within your department?	0.444
IWB8 To what extent do you actively engage in the thinking on which knowledge and skills are required within your department	0.613
IWB9 To what extent do you try to detect impediments to collaboration and coordination?	0.600
IWB10 To what extent do you actively engage in gathering information to identify deviations within your department?	0.587
IWB11 To what extent do you in collaboration with colleagues, get to transform new ideas in a way that they become applicable in practice?	0.670
IWB12 To what extent do you realize ideas within your department/ organization with an amount of persistence?	0.599
IWB13 To what extent do you get to transform new ideas in a way that they become applicable in practice?	0.545
IWB14 To what extent do you mobilize support from colleagues for your ideas and solutions?	0.531
IWB15 To what extent do you eliminate obstacles in the process of idea implementation?	0.644
IWB16 To what extent do you make your supervisor enthusiastic for your ideas?	0.627
IWB17 To what extent do you sort out new ways to use computer technology more effectively in your work?	0.624
IWB18 To what extent do you independently sort out and deploy new computer applications into your work situations?	0.683
IWB19 To what extent do you experiment with new ways of working?	0.573
IWB20 To what extent do you sort out new possibilities to gain financial means or to reduce costs?	0.516
IWB21 To what extent do you keep yourself informed with your department's financial situation?	0.659
TI1 I often think of leaving the organization.	0.808
TI2 I intend to look for a new job within the next year.	0.910
TI3 If I could choose again, I would not work for this organization.	0.771
