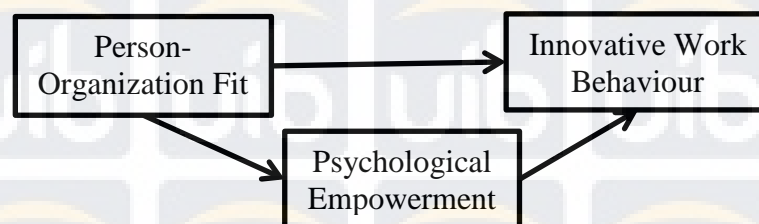


CHAPTER II THEORITICAL FRAMEWORK AND HYPOTHESIS FORMULATION

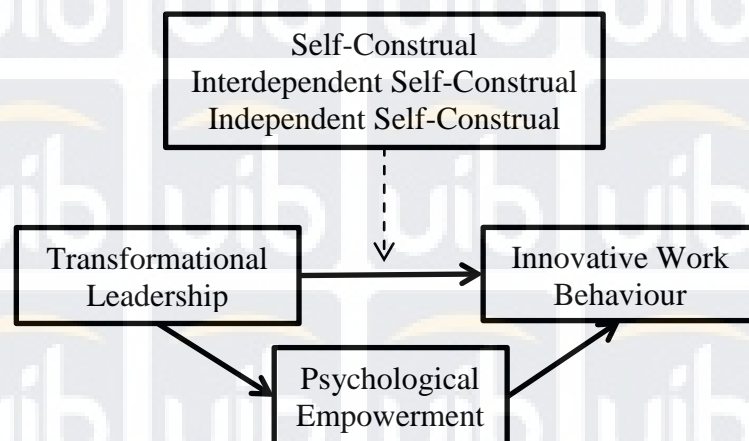
2.1 Literature Review

The Purpose of study by Afsar and Badir (2016) is to understand more regarding to psychology empowerment of person-organization fit. The aim of study from this research is to analyse result of each variable that researcher use, which are person-organization fit on individual's innovative work behaviour, and to establish the impact of psychological empowerment on innovative work behaviour, also to examine the mediating effect of psychological empowerment on the relationship between person-organization fit and innovative work behaviour. This research has long-term study about the relationship between person-organization fit and innovative work behaviour, which is focus on self-rated and supervisor-based ability or assessments and study the impact of the relationship from the psychological empowerment. The samples of this research are from multiple industries, which were telecommunication and insurance in China.



Model 2.1 The Mediating Role of Psychological Empowerment on Relationship between Person-Organization Fit and Innovative Work Behaviour, source: Afsar and Badir (2016)

Afsar, Badir, and Saeed (2014) conducted a study about the moderate role of self-construal that include independent and interdependent and the study moderate role of psychological empowerment on the relationship between transformational leadership and innovative work behaviour on the employee. The sample of data are collected from a questioner that been filled by direct supervisors and subordinates. The department that this journal chooses is from Marketing, Customer Care and Operations, Administration and HR, and Information Technology departments of a company. The selected companies that use in this journal are Baidu, Tencent, Henan Shuanghui, and China Oilfield Services.

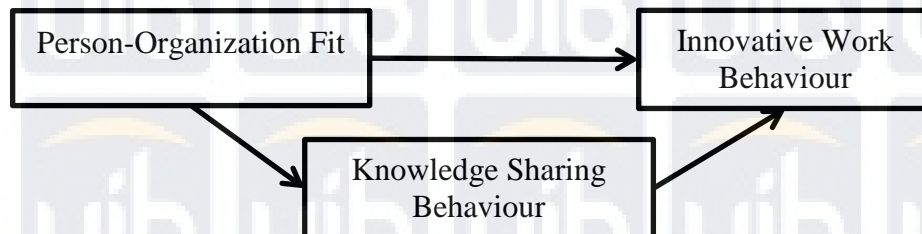


Model 2.2 Transformational Leadership and Innovative Work Behaviour, source:

Afsar et al., (2014)

Stakeholder Afsar, Badir, and Khan (2015) conducted a study about individual innovative work behaviour that effected from person-organization fit. The main focus from this research is to evaluate the impact from innovative work behaviour and knowledge-sharing behaviour. The other aim of the study is to know about the positive impact of the person-organization on the knowledge sharing behaviour of a nurse on the hospital. The last goal is to examine the

mediating effect from knowledge-sharing behaviour to the relationship between a nurse's fit perceptions and also their innovative work behaviour. The main data of these researches are collected from several hospitals that located in Thailand; the respondents of this research were the supervisor doctors and nurses.

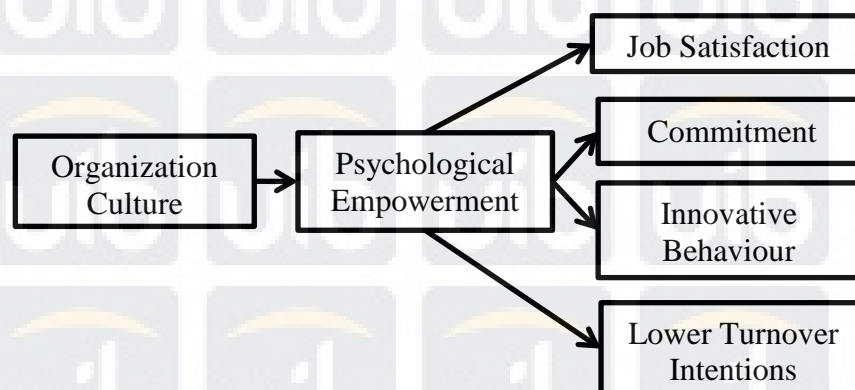


Model 2.3 The Impact of Person-Organization Fit on Innovative Work Behaviour:

The Mediating Effect of Knowledge Sharing Behaviour, source: Afsar, Badir, and Khan (2015)

One of the research that been done by Kumar (2016), which is examined the mediation role of psychological empowerment on the relationship of organization culture, and the attitude of work related and also their innovation.

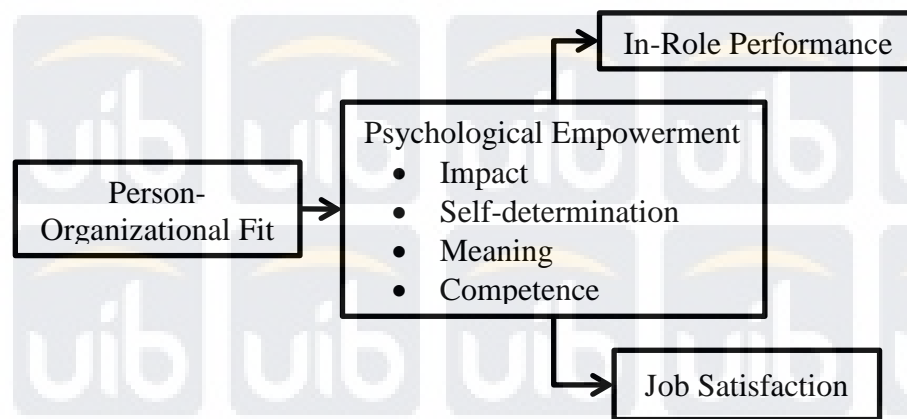
Next, the aim of study from this research is to know the meaning of psychological empowerment cross culturally, the other purpose of study is to add the nomological network of psychological empowerment. The data were collected from several service sector the mainly sector are from telecom, information technology and financial institutions and with 73 organizations



Model 2.4 Organizational Culture, Innovative Behaviour and Work Related

Attitude: Role of Psychological Empowerment, source: Kumar (2016)

The aim of study from Gregory, Albritton, and Osmonbekov (2010) is to know the interconnection from person-organization fit and the outcome from multiple individual-level, which is from job and in-role performance. The main sample of the data is collected through online questioner. Most of the respondents are from public western US University's business collage, which are the staff employees and the full time employees' faculty.

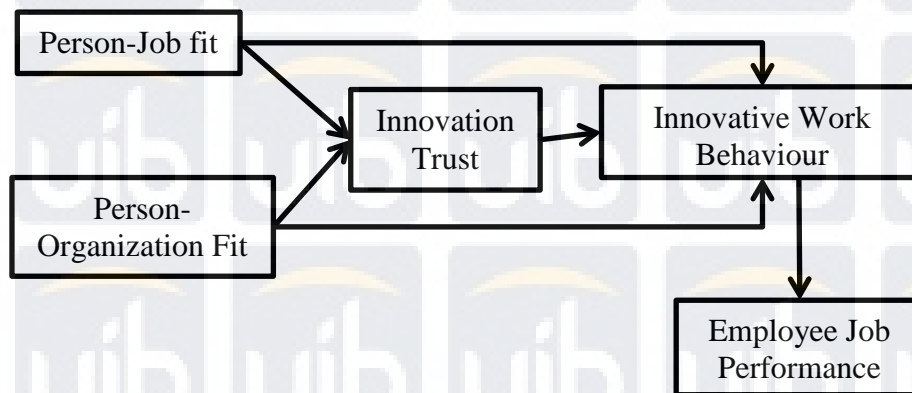


Model 2.5 The Mediating Role of Psychological Empowerment on the

Relationship between Person-Organization fits, Job Satisfaction, and In-role Performance, source: Gregory, Albritton, and Osmonbekov (2010)

Afsar et al., (2015) Conducted a study about the outcomes of innovative work behaviour from an employee on their job performance. Another aim of study from this research is to examine the effect of the person-organization fit and person-job fit from an employee innovative work behaviour, and to determine the two fits that is strongly related to employee's become more innovativeness. The last purpose of study is to elaborate the intervening function of an innovation trust between the person-organization fits, person-job fit and employee innovative

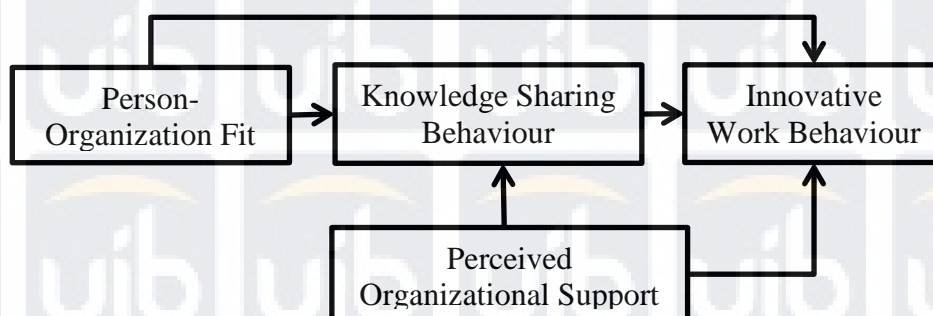
work behaviour. The collected data are from 459 individuals and their supervisors on multiple industries and multiple organizations located in Beijing, China.



Model 2.6 Person-Job Fit, Person-Organization Fit and Innovative Work

Behaviour: The Mediating Role of Innovative Trust, source: Afsar et al., (2015)

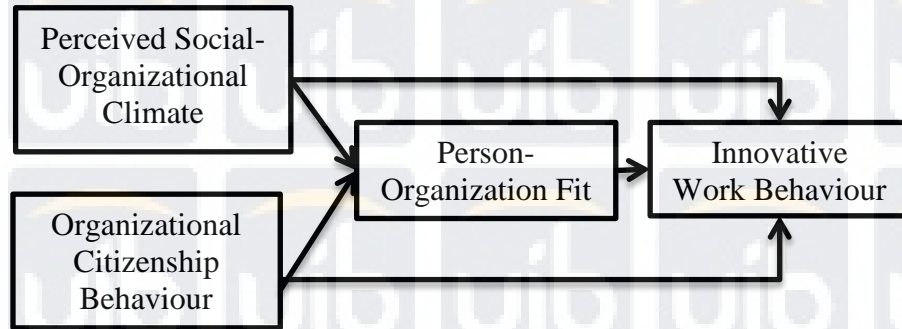
Main purpose of study by Afsar and Badir (2015) is to explore more about the mediating result of the knowledge sharing behaviour in the relationship between Person-organization fit and the perceived organizational support on the innovative work behaviour. Sample of the data are from 65 supervisors and 463 employees from five top hotels in China.



Model 2.7 The Impacts of Person-Organization Fit and Perceived Organizational Support on Innovative Work Behaviour: The Mediating Effect of Knowledge sharing behaviour, source: Afsar et al., (2015)

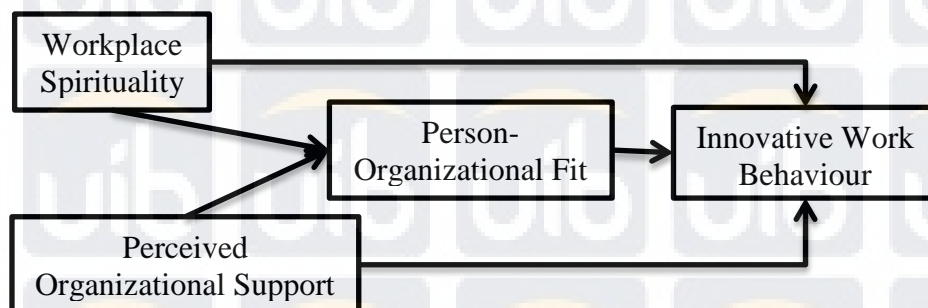
Research from Wojtczuk and Turek (2015) study about the correlation of the perceived social-organizational climates, organizational citizenship behaviour

of the other employees and innovative workplace behaviour initiated and performed by employees. The data are collected from a companies that are operations in Poland, the respondent are 76 companies and 246 employees.



Model 2.8 The Role of Perceived Social-Organizational Climate in Creating Employees' Innovativeness; The Mediating Role of Person-Organization Fit, source: Wojtczuk and Turek (2015)

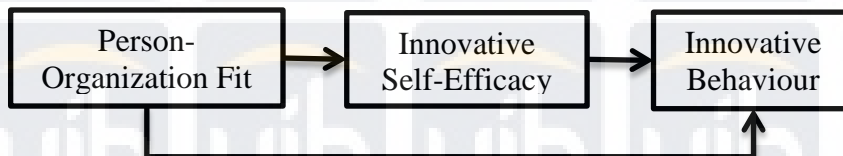
The aim of study conducted by Afsar and Badir (2015) is to examine the intermediate result of the relationship between person-organization fit on perceived organizational support and workplace spirituality, with innovative work behaviour through person-organization fit. The respondent from these research are 59 supervisors and 434 employees from five leading hotels in China.



Model 2.9 The Impacts of Person-Organisation Fit and Perceived Organisational Support on Innovative Work Behaviour: The Mediating Effects of Knowledge

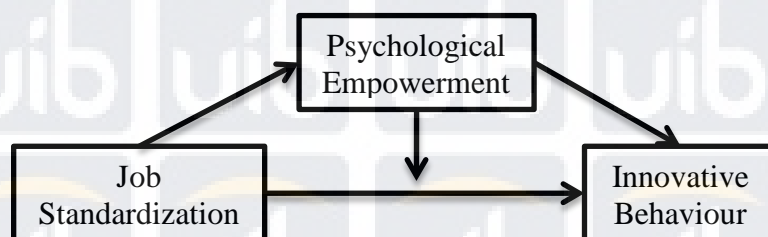
Sharing Behaviour, source: Afsar and Badir (2015)

The research study from Ma, Wang, and Liu (2016) is to study about the person-organization fit employee' on the intermediary role of innovative self-efficacy between innovative behaviour. Respondent of the data were collected are located in Tianjin, Beijing, Jiangsu, Shanghai and Zhejiang, and the respondent are 316 employees.



Model 2.10 The Mediator Role of Innovative Self-Efficacy between Person-Organization Fit and Innovative Behaviour, Source: Ma, Wang, and Liu (2016)

The purpose of the study by Luoh, Tsaur, and Tang (2014) were to explore the interrelation of the employee innovative work behaviour and job standardization. The studies also focus to examine the moderating reaction of employee psychological empowerment. Collected sample of this study is from the service employees that work in frontline on tourist hotels in Taiwan.



Model 2.11 Empowering Employees: Jobs Standardization and Innovative Behaviour, source: Luoh, Tsaur, and Tang (2014)

Akbar, Sadegh, and Chehrizi, (2015) conducted a study about the transformational, innovative behaviour and transactional leadership by the moderating role of the psychological empowerment. The data are collected from

government agency in Netherlands, which respondents of the sample are 230 employees.

The aim of study conducted by Prieto and Pérez-Santana (2014) is to know the innovative work behaviour of employees in the role practices of high-involvement human resource, with the intervention of supportive work environment conditions. The collected data are from 198 firms in Spanish

Research conducted by Jong, Den, and Zoetermeer, (2008) aim to expand and validate a evaluate of innovative work behaviour. The collected data are from 94 different firms, and from 703 workers and their supervisors.

The study conducted by Knol and Van Linge (2009) is aim to know the relationship between the systematic empowerment or the psychological empowerment and the innovative work behaviour. The data was collected from cross-sectional correlational survey that located in Netherlands, the respondent were 519 nurses.

The purpose of study by Gozukara, Yildirim, and Yildiz, (2016) is to examine about how innovative behaviours of employees are correlated with psychological empowerment and developmental culture as well as organizational learning and distributive justice. The respondent of these sample are from 276 participants in the aviation sector and been filled out online.

The aim of study conducted by Mehrabad, Teimory, and Pahlavani, (2010) is to understand more about the relationship between marine tourism work motivation, employee's personality traits and innovative behaviour. The collected data were from 215 respondents that are distributed spots on marine tourism commercial resort in Penghu, Taiwan.

2.2 Dependent Variable Definitions

These sub chapter, are going to study about the meaning of dependent variable that researcher use on this thesis, the dependent variable in this thesis is innovative work behaviour.

2.2.1 Innovative Work Behaviour

Based on the study of Afsar and Badir (2016) innovative work behaviour is not only an idea from an employee but also how the employee manage or exploit and also realizing the idea as well, the definition is a constant commitment to one idea. The Innovation is criticizing for organizational become constant on competitiveness, survival and prosperity.

As stated by Knol and Van Linge (2009), there are 4 dimensions of an innovative work behaviour, the dimension is the generation of an ideas, the recognition of an problems, and the mobilization of support and also the awareness of the ideas.

According to Anjum et al., (2016) the significant main stay in the organizations is innovative work behaviour. The innovative work behaviour also describe as an behaviour from a employee to generate, initiate, and even implement the new idea consciously in a group, or an work role, and also an organization that will give an advantage to an performance. Therefore, innovative work behaviour also reveals the behaviour from an employee's in an organization, to make and provide new ideas intentionally in an organization and also beneficial to organization performance.

According to Yidong and Xinxin, (2013) innovative behaviour was defined as independent behaviour through the intentional and initiation to introduction of useful and new ideas, product, processes, and also procedure a work role in organization or in a group. Generally, the innovative work behaviour encompasses the reason of several issues in the working methods; the unfulfilled needs of working methods that exist, indications that trends may be changing or unfulfilled needs of people.

According to Gozukara et al., (2016) innovative work behaviour is described in 3 dimensions, which is promotion or encouragement, the idea generation and implementation or application . The innovation work behaviour are related with the behaviours of creativity on searching or observe an opportunities and create or producing fresh or innovative idea and behaviours of performance such as applying changes, an approach processes for an accomplishment or novel information of the organization and the individual.

According to De Jong et al., (2008) the ability to speculation innovation has exhausted or repeatedly stressed and the innovation is broader than only creativity and also includes the implementation of ideas. Innovative work behaviour in addition is also including the generation new idea and also behaviours or an action to implement or to perform the ideas and achieve or reach the improvements that will enhance the business and personal performance.

In summary, the meaning of innovative work behaviour is to generate the new idea and able implement it in an organization, and also including the generation new idea and behaviours to an action to implement the perform of an

ideas and achieve the improvements that will enhance the business and personal performance.

2.3 Relationship among each Variable

These sub chapter, are going to study about the relationship of each variable that researcher use in this thesis. Innovative work behaviour is the dependent variable of this thesis, the independent is person-organization fit, and for the intervening is psychological empowerment.

2.3.1 The Relationship between Person-Organization Fit and Innovative Work Behaviour

According to Afsar and Badir (2016) person-organization fit is determining the sustain resilience, dependability and inspiration. In the area organizations, person-organization fit is enhance to basic value and goals, for an individual and organizational to know and understand employee.

According to Afsar et al., (2014) in the organization, the individual values of employee, which is their skills, knowledge, personality and ability is interpreting the meaning of person-organization fit. The person-organization fit means the positive impact of employees to increase organizational citizenship behaviour and work attitudes. Innovative work behaviour cannot be driven by formal incentives or reward mechanisms, because it is not a formal part of an employee's job description and is voluntary. The employee with a good act of person-organization fit means they are intrinsically motivated and they are satisfied with the tasks, and those who are constitutionally motivated display their innovative work behaviour constantly.

According to Afsar et al., (2015) the potential result for an employee of person-organization fit on employees to act more innovative work behaviours is varied. The first are employees with greater value have been found committed and highly engaged to their organizations. The one of the main captious factors for employees to display innovative work behaviour is important of work engagement. The second factor is how the employees makes a deal and make choices with continuous trade offs from different issues while preforming an innovative work behaviours, especially the one that related to people. Most of people avoid being involved in innovative behaviour; they fear to doing it would cause it will cause other to view negatively on them. Within this situation to make better socialization that can contribute for build social support and generate of idea, person-organization fit is use to help in this situation. The third is innovative work behaviour is moreover than initiating an idea but also commercializing and realizing it as well, which is long term of commitment with one's idea.

According to Afsar (2016) IWB cannot be impelled by formal incentives or reward mechanisms as it is voluntary, and not a formal part of employee's job description Furthermore, IWBs is neither expected of the employees in their formal roles and responsibilities, nor from an explicit contract between the employees and the organization. IWB implies that employees should think and act innovatively with free will beyond the scope of their job requirements. IWB is extra role behaviour for employees as it is not directly enforceable.

It is assumed that extra-role behaviours are observed more often among employees in organizations with stronger P-O fit. Usually, IWB refers to

discretionary behaviour and employees do not find such behaviours to be obligatory but nevertheless these behaviours are crucial for all industries.

The findings of Afsar et al., (2015) by finding a positive impact of person–organization fit on IWB, One of the positive behavioural outcomes is IWB, study found a significant positive effect of person–organization fit on IWB.

in a Meta analysis of various types of fit found that rare research has taken place to draw conclusions about the impact of integrated fit on individual level outcomes.

Person–organizational fit is an benefit to individuals for establish their constant relationship between their organizations which can lean to shown an behaviours that would give the positive impact for the performance outcomes, which is also decreased the error rates, and increased the ability to achieve goals that have been set, and also increased productivity, on their role image with the organization.

2.3.2 The Relationship between Psychological Empowerment and Innovative Work Behaviour

According to Afsar and Badir (2016) Psychological empowerment is substantial an attention in the filed of organizational science. Psychological empowerment is an individual’s perception of power and autonomy that he can be encouraged and has positive changes in innovative.

According to Afsar et al., (2014) employee’s psychological empowerment is positively related to innovative work behaviour. When employees are empowered in organizations, they exhibit creative behaviours because they find worth in their work roles. Transformational leaders create an

environment without direct supervision or intervention, which is conducive to innovative work behaviour. Employees who are psychologically empowered feel good about the tasks they are doing and perceive them to be meaningful and challenging. Thus, psychologically empowered employee displays creative behaviours by aligning personal goals with organizational goals.

According to Wojtczuk and Wojtczuk (2016) When employees feel that they have personal decision-making control, ability to influence others, freedom, flexibility, meaning of the work, inspiration to achieve an envisioned attractive future, they tend to produce more creative endeavours to enhance job performance. Employees who feel empowered and find meaning in their work, are more likely to be motivated intrinsically to have an impact on the organization, which in turn promotes innovative work behaviour and task accomplishment, suggested that psychological empowerment stimulates change, and innovative work behaviours are change oriented by definition. Most generally, psychological empowerment increases intrinsic task motivation; individual flexibility and self-determination over job execution making individuals less constrained about rule-bound aspects and allow them to contribute to innovative behaviours.

The psychological empowerment is analysed as an active individual, instead of a passive individual, able to orientation to a work role with an inclination to figure organizational contexts of work environments and processes environment. In an organization, employee will exhibit their creative behaviours when they are being empowered by the organization the reason is they find they are worth in their work roles. According to Gregory et al., (2010) the perception of an employee's is positively empowerment and it can related to innovation, and

the psychological empowerment is influenced positively by effectiveness managerial with creative process engagement, and an intrinsic motivation.

2.3.3 The Mediating Role of Psychological Empowerment

According to Afsar and Badir, (2016) the conceptual for the statement that an employee's innovative work behaviour is influenced by psychological empowerment originates from the explanation of psychological empowerment as the essential motivation task. This disclosure implies that employee has freedom and confidence to take risks and try out new things and it explains as the employee is empowered. When employee is empowered, the employees can increase their desire to bring a positive change and innovate in organization, the potential of interchange for the individual experiences is empowerment from their organization.

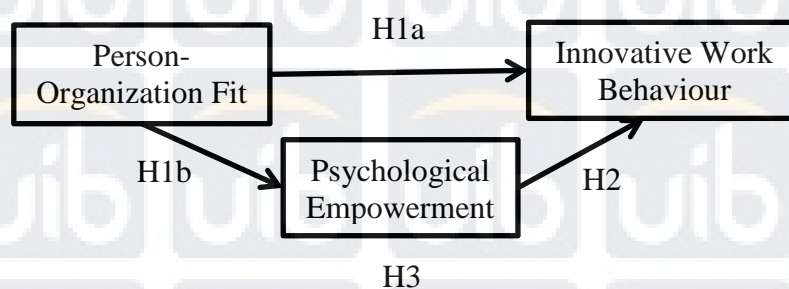
Gregory et al., (2010) believe there is a several level of perception of work environments among the individuals on the basis of their fit with the organizational values. Employee when they feel less empowered due to a high dissonance with their action on their behavioural and learning and the employee not fully understand, it means the employee has weak organizational fit and less innovative work behaviour.

Psychological empowerment is the increases of individual workability or flexibility; intrinsic task motivation, autonomy and execution in making individual self-determination on a job and less constrained for the rule-bound aspects and also to contribute the innovative behaviour. The employee becomes

more likely to take risks with higher levels of creative outcomes and explore new cognitive pathways, able to perform well, and playful with new ideas.

2.4 Research Model and Hypotheses Formulation

According to the existing research models that shown in above, researcher decided to choose the researches from Afsar and Badir (2016) about the Mediating Role of Psychological Empowerment on Relationship between Person-Organization Fit and Innovative Work Behaviour. The difference from the main journal is the research is done in different place, time and research object, the research object is several company in China which located in Shenzhen.



Model 2.12 The Mediating Role of Psychological Empowerment on Relationship between Person-Organization Fit and Innovative Work Behaviour, Source: Afsar and Badir (2016)

From the hypotheses and the framework shown in above, the hypothesis of this research is shown in below:

H1a: There is a significant positive relationship between person-organization fit and innovative work behaviour of employees as rated by supervisors.

H1b: There is a significant positive relationship between person-organization fit and employee self-assessment of his/her innovative work behaviour at work.

H2: Innovative work behaviour will be positively influenced by psychological empowerment.

H3: Psychological empowerment mediates the relationship between P-O fit and innovative work behaviour