

## **Influence of Social Exchange Relationship and Work Engagement on Creative Work Involvement: Mediation of Individual Innovative Behavior**

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### **Abstract**

The study probed the effect of social exchange relationship and work engagement on creative work involved with the assistance of mediation of individual innovative behavior of employees on work. Responses to a survey of 450 employees from the different service sector were used to the study hypotheses. Correlation and regression were done to see the impact of work engagement on employees' creativity and individual innovative behavior with the assistance of social exchange relationship. This study shows the significant relation between social exchange relationship and creative work involvement. It also shows that employees should be provided with the resources so that they can perform well and also to be appreciated for their novel ideas which help the organization to progress. Individual innovative behavior also mediates connection among leader-member exchange and creative work involvement.

**Keywords:** Perceived Organizational Support, Individual Innovative Behavior, Creative Work Involvement, Work Engagement

### **Introduction**

International companies are able to see hasty changes. They need employees who follow a new scenario and persistently advance their work atmosphere (Rank et al., 2004; Unsworth, 2001). Mainly, in a knowledge-constructed economy, organizations look increasing needs to not only increase output but also creativeness among their workers. The rapidity at which skills change, as well as globalization and cumulative opposition, nationally and globally, puts burdens on companies to be first-to-market, fast at resolving problems and evolving new groups of individuals who are able to work together (Amabile, 1988, p.126; cited in Atwater & Carmeli, 2009; Mumford et al., 2002). Front-runners play an important role in directing the workers towards creativeness (Mumford et al., 2002; Tierney, 2008; Rosing et al., 2011).

To be stick on the job has become a benchmark in this present era.

Firms are looking for ways to retain their employees. Relatively looking at their retention strategies, which are more immediate in nature, the practical approach is to keep them involved in their organizations. This brings the question, "What keeps the employees committed and involved?" to the forefront. Numerous researches have tried to answer that question. This article is one such attempt.

Several factors have been identified as contributing to creative work involvement. This research uses the social exchange relationship and works engagement to study its impact on creative

work involvement of employees at work. And to find out what are the hurdles that obstruct the creativity at work.

All relations are based on the concept of give and take, while the equilibrium of exchange between these two terms is not always reached. Social Exchange theory describes how we feel about a relationship with another person as liable on our insights of:

- The balance between what we put into the relationship and what we get out of it.
- The kind of relationship we deserve.
- The chances of having a better relationship with someone else.

In determining what is reasonable, we grow a contrast level in contradiction of which we compare the give-take ratio. This level will vary between relationships, with some being more giving and others getting more from the relationship. They will also vary greatly in what is given and received. Thus, for example, exchanges at home may be very different, both in balance and content. Blau (1968), said that certain work experiences lead to interpersonal connections. In the support of this statement, this research tries to find out whether due to the personal connections the employees hesitate to show their creativity in the workplace.

### **Literature review**

#### ***Leader-Member Exchange (LMX)***

The study shows the relationship between the employee and the employer organization called perceived organizational support (POS, Eisenberger, Huntington, Hutchison, and Sowa, 1986) and the second phase of study between the employee and their boss is called the exchange of principal members ( LMX Graen and Scandura, 1987). Previous studies have revealed that LMX is a vital precursor for performance in creative work.

Initiative trade hypothesis (LMX) clarifies administration as a technique, concentrating on the connection between a devotee and a pioneer (Gerstner and Day, 1997; Sparrowe and Wayne, 1997). Byrne (1971) has considered that the connection between the devotee and a pioneer is sure when they share comparable convictions, frames of mind and sentiments (Barbuto and Gifford, 2012). For this comparative precedent (Danserea, Gaen, and Haga, 1975) they created vertical hypothesis to demonstrate the relationship of the pioneer's supporter. Danserea et al., The outcomes anticipated that pioneers create separated double trades against supporters dependent on contrasts and likenesses. Amid his preparation period, LMX explore positioned the connection between the pioneer and his supporters in two gatherings: assemble all around, he said all the more explicitly the trading of high caliber and low quality, respectively(Graen and Uhl-Bein , 1995, Liden, 1997).

#### ***Perceived Organizational Support (POS)***

According to the theory of organizational support, to meet your needs and to evaluate the socioemotional reimbursement of a broader effort at work, employees from a perspective that includes the extent to which the organization values their care and well-being. perceived organizational support can be defined as "the perception of an employee that the organization values their contribution and cares about welfare employees" (Eisenberger et al, 1986: 500).

Several factors have been identified as contributing to creative work involvement. This research uses the social exchange relationship and works engagement to study its impact on creative work involvement of employees at work. And to find out what are the hurdles that obstruct the creativity at work.

#### ***Work Engagement (WE)***

Work engagement is defined as a 'positive, satisfying, work-related situation that is characterized by vigor, dedication, and absorption' (Schaufeli, Salanova, Gonzales-Roma and Bakker

2002, p. 74). Instead of a brief and explicit state, for example, a feeling, commitment alludes to an increasingly decided full of feeling inspirational express that isn't centered around a specific article, occasion or conduct. Commitment in work is an adaptable exertion accomplished through the conduct adventure of physical, "intellectual, and enthusiastic vitality into work jobs" (Kahn, 1992). It includes putting the hands, head, and heart (Ashforth and Humphrey, 1995: 110) in overwhelming, full work execution. Albeit theoretically foreseen by Huhtala and Parzefall (2007), endeavors to inspect the immediate connection between work commitment and inventive work association have been deficient.

#### ***Individual Innovative behavior (IIB)***

Many scholars frequently depict the advancement procedure as being made out of two primary stages: commencement and execution (Ax-tell 2000). The separation among stages accepted time when thought embraced; for example time when choice execute development which made. The main stage closes with the generation of a thought when the thought is actualized (King and Anderson, 2002).

Numerous examinations center primarily around the inventive or thought age phase of development (Mumford, 2000; McAdam and McClelland, 2002). Nonetheless, development additionally incorporates the execution of thoughts. "Here, we characterize inventive conduct as conduct coordinated towards the commencement and application (inside a work job, gathering or association) of new and helpful thoughts, procedures, items or methods (Farr and Ford, 1990). Subsequently, characterized, imaginative conduct can be viewed as a multi-dimensional, general build that catches all practices through which representatives can add to the development procedure. In the present paper, our attention is on two center creative practices that mirror the two-organize process: thought age and application conduct. These practices were managed already as key strides during the time spent individual advancement (Axtell et al., 2000; Krause, 2004; Dorenbosch et al., 2005)".

#### ***Creative Work Involvement (CWI)***

In the present energetic workplace, associations carry on understanding that to stay aggressive, they require their representatives to be powerfully engaged with their work, and create new and fitting items, procedures, and methodologies. Inventiveness is frequently portrayed as people feeling bothered to play out their work, to such an extent that they are acutely occupied with their effort clarify that people can be inventive approaches to play out their work, by concocting new methods and innovative thoughts, and by adjusting realized ways to deal with new options. In this manner it tends to be prescribed that imagination does not need to exist just on exceptional sorts of tasks, however, it can happen in different workplaces in which a representative performs.

In spite of the fact that different scholars have for quite some time been keen on the past conditions and outcomes of occupation association (Atwater and Carmeli, 2009:264), generally little is thought about contribution in inventive work. Inventive work inclusion may likewise be perceived as a worker's commitment (as far as time and exertion) in imaginative procedures related to work (Carmeli and Schaubroeck, 2007:36). It is clear an individual's emotional judgment of how much the individual is occupied with innovative errands (Kark and Carmeli, 2009:787). Imaginative work inclusion has fundamental criticalness for inventive accomplishments and development (Atwater and Carmeli, 2009:264). Gilson and Shalley (2004:454) examined that commitment in imaginative procedures included representatives typically, subjectively, and mentally endeavoring new things or ways in regards to their work. Thusly, inventive work association can be conceptualized as an essential for imaginative results, execution, and development.

#### ***LMX and Work engagement***

This disclosure predicts that organizations speak to the turnover of the most astounding quality relationship among pioneers and aides (eg, Uhl-Bien and Graen, 1995), even as official special-

ists. The most noteworthy esteem connections affirm the inclusion of specialists and motivate creation. This audit association suggests that albeit abnormal amounts be related to extraordinary dimensions of innovative work contribution, the idealistic POS properties under high LMX conditions will, in general, be higher. Since the moment head will assume a critical job in creating dimensions of worker commitment even as an oddity, administrations are obliged to monitor modules for preparing managers to satisfy their collaborators in equivalent measure and with graciousness and to enhance their ascendants and civil gifts (Scott and Bruce, 1994).

**Hypothesis 1:** work engagement is positively connected with Leader-member exchange (LMX).

#### ***POS and Work engagement***

Bakker et al. (2003) clarify that the work commitment is a mutual procedure, in some areas of the company where the workforce is superfluous compared to the previous section, from now on the committee also refers to workers circles that may be different in their commitment file also. Beaubien et. al., (2010) states that today there are workplaces that fluctuate rapidly and that makes work more and more vital for workers' achievement and administrative efficiency. As a result, additional research for work engagement should be prepared.

P. O'Driscoll (1999) looks at the POS side and fulfillment through plundering in delegate work and authoritative commitment (nostalgic and extended security) by methods for an individual acknowledgment model of magazines in Ireland and New Zealand. It was presumed that the apparent authoritative help was explicitly identified with the work responsibility and the official enrollment; in a uniqueness that has no relationship with the protractile commitment.

**Hypothesis 2:** Perceived organizational support (POS) has positively correlated to work engagement.

#### ***Work engagement and CWI***

The work duty is characterized as a condition of positive thinking, satisfaction and expert knowledge that is isolated into assimilation, commitment and power (Bakker, Gonzalez - Rome, Salanova and Schaufeli 2002, p.74). Contrasted with a short and exact inclination, similar to an inclination, the responsibility signifies an enthusiastic and empowering condition that isn't centered around an explicit component, event, and execution. Cooperation in the work is a discretionary power that is gotten through the conveyance of the advancement of physical, balanced and enthusiastic life in the parts of the work (1992, Kahn). Albeit hypothetically planned by Parzefall and Huhtala (2007), endeavors to contemplate coordinate association between work responsibilities and innovative support in work have been deficient.

**Hypothesis 3:** There is a positive relationship between Work engagement and creative work involvement.

#### ***LMX and IIB***

LMX theory focuses on the social trade connections among representatives and employees of the company. It recommends that the nature of the connection between a employees and superiors impacts results, for example, subordinate fulfillment, manager fulfillment, execution, responsibility, job strife, job lucidity and turnover goals (Yukl, 2002). Some propose that the nature of the connection between employees and superior is likewise identified with creativity (Grain and Saundra, 1987). Different trade connections incorporate furnishing representatives with testing undertakings, all encouraging individual advancement. Pyrene (2004) likewise discovered that brilliant connections positively affected the more extensive development of creative conduct.

**Hypothesis 4:** There is a positive relationship between Leader-member exchange and individual innovative behavior.

### ***LMX and POS***

The study showed that the power of LMX and POS is to provide important management results such as job satisfaction, training guarantee, employee presentation, citizenship behavior, and a reduced relationship, The (SET) argues that the association of correlated scale services is typically related to the exchange of quantities between the employee of related quantities and their association (Blau, 1964) to make the most of their limits, everywhere.

**Hypothesis 5:** leader-member exchange (LMX) and Perceived organizational support (POS) has a positive relationship with each other.

### ***The relationship between LMX, IIB, and CWI***

A person good behavior also makes a good effect on others it can show the mediating effect and the association among leader members during work involvement. On work place person must have to make the positive attitude and creative mind while he is doing work with other members.

**Hypothesis 6:** individual innovative behavior (IIB) mediates the relationship of leader-member exchange (LMX) with creative work involvement (CWI).

### **Methodology**

A structured questionnaire was used to collect data from respondents. Data were collected from 450 employees of service sector organization. In this study we used the non-probabilistic sampling technique.

#### ***Measure***

##### ***Leader-Member Exchange (LMX)***

LMX was measured using scale of Scandura and Graen's (1984). The value of Cronbach's Alpha of the LMX was .893.

##### ***Perceived organization support (POS)***

POS was assessed using the short form of the Survey of Perceived Organizational Support (Eisenberger et al., 1986). A sample item of the scale is My organization really cares about my well-being. There was one negative worded statement, which was reverse coded. There were three reverse coded items in the scale. Cronbach's Alpha of the POS is .801".

##### ***Work Engagement (WE)***

"Work engagement was measured with the nine-item version of the Utrecht Work Engagement Scale (UWES)" (Schiele et al., 2006). The UWES reflects three underlying dimensions, which are measured with three items each: Vigor (e.g., At my work, I feel bursting with energy), Dedication (e.g., My job inspires me), and Absorption (e.g., I get carried away when I am working). The three dimensions of engagement were aggregated to create an overall scale of work engagement. High scores on all three dimensions indicate high work engagement. Cronbach's Alpha of the WE is .633".

##### ***Creative work involvement (CWI)***

To measure Creative work involvement scale of Tierney et al's. (1999) was used. Tierney et al. (1999) demonstrated that the measure displays high unwavering quality (alpha=.95) and great legitimacy. Reactions were made on a five-point Likert-type scale running from 1= firmly differ to 5=strongly concur regularly. The Cronbach's alpha for this measure was .93, indistinguishable to the unwavering quality of .93 detailed in Carmeli and Schaubroeck's (2007) work, and like the dependability above revealed in Tierney et al's. (1999) examine.

##### ***Individual innovative behavior (IIB)***

To measure Individual innovative behavior scale of Scott and Bruce (1994) was used.

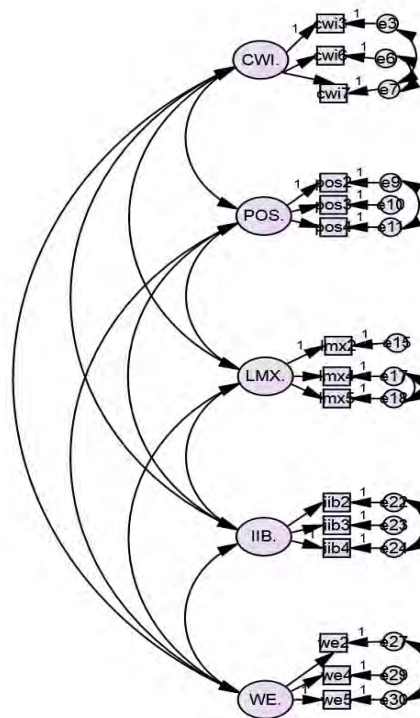
**Results**  
**Reliability Analysis**

**Table 1. Reliability**

Variables	Cronbach's alpha	No of items
POS	.801	6
LMX	.893	7
CWI	.927	7
WE	.633	9
IIB	.764	5
Overall reliability	.907	34

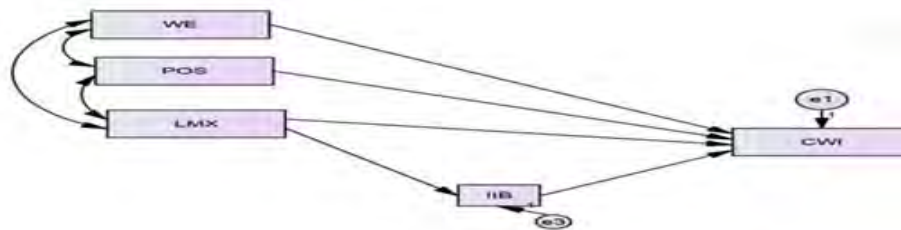
**Table 2. Descriptive Statistics**

Variables	Mean	SD	1	2	3	4	5
(POS)	3.2685	.74945	1				
(LME)	3.3625	.86190	.758**	1			
(CWI)	3.4143	.93652	.695**	.661**	1		
Individual Innovative Behavior	3.3991	.75791	.515**	.672**	.538**	1	
Work Engagement	3.7457	.52185	-.024	-.032	-.255**	.041	1



**Figure 1. Measurement Model**

Table 2 shows that there is an optimistic association between variables because all the values are positive. There is a (positive) affiliation among the exchange of guiding members and participation in creative work, the correlation value is .661. The correlation value of the perceived organizational support is 0.695, which shows that there is a direct relationship between perceived organizational support and participation in creative work. There is a positive relationship between the perceived organizational support and the exchange of guide members with correlation value .758



**Figure 2. Structural model**

**Table 3.**

Model	CMIN/DF	RMR	CFI	GFI	AGFI	RMSEA	PCLOSE
Model	1.643	.007	.999	.997	.978	.038	.505

The model goodness of fit was checked by using AMOS goodness of fit indices, more than two indices were used to overcome the drawbacks of using only one indicator for model fitness. The value of CFI is .958 and GFI is .937 which is greater than .90. Moreover, PCLOSE, RMSEA and CMIN/DF values are also indicating that our model fitness is fulfilled.

**Limitations and Future Direction**

The investigation has a couple of constraints as far as time and money. This investigation is restricted just to the explicit area of Punjab and its solitary city, Lahore. For the motivation behind speculation in an explicit area or division, the sample size can be expanded.

**Conclusion**

The purpose of this study is to find out the relationship between the variables as they perceived organizational support, leader-member exchange, and creative work involvement, work engagement through mediation of individual innovative behavior. The purpose is to enhance the independent variables of social exchange relationship theory to support the enhancing psychological ownership and ensure the quality of employee performance to enhance creativity. This study also focuses that if the employees are motivated and supported by the organizations and the leaders support their subordinates their quality of work will enhance. The employees feel secure and they become merely motivated to do their job properly and timely. Their individual innovative behavior becomes also better and supportive. The creativity of employees and engagement in the work will

only enhance if the effort is made at both ends on behalf of organization and on the behalf of the leaders. It is combined effort of both. This way the employees feel better in performing their task diligently.

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