

**CAPITAL UNIVERSITY OF SCIENCE AND
TECHNOLOGY, ISLAMABAD**



**Impact of Authentic Leadership on Innovative
Work Behavior With Mediating Role of Job
Embeddedness and Moderating Role of
Perceived Organizational Support**

by

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A thesis submitted in partial fulfillment for the
degree of Master of Science

in the

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This research thesis is wholeheartedly dedicated to my parents whose support and continued encouragement have been my strength and source of inspiration in all of my endeavors. To my beloved husband, for believing in me and standing by me through thick and thin. In addition, my deepest gratitude goes to Dr. S. M. M.

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CERTIFICATE OF APPROVAL

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Abstract

The present study has been conducted to recognize the role of an authentic leader in the organization and to understand how an authentic leader motivates employees toward innovative work behavior. This study includes the mediating role of job embeddedness and the moderating role of perceived organizational support. The data was collected using questionnaire from 280 employees working in a manufacturing firm in Pakistan. The results revealed a significant positive impact of authentic leadership on innovative work behavior. The study finds a significant relationship between job embeddedness and the negative relation of the moderator. Further, the research includes limitations, such as a small sample and specific research sectors. Additionally, this research includes perceived organizational support as a moderator in the relationship between job embeddedness and innovative work behavior, which needed to be studied before this current study.

Keywords: Authentic Leadership, Innovative Work Behavior, Job Embeddedness and Perceived Organizational Support

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Abbreviations

IV	Independent Variable
DV	Dependent Variable
H	Hypothesis
AL	Authentic Leadership
IWB	Innovative Work Behavior
JE	Job Embedded
POS	Perceived Organizational Support

Chapter 1

Introduction

1.1 Background of the Study

In every organization, leaders play an essential role for the employees. (Yukl & Michel, 2006) defines leadership as a process of inducing others to realize and approve what needs to be done and how to do it and facilitating individual and mutual efforts to accomplish shared objectives. Leadership in an organization is the most challenging task for a person. Every organization needs one leader who guides every member in one direction to success. When the leaders took responsibilities, give instructions and clearly communicates with every member of the organization those organization are most likely to succeed. The leader has a vision and supervision promoting continuous improvement, fulfilling the organization's basic needs. There are different leadership style that has been studied in recent literature.

In this research study, we will discuss the role of authentic leadership in an organization. An Authentic leadership styles include the characteristics of ethical and transformational leadership (Walumbwa, Peterson, Avolio, & Hartnell, 2010). Authentic leadership has been highlighted much in this literature as per their role in the manufacturing firms. The organization needs a leader who gives them direction for their roles and task in the organization. According to (Kiyani, Saher, Saleem, & Iqbal, 2013), authenticity is the leader's core personality trait that reflects the leader's quality. Authentic leadership is based on morality, self-esteem,

and sincerity with the team. This leadership style has been studied as an upbeat management style, similar to ethical leadership. The research on authentic leadership has been previously done in different circumstances. The study of (Leroy, Palanski, & Simons, 2012) states that authentic leaders significantly affect employee abilities in different ways, such as output, organizational commitment, and employee voice. With the help of corresponding literature, we understand that authentic leaders control the employees' behavior traits. In a previous study, it was discovered that authentic leadership is the one who creates transparency and trust among every subordinate (Walumbwa et al., 2011).

This literature analyzed the role of authentic leader's relationship with innovative work behavior in manufacturing firms. The acceptance of innovative work behavior by employees is due to the influence of characteristics of authentic leaders. An authentic leader's authorization to share creative ideas, fasten procedures, and reduce processes in the manufacturing sector may be the reason innovation leads to an organization's success (Gao, Wang, Yan, Wu, & Musse, 2021). The literature studies of (Schuckert, Kim, Paek, & Lee, 2018) show that the positive attitude of a leader, gives employees the assurance of safety, security, and trust, which allow them to take risks. This boldness of leaders reduces the employee hesitance toward their boss. Hence, this attitude of employees plays a significant role in assisting new ideas and discoveries. Besides this, when an employee are fear-free, they are more committed to the organization and pays more attention to creativity (Yamak & Eyupoglu, 2021). Indeed, it has been studied that authentic leader provides their full support without hesitation, enabling the worker to perform well because the employee knows that leaders would value their ideas and contribution from an organizational perspective (Azanza, Moriano, & Molero, 2013).

Adapting an innovative work behavior culture by employees is a great responsibility of a leader to admire innovation procedure because, with a leader's support and administration, the employee can do such things. The study by (M. Kim & Beehr, 2017) investigated that employees working with authentic leaders and supportive leaders are much more enthusiastic toward their work and have a positive perspective of work (Prewett, Brown, Goswami, & Christiansen, 2018). Besides this, they are more committed to their job and work.

This literature study brings the discussion to an integral part: When a leader brings trust in their subordinates, employee suitability rises. Authentic leadership leads the literature to conclude that it has a positive relationship where employee behavior is affected by the traits of leaders, such as trust, reliability, and security (Ilies, Morgeson, & Nahrgang, 2005).

Another past study by (Lukes & Stephan, 2017) claims that when an employee adopts innovation, work behavior brings up a solution to all organizational problems. According to (Dunne, Aaron, McDowell, Urban, & Geho, 2016), Innovative work behavior is required for a daily activity or entire organizational change.

The research (Qiu, Alizadeh, Dooley, & Zhang, 2019) defined that the attribute of authentic leaders has a potential influence on the employees to build faith in the work they perform slightly trust in leaders also provokes them to incorporate behavior. To extend this, the literature claims that the trust established by an authentic leader brings up finer employee behaviors within the organization. A workable and productive environment and employee loyalty in the organizational culture are reasons behind a leader and his subordinate relationship (Harder, Narine, Benge, Denny, & Farner, 2021).

If authentic leaders can develop a dynamic environment in their manufacturing sector, the employees can demonstrate innovation in their area of specialization. Authentic leaders stimulate the innovative behavior acquired by employees. Moreover, a study argues that leaders supervise all the employees working in the organization, so this literature elaborates that employees behavior is a reflection to their leader's characteristics. When a leader is passionate about innovation, this proactively encourages the employee to adopt innovative work behavior.

Authentic leaders are considered self-assured and encourage their workers to take risks for betterment (Mumford, Scott, Gaddis, & Strange, 2002). When workers come up with new ideas and discoveries within the organization, they need a supportive team that allows them to solve a problem with a new idea accomplished in an innovative work process (Van der Vegt & Janssen, 2003). The person working in a firm may work differently but when the individual participate inform of diverse group they focus on innovative outcome. However, the authentic leader influences

employees to endure innovative work behavior and embrace novelty (Walumbwa, Wang, Wang, Schaubroeck, & Avolio, 2010).

A prior study (Velez & Neves, 2018) determined that the role of an authentic leader is to direct the employees to share their new opinions and functional through. The organization's environment is one of the variants for the organization's success (Yuan & Woodman, 2010) as the organization's culture builds a connection with surrounding employees, which demonstrates the employee how to act and behave in the current environment (Schneider, González-Romá, Ostroff, & West, 2017). The surrounding in which an employee work is helping and caring would admire a positive role in employee preceding state. It would encourage them to perform their task with originality and unbiasedness.

Employees are motivated toward innovative behavior by two different forces: internal and external forces. The internal forces are the employee which also refers to the employee personality factor; on the other hand, external forces refer to external surroundings and leaders (Jing Zhao et al., 2011). Similarly (X. Li, Zheng, et al., 2014) claims that internal factors evince personal traits such as abilities, emotions, and state of mind. Internal factors can only controlled by a person's own will. If the individual hesitates to change his mindset, no other force can change it until the individual allows the force to adjust with trivial change. External factors include the outer forces that indirectly influence a person's willingness, such as the leader and environment. External forces come with different intensities that permit the individual to take action in return for power (Windiarsih, Etikariena, et al., 2017). External forces make an individual change his state of thought in such a way that force opposes them. Both internal and external forces may have a direct and indirect effect on a person's capabilities. The existing study proclaims that when the organization gives many privileges to their employee to share their thoughts with everyone and accept their steps for the future sake, these companies know how to gain innovative revolution (Brem & Puente-Díaz, 2020).

In the manufacturing sector, employees are involved in different procedures and processes. If the leader cares about their well-being, the level of satisfaction of the team's employees will be enhanced. This boldness of leaders reduces the employee reductants toward their boss. Hence, this attitude of employees plays a significant

role in assisting new ideas and discoveries. Besides this, when an employee is fear-free, he is more committed to the organization and pays more attention to creativity (Yamak & Eyupoglu, 2021). The literature indicates that authentic leadership is one of the leadership groups that affectionately interpret innovative work behavior (Hu et al., 2018). Indeed, it has been studied that authentic leader provides their full support without hesitation, enabling the workers to perform well because the employees know that leaders value their ideas and contributions from an organizational perspective (Azanza et al., 2013).

The past studies took place with the support of authentic leadership. The literature of (Walumbwa, Avolio, Gardner, Wernsing, & Peterson, 2008) suggested that authentic leadership creates a special bond relationship between teams and intends an innovative work culture. Another study illustrates that leaders create innovative organizational behavior (Bishop, 2013). Leaders can guide and inspire employees' innovative work behavior through diverse approaches, including promoting risk-taking, cultivating superior innovation, and encouraging proactive behavior. According to this literature, a study summarized that leaders can boost employees' sense of control in their work environment. In this literature, we have thoroughly analyze the significance of authentic leadership to innovative work behavior.

In this literature, we will analyze the impact of authentic leadership on innovative work behavior by mediating role job embeddedness and moderating the role of perceived organizational support. The study of (Avolio, Zhu, Koh, & Bhatia, 2004; Ilies et al., 2005; Meyer & Gagne, 2008) states that authentic leadership has a positive impact on employee attitude, organizational commitment, behavior, and performance within the organization more the reason why employees toward creative culture because authentic leaders boost their support and create self-determination toward new learning. This literature supports the relationship between leadership and innovative culture.

Job embeddedness has been discovered as the force that influences the employee to connect with the organization (Mitchell, Holtom, Lee, Sablynski, & Erez, 2001). Somehow, when the authentic leader supports their subordinate, it builds a strong connection with them as they intend to stay connected with the organization. Job

embeddedness is influenced by the forces that lead the employee toward job retention. In other words, authentic leadership can influence employees to stay connected with the organization. Moreover, job embeddedness builds the relationship between leaders and followers in the three dimensions of links fits and sacrifices research (Agarwal, Datta, Blake-Beard, & Bhargava, 2012; Nafei, 2015).

In a manufacturing firm, various departments are linked together. Similarly, employees are also associated with each other. This literature defines the relationship the relationship. Similarly an employee invests their time and efforts in their job. Leaders significantly influence the subordinates toward an innovative culture where the employees set new goals, ideas, and revolution (Renko, El Tarabishy, Carsrud, & Brännback, 2015). According to this literature, job embeddedness is why the employee is connected to the organization's pursuit of innovative work behavior.

Another factor that may influence the relationship is perceived organizational support. Perceived organizational support is the belief of the employee that his/her current organization values them (Sheikh, 2022; Setyoko, Kurniasih, et al., 2022). The present study will incorporate the moderating role of perceived organizational support. Perceived organizational support would investigate the (positive /negative) effect on the relationship of variables.

According to (Eisenberger, Huntington, Hutchison, & Sowa, 1986), perceived organizational support is the assumption of the employee that the organization values their contribution and cares for their well-being. Employees with higher levels of perceived organizational support are more dedicated to their organization and more focused on innovative culture (Organ, 1988). Perceived organizational support has been considered a factor that motivates the employee to commit to their job and supports innovation.

Furthermore, the research by (Patnaik, Mishra, & Mishra, 2023; Putri, Kuspini, & Santoso, 2022) amplifies that perceived organizational support (POS) strengthens the relationship between the organization and the employee. In other words, this means that employee builds a strong relationship with the organization when they know that the organization value their participation in work. Additionally, the study of (Utomo et al., 2023) posits that employees are more concerned with the organization when they are in any problem or problematic condition. They

consider that the organization would support them and solve the problem immediately. This literature magnifies the relation of POS and how it influences the factors. Perceived organizational support gives another direction to the research so that employees may connect to the organization and stay committed to it until they understand that the organization values their contribution and is concerned about their well-being. This literature highlights that an authentic leader motivates the employee toward job retention (Purwanto, 2020) argue that employees play a significant role in leading to innovation in the current organization.

Hence, organizations must promote an environment of continuous innovation so employee can embrace an innovative behavior in work place. This research emphasized the relationship between authentic leaders and employee job embeddedness and understands how leaders stimulate employees toward innovative work behavior. Additionally, this would examine whether the factor of perceived organizational support has a positive or negative influence the relationship between job embeddedness and innovative work behaviour.

1.2 Gap Analysis

Authentic leadership composes of some features that are fairness and truthfulness in any kind of work space. Without application of authentic leadership we lack behind in achieving a successful and calm organizational behavior. Also, we can include that any organization can work with integration and unity if they follow authentic leadership and experience this culture in their organization.

The impact of authentic leadership on innovative work behavior was previously studied by (Bai, Wang, Alam, Gul, & Wang, 2022). The previous research finds some gap in the literature as the study was conducted in Shenzhen province of China. The study suggested that it may be implemented in different country or region.

Another study on authentic leadership relationship with employee creative behavior conducted by (F. U. Rehman & Zeb, 2023) but this study has some limitation. This particular research is only bound to training sectors in mainly projects that compose of renewable energy. The study suggests that further research needed to

understand the relationship of leaders and employees. Moreover the participants of this research may individuals who performed the survey with their different level of interpretation. The research study of (Susomrith & Amankwaa, 2019) they studied the relationship of job embeddedness with innovative work behavior whereas job satisfaction was study as moderator in this relationship. This study was conducted in Thailand. This study recommended that future study must investigate other variable as a moderator other than job satisfaction such as perceived organizational support

1.3 Problem Statement

In Pakistan there are many manufacturing firm that are no update by traditional methods which cause inefficient process and procedures, slow growth of organization and most importantly the organization hesitate to adapt any changes. In those traditional system employee felt restricted to share new ideas as they are not welcomed for sharing their ideas or thoughts regarding any change they want to perform. Also, they encountered lack in the discovery for betterment due to limited supporting team and found absence of trust in the organization. The researches figure out that if the organization has a supportive culture the employee may felt secure in the job. To address this problem we suggest authentic leadership in manufacturing firms who encourage the employee to adopt a creative environment where employee feel free to share his perspective regards the system. Authentic leaders, by their personality, influence the individual to execute creative and innovative outcomes. Moreover this study would examine the role of job embeddedness. Organizations need a greater understanding of the factors that motivate employees to establish an innovative culture. The employee has their perspective that needs to be known by their current organization, which can guide the leaders on how they can inspire the employees to opt for an innovative working culture. Job embeddedness is defined as influence factors that intend the employee to stay in the organization. (Mitchell et al., 2001) have been having an impact on leaders as well as work behavior. This literature would complete the missing relationship that has been discussed before. Job embeddedness as a mediator in the relationship

imposes creative behavior in the individual workplace. This research took place to fill the gap and analyze the moderating role of perceived organizational support. Perceived organizational support has yet to be emphasized in past studies investigating the effect on innovative work behavior and job embeddedness. The current study would validate the positive/negative effect of a supportive system in an organization to stimulate employees' work behavior concerning innovation. This research studies insight behavior with authentic leadership and supportive organizational management.

1.4 Research Question

After analyzing the above research problem and the theoretical gap in the literature of the research paper, the current study would play a significant role by answering the question mentioned below:

Q: What is the impact of authentic leadership on innovative work behavior?

Q: Does job embeddedness mediate between authentic leadership and innovative work behavior?

Q: Does perceived organizational support moderate between job embeddedness and innovative work behavior?

1.5 Research Objective

The essential purpose of the research is to find out the relationship between all the variables studied. Authentic leadership is an independent variable, Innovative work behavior is a dependent variable, job embeddedness is a mediator in the relationship, and perceived organizational support is a moderator influencing the relationship.

These current objectives are written below:

- To investigate the relationship of authentic leadership with innovative work behavior.

- To find out the mediating role of job embeddedness between authentic leadership and innovative work behavior.
- To investigate the extent to which is perceived organizational support moderates the relationship between job embeddedness and innovative work behavior.

1.6 Significance of Study

A previous study by (A. Lee et al., 2020; Berraies & Zine El Abidine, 2019) argues that innovation in a workplace has various factors and leadership is one of these factors. The employee links, association, sacrifice and job fitness also matter. However, research argues that authentic leadership prepares employees to accelerate ideas continuously. Perceived organizational support as a moderator in the context of job embeddedness and innovative work behavior has been limited in past studies (Halvorsen, Treuren, & Kulik, 2015). This literature aimed to fill the theoretical gap of the present study by examining the mediation role of job embeddedness between authentic leadership and innovative work behavior and the moderating role of perceived organizational support.

An authentic leader exhibits generous behavior that motivates the employee to module innovation in their work (Luo, Hu, Huang, & Bai, 2023). The research examined the high-tech companies in China. A recent study investigates the impact of authentic leaders on employee work engagement with the moderating role of leader support. In the hospitality sector .Research on authentic leadership and innovative work behavior was studied by (Ingsun et al., 2023), but the research was limited.

1.7 Supporting Theory

This literature is supported by social exchange theory which was discovered by (Homans, 1958). This Theory is defines as a social and psychological factor that emphasis that individuals are in the relationship of negotiation. The theoretical model of authentic leadership relationship with innovative work behavior support

this theory prior studies (Eisenberger, Lynch, Aselage, & Rohdieck, 2004) elaborate that an individual's negative or positive action is usually a reflection of their leader or their fellow who treats them in such a way; also refer to as social exchange theory. When a leader motivates toward innovation and productivity (Yan & Hou, 2016), it directs the subordinate toward an emotional and associated bond with the leader (X. Chen, Bian, Xin, Wang, & Silbereisen, 2010). Social exchange theory causes a social exchange relationship within an organization that an employee proposes and subordinates to form an interactive workplace culture (Zhu, Liu, Zhang, Raza, & Cai, 2023). Social exchange theory is conducted to magnify the idea that leaders and employees have favorable terms with each other, which reciprocates the relationship (Tyagi, 2021). On the other hand job embeddedness is referred as employee feeling regard their job. When employee feel embedded to their job they are more likely to exhibit a positive behavior in the work place such as innovative work behavior. Perceived organizational support is associated with social exchange theory as it possesses an interlinkage between employees and managers. The employee who recognizes that the organization has a high level of POS may encounter surpassing behavior based on social exchange theory. The study of (Shore & Wayne, 1993) state that when an employer has a strong attachment to his company, the employer goes beyond his duty over his personal preference, which supports the social exchange theory. The social exchange theory illustrates that employees always pay back well when the organization benefits them.

Chapter 2

Literature Review

2.1 Authentic Leadership and Innovative Work Behavior

A leader in an organization is someone who conducts the upcoming in the organization; when a leader ignores their employee's work statement and overlooks what was previously stated by them, this attitude of leader the employee intentionally exhibits noxious behavior in the organization and can be the cause of the organization harmfulness (Hussain, 2014; Jensen, 2011). A leader in an organization's initial purpose is to work and contribute in a way that is ultimately vigorous toward organizational success .Between leader employee relation two elements are crucial that are fairness and trust. Their relationship becomes strong when leaders treat their employees equally and trust them. Employees develop firm belief in their leader once their relationship is strong. Once employee starts following their leader, they keep on adopting innovations in their work. Similarly the organizational effectiveness is defined as as module for innovative behavior ([Karin, Matthijs, Nicole, Sandra, & Claudia, 2010](#)).

Innovation in an organization plays a vital role in organizational success. Moreover, it helps the individual better understand the environment in which they operate. Innovation examines the effect of new ideas or behavior that positively affects the organization. Organizational innovation includes adopting behavior or something advanced in the organization ([Lam, 2006](#)). Innovative work behavior

defines the behavior of staff toward new ideas or discoveries. The prior study of Amabile et al. (1988) explains that the innovative culture in the organization or firm is developed by culture, system and characteristic that is simultaneously influencing the employees to focus on creative innovation. Employees who are more devoted for implementing a creative and productive approach in such work unit the process of innovative behavior are more sufficient as compare to employees with limited creative input.

An individual behavior toward innovative work behavior is described as an introduction in a group, work, and organization of a new idea, helpful process, and procedure. Innovative work behavior is a set of behaviors of employees that promote the employees to participate in the innovation process. This creative process of innovative work behavior is dynamic and frequently changes with the new addition. This behavior attributes cause employees to look upon another side to establish an innovative performance schedule (De Jong & Den Hartog, 2007; B. B. Saeed, Afsar, Cheema, & Javed, 2019) in a way that gives mutual benefit. Employee is influence by different components that influence them to persuade for innovation such as manger of the workplace. Furthermore, the study (Maqbool, Černe, & Bortoluzzi, 2019) state that when employee are active to participate in the organization are more flexible to execute innovative work behavior in the organization ,as compare to the employee are less competent to share their interest lack in innovative work behavior. The research has shown that innovative work behavior is a fundamental pillar of organizational success. Innovation within the organization brings fundamental changes that help the organization to grow.

The previous study of (Van de Ven, 1986) claims that an individual's behavior is the attribute of the individual that helps them to cooperate in a sudden situation. When management teams are well aware to face new challenges in those organization individual aren't reluctant to innovative culture. When anyone has treated an individual well, it will provoke them to prevail in an innovative behavior to accomplish their goal. Innovative behavior is the moderating behavior of an individual that appears when the indicia have psychological safety. This aspect helps the individual to demonstrate a new idea belonging to their working part, and this brings an aim in the individual mindset that they have to keep arrogant

innovative behavior (West & Farr, 1989). Earlier, many researchers examined the factors influencing innovative work behavior.

According to (Carmeli, Brueller, & Dutton, 2009) the employees are more encourage to develop an innovative behavior when they share knowledge and have ability to trust each other. They suggested that innovative behavior is affected by the, connections with subordinates, and learning. Similarly, innovative behavior has been examined as the embryonic insight that may affect job involvement, job satisfaction, and connection with coworkers (Jansen, Van den Bosch, & Volberda, 2005). It have been studied employee job satisfaction convince the employee to motivate for development of innovation. The job satisfaction is the factor that energizes the individual for creative behavior. Their innovative behavior has been studied as an essential element for organizations as it makes it clear that employee empowerment leads to an organization's innovative success.

Past literature of (Avolio et al., 2004) highlights the definition of authentic leaders, which states that authentic leadership is a form that defines a person who may have transparency and sincerity and act genuinely .The study by (Sidani & Rowe, 2018) revealed that an authentic leader has genuine emotions and feelings, and their personal and professional life is based on these values that respect others' dignity. The organization before developing their strategy need a valuable leader whose moral aspect based of honesty ,fairness and trustfulness ,their dignity is to make decision on the formed of equality and justice (May, Chan, Hodges, & Avolio, 2003) Authentic leaders by their personality and ethical participation leverage the followers for improve performance. The assurance of positive attitude development of leaders encourage for efficient work. The literature study of (Shamir & Eilam, 2005) state that leader's self-awareness is a key factor which assists others for trusting them. It describes that the self-concept of a leader is based on authentic leaders contributing both behaviors, one with his leader role and the other as a natural person. This includes values and convictions that strongly evolve around the leader's self-revolution; similarly, a leader's self-concordant reflects their values, and their self-concept is consistent with their behavior.

A study of Authentic leaders by their personality and ethical (Zorlu, Avan, & Baytok, 2019) emphasize that environment of the workplace is formulate by leaders.

Leaders attitude with members of organization promote the members to release positive and negative passion towards their work. If the leader have emotional attachment, and integration with organization staff they show positive behavior and liberate them to execute new and innovative behavior. This concept of authentic leadership gives insight into how a leader and his subordinates are based on authentic relationships. A study argues that authentic leaders play a fundamental role in reducing social complexity by fostering socially responsible and ethical manners in an organization and reducing the social challenges in the organization by implementing a positive work environment. The challenges face by organization and management team these challenges can be resolve if authentic leader perform effective practice (Cooper, Scandura, & Schriesheim, 2005).

An authentic leader always brings trust and honesty between their employees and this attitude of leaders brings innovative concepts into employees' minds. Indeed, achieving sustainable and high performance in business and company results from the proactive participation of authentic leaders (Baron & Parent, 2015). The process of practicing core discipline behavior and having self-awareness demonstrate a well performed attitude in the work. A related study (Alazmi & Al-Mahdy, 2022) argues that employee well-being is improved only by organizations where servants and authentic leaders participate. The greater the support of authentic leadership the positive relationship of an engagement with the organization. The leader relationship with organization builds sense of attachment.

The ethical participation of leaders make sure that they act on clear guideline and equally communication with staff members so the activities are operate pleasantly. An authentic leader is a leadership approach that raises the satisfaction level of employees. These leaders positively promote their subordinates' identities (I. Saeed et al., 2022). This means authentic leadership encourages the employee to take risks and go for creativity and innovation in work. Similarly, when authentic leaders allow their subordinates to share their thoughts and provide psychological safety, this empowers employees willing to adopt innovative work behaviors (Sengupta, Sharma, & Singh, 2021). An authentic leaders urge the individual to execute knowledgeable creative ideas in the organization. When authentic leaders give authority to employees, they are more comfortable and proactive in something

new, creative, and innovative (Carmeli & Spreitzer, 2009). Authentic leadership encourages employees to exhibit creativity through positive appearances, such as supportive behavior, information, and transparency (Khan, 2015). Furthermore, authentic leaders' employee engagement and motivate the employee resultant employee for innovative outcomes. When employees feel safe and secure in their jobs, they are more capable of sharing innovative ideas within the organization. Authentic leaders positively influence psychological empowerment as they persuade others to innovative behavior, as the employee stress level is reduced. With a relaxing mind, he could induce fresh thoughts. When organizations have the support of authentic leaders, they are more likely to appear innovative, surrounded by this culture, and then adopted by the entire organization. Hence, these organizations increase the level of innovative work.

Authentic leaders, instead of grueling employees in the workplace, showcase a cooperative attitude for the employees so they can display their points of view and recommendations. This gesture of authentic leaders would primarily cause employees to show creativity (Toor & Ofori, 2008). The organization that proposes a relaxing environment and effective employee participation is resolute, they manifest creative behavior from their positive personalities (Akgunduz, Turksoy, & Nisari, 2023). The literature deems that authentic leaders play a pivotal role by impelling employee creative production. Authentic leaders provide their employees with active participation in a steady flow of information that helps them adapt to a changing environment.

Organization needs leaders that support and encourage their employee to perform in a creative environment. The authentic leaders support help to build a relationship with members of the organization (Kalay, Brender-Ilan, & Kantor, 2020; Tsai, Horng, Liu, & Hu, 2015; Volmer, Spurk, & Niessen, 2012). To enhance this literature, (Walumbwa et al., 2008) define authentic leadership "as a form of leader behavior that draws upon and promotes both positive psychological capacities and a positive ethical climate, to foster greater self-awareness, Internalized moral perspective, balanced information processing, and relational transparency." The research constricted four dimensions of authentic leadership: Self-awareness illustrates how an individual leader understands the thought sense of awareness,

strength, and process view around their ability to recognize capabilities. Leaders would know the perspective people think about them. The leaders would analyze his impact on others and what change he brings to them.

Further self-awareness describes a person's intellectual ability to recognize as an individual demarcated from others. The research study of (Harter, 2002) founded that leader authenticity is established based on their own experiences, which include their self-esteem, self-efficiency, and self-accuracy. Individuals with efficient self-esteem are likelier to actively participate in their work and put in their best effort to complete the job. Self-esteem helps them understand the maximum effort that they can contribute to others. In addition to the literature, it has been emphasized that a leader's judgment of himself indicates employee behavior; a leader with low self-esteem admires his mistake would eventually cause an employee to behave negatively. When a leader propagates his fault, the employee's level of attachment to the leader increases motivation toward their work. This motivation and inspiration build interest in employee perception and may motivate employees to execute innovative work behavior (Devloo, Anseel, De Beuckelaer, & Salanova, 2015; Saether, 2019).

The second dimension is relational transparency, which describes the leader's justified behavior toward others. In other words, transparency is the leader's actual behavior, emotion, and expression that are openly resented by others. These emotions are based on the reality and truthfulness of the leader. Rational transparency is defined as clarity regarding someone's design and candidness with another person to express the person's feelings on any information or gesture to people (Kernis, 2003). In studies, transparency is defined as a system with no hierarchy and a group of people sharing data. In addition to this literature, transparency has been described as the strong relationship of an employee with his manager as it motivates the employee, empowers the employee, and encourages the employee to learn new things (Bernstein, McQuade, & Townsend, 2017). This concludes that an authentic leader's transparency builds faithful relationships between employees as employees are open to expressing their ideas. Rational transparency of leaders manifests a positive relationship with employees as when they openly express their thoughts and opinions, the employee has the perspective that the leaders will not

recline. This truthful characteristic of a leader portrays a positive influence on the employees; besides this, employee enthusiasm toward his work would rise, and it would give confidence to the employees to share innovative ideas and embrace innovative work behavior (Devloo et al., 2015; Saether, 2019).

The third dimension is a balanced process, defined as communicating their assumption in the same case, seeking someone's recommendation, and managing a balance between both parties. This aspect analyses the proactive behavior result of a leader before the actual result. In other words, the leaders acknowledge all the suggestions for any new idea or discovery and then inspect their data results before they make the decision. This feature also shows that authentic leadership is risky because leader challenges their position. (Avolio & Gardner, 2005). In terms of existing literature, it has been described that the leader with a balanced process is honest with employees and equally treats every employee; these employees have the object of their desire and are passionate about achieving their goals. The employee's dedication toward their task would help to bring an innovative culture and lead the employee to showcase his innovative work behavior as the employee would be willing to learn new strategies, techniques, and methods (W. G. Kim & Brymer, 2011; Okan & Akyüz, 2015).

Lastly, the fourth dimension of authentic leadership is internalized morals based on personal ethics. According to (Deci et al., 2003), internalized morals are endeavors of self-regulation that guide the leader to make decisions based on their personal and ethical standard without bias. At the same time, an internalized moral perspective is known as forming a justice-free relationship and demonstrating inner value while concluding. A leader with a high degree of internal moral perspective permits his employees to follow such rules and regulations. Alternatively, the employee makes up their mind that their leader is optimistic about internalization. These employees feel relaxed that their subordinates are also given equal opportunities. In such a situation, employees are fervent about the work.

Moreover, the employee would prompt their attitude in respect of their leader. The employee's diligence toward work is higher, and they motivate themselves to bring augmentation in their work, learn new abilities, and find solutions for previous problems. Conclude that inducing new methods and procedures in the

organization may lead the organization toward innovative behavior. Along with new methods the organization need to interpret a flexible culture for employee. This flexibility in the organization would likely relax the individual and deeply granted for some creative ideas in the organization (W. G. Kim & Brymer, 2011; Purwanto, 2020; Walumbwa, Christensen-Salem, Perrmann-Graham, & Kasimu, 2020).

Self-awareness and self-regulation for a leader and followers are a part of the authentic process as they influence self-growth and self-involvement (Goldman & Kernis, 2002). Authentic leaders have moral values justification and consider the values of the same group, society, and personal values in mind. Those decisions based on moral values build a positive relationship between the leaders and employees. When an employee observes that his leader makes a decision based on ethical values, ultimately, the leader would seek more respect from the employees. Consequently, the employee would work according to their leader's instruction. In the study of (Avolio & Gardner, 2005), authentic leadership combines transformational and ethical leadership, linked with innovative work behavior. Authentic leaders are dedicated to different ideas and assumptions regarding their followers as they appreciate openness to experience.

Innovation can be described as the implementation or practice of new ideas. Moreover, the changes can also be considered part of innovation (Axtell et al., 2000). Something that brings some slight difference is known as innovation. According to (Noefer, Stegmaier, Molter, & Sonntag, 2009), the diversity of ideas and capabilities to implement the ideas correlate with the worker's processing toward the working environment as the brainstorming of ideas enhances the thinking capabilities of an individual. The research of (Shalley, Zhou, & Oldham, 2004) investigated that the employee's creative behavior is carried out when he/she has a boss with a supportive attitude toward the employees. When an organization has a benevolent boss who keeps an environment of such an attitude, it encourages the employee to work on the organization's needs instead of his benefit. When the organization and management encourage an innovative environment, the employees collaborate to work creatively. The study of (Ng & Feldman, 2013) states that innovation brought by employees is an integral part of employee behavior and is considered

a voluntary task that an employee copes with their job. There is a slight difference between the word creativity and innovation; creativity is the embryonic use of an idea. Emphasizing this study, we conclude that innovation is not an idea; fundamentally, when ideas are communicated with one another, it is an exchange of ideas. However, when the idea is implemented and gives an advantage to the organization, it is known as innovation within the organization.

According to (G. R. Oldham & Cummings, 1996) when employees are under a concerned leader and perform a complex task, they consider themselves more ingenious as the employees believe that leaders would appreciate their decision. Individual personal characteristics have an attribute that influence for executing creative behavior. Besides this, (De Spiegelaere, Van Gyes, De Witte, Niesen, & Van Hootegem, 2014) argue that when the employee has a high level of job insecurity; it claims that work engagement engenders both positive and negative effects on innovative work behavior. In inclusion to the literature (Tastan et al., 2013) analyzed that there is a different factor, such as the climate of the organization, self-leadership, and culture of the organization, influence innovative work behavior (Eskiler, Ekici, Soyer, & Sari, 2016). When an organization demonstrate an culture that appreciate to adopt innovation with the supporting role of administration such organization are more efficient to develop creative ideas.

Innovative work behavior has been studied with performance in the context of manufacturing firms, which results in a positive relationship with each other (Leong & Rasli, 2014). The performance of the employee is correlated to innovative behavior. Innovative work behavior is a concept constructed and applied to establish something different from existing products, services, or techniques (Xerri & Brunetto, 2013). The study examine that organization which provide job security in those organization employee are more dedicated to perform positive a creative attitude, their interest in the job is enhance when they trust the organization. It has been studied that when employees join an organization, they consider themselves influential members; with that, they come up to deliver their full attention to work. Employees' efforts may need encouragement to make them more comfortable. According to (Abd Awang, Mohd Sapie, Yusof Hussain, Ishak, & Md Yusof, 2019), when the workplace admires a supportive phenomenon in such a way, the employer

holds the hand of the management team, and subordinates support every time this behavior leads toward innovative work behavior.

The employee is considered an important individual who helps to understand the organizational setting. However, it illustrates that top management in the organization is also responsible for assisting the employees as their participation provides mutual benefit in this term. (Yaacob, Nasir, Yaacob, & Sobri, 2019) when the management team cooperates with the team workers in different situations, the employee interest in work arises, and similarly in this way, the team's interest is developed. This practice in an organization enhances the employee's relationship and constructs a workplace culture that engages everyone working in or outside the organization. Organizations need to know that the responsibilities given to employee that are accordance to the employee ability and assure that employee are not overload. Employee's behavior is corresponded to the work load they receive from the authority team.

The relationship between employee and leader is a mutual exchange of benefits. Playing fair with employees and resolving their issues on argent notice make the system more authentic and reliable; employees are informed of innovative and creative mind-sets. The study of (Jiang, Lepak, Hu, & Baer, 2012) state that an individual engagement in work place is associated with the organization attachment. When employee has positive emotion with the job they interest of the employee are raised. Indeed, it has been magnified that it is not compulsory for each employee working on the job to exhibit innovative work behavior but demotivates another employee with an unacceptable attitude in the workplace (Purwanto, 2020; Hutagalung, Purwanto, & Prasetya, 2020; S. Oldham et al., 2018) magnify that employee performance matters. It was concerning organizational performance. It has been cleared previously that if the employee's strategy to work is below the company's expectation from him, then the result is a low productive outcome. to cope with this problem (M. Chen, Zada, Khan, & Saba, 2022) elucidate that the role of authentic leaders is essential in organizations, specifically for employees working in the organization. Authentic leaders create a reliable bond with their employees by showing their behavior based on their characteristics. The employee perceives a positive co-relation with that leader, and this behavior of the employee

motivates them to persuade innovative work behavior. A leader with actual characteristics keeps his ethical values, and positive gestures toward his subordinates create a sense of reliance in the relationship; this practice may give a reciprocal result to a leader by his subordinates. Indeed, authentic leaders have a dedication to look forward due to their moral values, triggering them to work on something innovative. Hence, it has been stated:

Hypothesis 1: *Authentic leadership has a positive impact on innovative work behavior.*

2.2 Mediating Role of Job Embeddedness between Authentic Leadership and Innovative Work Behavior

Mediating role of job embeddedness between authentic leadership and innovative work behaviour. Job embeddedness is a collection of psychological, financial, and social factors reinforcing the employee's desire to remain in the organization (T. W. Lee, Mitchell, Sablinski, Burton, & Holtom, 2004). According to (Mitchell et al., 2001) study, it is comprehensive to the literature that factors of job embeddedness create a web within the organization and influence the employee outside of the organization. Job embeddedness (Harman, Lee, Mitchell, Felps, & Owens, 2007) redefines the link of a person with some group of individuals and activities, fit with their jobs and communities, including other aspects of their lives with consulting that if the link between that group is broken down, to other extend if they left them what would be sacrifice is. Job embeddedness consists of three characteristics: links, fit, and sacrifice, influencing the employee's job and off-job tactics. The factor that influence employee to stay within the job may include employee relation and involvement of the employee within the work space (Mitchell et al., 2001).

In contrast, the job represents community factors including; the first dimension, links, is an employee's connection with the organization, colleagues, or people around him. Additionally (Coetzer, Bussin, & Geldenhuys, 2017) define links as

the activity associated with the organization, and the people involved in that activity are connected with the employee. Links are vital for an individual as they build the bond of an employee with the organization members, such as the team, leader, and co-workers. This association of employee simulate to stick with the job. The second dimension, fit, is defined as a person's skill, knowledge, behavior, and values aligned with organizational values. When an employee strongly feels that he belongs to the environment surrounding behavior according to his perspective, he considers himself fit in the organization's climate. The third dimension, sacrifice, means that when an employee loses their job, he faces social, financial, and psychological difficulties. These include behavior, relationship status, and community losses which an employee goes through.

Embeddedness in the job include employee personal factor that simulate the individual to stay connected with the organization. As individual personal character obliging for working in certain terms and condition of the work place. If job embeddedness of the individual is strong the sense of motivation to participate in the organization also increases. The individual job embeddedness increase when their personal traits are aligned with the job specification. They are more likely to fit in the organization culture and build a connection with the members of the organization. This attitude develops by individual convince them to committed with the job ([Peltokorpi & Sekiguchi, 2023](#)).

In the context of job embeddedness involves individual personal characteristics that guide them to stick to their job; ultimately, a few studies have determined that it reduces the employee's vacation from their current organization ([Allen, Peltokorpi, & Rubenstein, 2016](#)). The job condition of the employee have significance effect on the employee embeddedness in the organization as the culture of the organization is discouraging and the relationship of subordinates is negative the embeddedness would decrease.

It has been argued that when an employee's embeddedness in a job is lower, this factor would eventually influence the employee to quit and look forward to a new job. A similar study of ([Kaye & Hamilton, 2004](#)) argues that employee personality traits, including anxiety, self-efficiency, locus of control and cognitive abilities, job expectation, job motivation, and achievement, may affect their decisions. Every

organization has a unique defined culture which is formed by the leader and multiple members of the organization. A strong ethical setup of the firm encourage the employee actively participate in the organization and their attachment with the organization is reinforced (Kontoghiorghes, 2016). Previously, it has been discussed that job embeddedness includes some focal factors that demonstrate the behavior. Likewise, in an organization with positive surroundings and a supportive environment, employees fear expressing their ideas for leaving and searching for new opportunities (Bartunek, Huang, & Walsh, 2008). The employee who are more likely to quit with their current job caused by multiple factors, including working condition of the job, atmosphere of the workplace and deficient leadership. Employee stability in the job rise when they find a suitable place to work and an efficient system. If the organization gives employees a sense of security, employees are comfortable in that environment and avoid exposure to changing organizations.

When the employee links in the current organization are disturbed, the employee experiences inadequacies, which makes them doubt to remain in the organization or leave it and find a suitable place. The performance of the worker is directly associated with job embeddedness. As the employee works to broaden his expectations, it influences the organization's performance (L. Li, 2022).

Employee job embeddedness can be increased if employees' supervisor support and organizational support encourage them to benefit from the organization in terms of providing them benefit programs, helpful training programs, and previously defining all the rules and regulations of the organization (Giosan, Holtom, & Watson, 2005). Employee job-security and benefit they received from their organization robust their confidence. The attachment toward their organization rise as they perceived that they are valued on their participation. New employees are embedded in the organization when these organizations enable them to socialize with a group of people (Allen, 2006). The socialization in organization increase employee reorganization, employee consider as an important member of the organization who contributes in team work.

The particular study in context examines a negative outcome of job embeddedness, as employees are influenced by their co-workers. The study of (Felps et

al., 2009) claim that if the employee is willing to leave his organization, it would socially compare him to the co-worker immediately silently. An employee who has gone through a bad experience and has negative emotions at that stage is likely to switch jobs and search for a suitable job, which shows low embeddedness. Additionally (Burton, Holtom, Sablinski, Mitchell, & Lee, 2010) claim that engaging employees in work behavior would reduce employees' new job search. An individual is surrounded by a group of people including subordinates, leader and team members, the behavior of that group releases the affection that influences the employees' demonstrated outcome. A study glorified in the literature that if employees suffer from a high level of immorality, depressive symptoms of physical and mental health cause employees to experience unfair treatment and a higher level of job insecurity in their workplace. Whereas employees who are highly satisfied in their work environment, they are more passionate for job performance (Choi, Goh, Adam, & Tan, 2016).

Previously, many studies debated that job embeddedness has been included in different features, such as financial, economic, and social, that may affect an employee's contentment on their job (Yao, Lee, Mitchell, Burton, & Sablinski, 2002; J. Lee, Kao, & Yang, 2014). Employee working with subordinates evokes a connectivity with people around and employees hesitate to leave that group. Some studies took place to examine the relationship between job embeddedness, such as employee retention (T. W. Lee et al., 2004), social capital (Ng & Feldman, 2010) and organizational performance (Jiang, Lepak, Han, et al., 2012). Most of the study examines the vital relationship of performance improvement with job embeddedness, the place in which employees stay would keep effort that the workplace runs sustainably (Nafei, 2015). These studies took place to interrogate all the directions of varying performance behavior. It emphasizes that the performance and work of individuals are relevant to job embeddedness, whereas job embeddedness also influences various factors. The job embeddedness increases their association with the work creative performance.

The latest study (Arslan, Alemdaroğlu, Karaduman, & Yilmaz, 2019) shows that individual behavior is the execution of some veiled factor that frames other individual behavior. Similarly, when an employee executes behavior, so executed outcome

would act accordance to their attitude and ultimately this behavior would more likely to influence their subordinate's behavior. In context (Harman et al., 2007) investigate that employees leave the organization and pursue their jobs when they find an alternative job, as these employees may dissatisfied from their current job and may not able to perform according to the requirements. A high sense of job embeddedness motivates the employee to prefer to remain in their current job as they feel accomplished in the organization. This level of embeddedness to stay on the job is why employees connect with their subordinates and leaders.

The research further states that job embeddedness is a prime factor that encourages employees to stay in their current organization (Nguyen & Watanabe, 2017). The factor may include employee self-actualization, co-workers and the way organization perceived their contribution. Job embeddedness is a merger of forces that lead the employee to stay connected with their job (Yao et al., 2002). In a workplace, employees gather with people who share their thoughts and perceptions and make the environment pleasant, which builds credibility for employees to perform their assignments. When an individual is surrounded by groups of people concerning their actions and have professional association with them, individuals feels it challenging to leave the organization in such an embedded group (Dedeoğlu, Aydın, & Boğan, 2018). The person internal force compel them to adjust with that group.

Furthermore, the literature (Singh, Singh, Alam, & Agrawal, 2022) states that employees who are more likely to stay in the organization may have personal attachments or are satisfied with the organization's environment. Previous studies highlight that turnover brings organization commitment, job satisfaction, and work involvement (Holtom, Mitchell, Lee, & Eberly, 2008). These elements encourage the employee to be job-embedded and build a positive relationship. A research study corresponding to the literature claims that employee engagement in the organization is job embeddedness. Job embeddedness of an individual may be due to several reasons communities and employment has a strong relationship. Secondly, it states that individual have the same perspective as their communities. Thirdly, when an individual works with his community, what sacrifices are carried by him in that workplace (Ansari, Siddiqui, & Farrukh, 2018). The organization

with perspective of implicating high performance practicing in work, resultant the employee high job embeddedness which cause the employee alignment with innovative behavior in the work they performed.

A recent study (Nica et al., 2018) found that embeddedness in the job significantly impacts employee pledge and commitment to the organization and employee well-being improvement significantly influences job embeddedness in the organization. Employee with strong commitments with their co-worker and work setting causes employee stability in the job. It is an core responsibility of every leaders or management team to engage their employee with organization for long term relationship .This is possible when leaders have strong communication with workers and understand the need of them, when employee need are fulfilled they are able to work with organization (Ahmad, Aslam, Ahmad, & Khan, 2022). This emphasize that employee and leaders relationship are corresponded with each other action.

Job embeddedness describes that it would be difficult for an individual to separate from the employee's psychological background and imagine that he is attached to them. Job embeddedness in the circumstances of supervisors and colleagues enables positive work engagement, ensuring that employee skill and job requirements establish an employee's high satisfaction. The leaders have a key contribution in the organizations support of the leader's promote employee well-being and employee willingness to face challenges much courageous Nielsen and Daniels (2012); Pienaar, De Witte, Hellgren, and Sverke (2013). Organization providing job security brings up deep commitment with the defined work. A review of relevant literature indicates that individuals' perception of staying in their organization may be due to the organization's environment and links that manipulate them so, job embeddedness is considered a mechanism that attempts to relate those Kiazad, Holtom, Hom, and Newman (2015).

In addition to a study proclaims that empowering the employee by authority reflects reciprocal behavior as employees strengthen organizational commitment. This leads them to determine that energetic work involvement prolongs an organization's self-control attitude Seibert, Wang, and Courtright (2011). When authorities give empowering right to employees, employees are more dedicated for positive work action as their confidence increase with the value they receives. In

this regard, an authentic leader is crucial in motivating employees to engage with innovative work performance.

The leader action and behavior have an influencing effect on employee who are related to them. The positive and negative behavior of the leaders replicate in the action of the employees. When a leader shows a behavior that is observed by the followers and apparently this follower release that similar energy given by their leaders in the work. Leader is the one who communicate and engage everyone to work together. The relationship of employee and leaders create a link of trust between them. When a leader is ethical and perform ethically the employees with similar behavior have a strong embeddedness in the job [Ferreira \(2017\)](#).

Authentic leadership provides freedom in the job, which admires creative behavior in an organization and encourage the employee to share their assumptions about certain strategy or opinion. Employees are concerned with different factors associated with their jobs, which causes them to remain in the work environment [Mitchell et al. \(2001\)](#). When an employee is willing to leave their job, the most crucial factor that forces them to do this can be the job environment of the organization. As employee fit with the values and moral ethics of the organization they are willing to abide with the organization and hesitate to quit their job.

Job embeddedness has been studied as a mediating role between high performance and turnover retention. This research study embraces employee exhibition toward innovative work behavior demonstrated by job embeddedness [Afsar, Badir, and Kiani \(2016\)](#). Employee embeddedness in the work is simulated the members of the organization understand them and keep trusting them such employee are loyal to the organization and such energy of the individual exercise innovation. The literature [Allen and Shanock \(2013\)](#) describes that employees are influence factors studied in several literature, including organizational commitments, socialization techniques, turnover intention, and organizational support. The study concludes that employee belonging, high value in relationships, and satisfaction in their task are reasons why job embeddedness mediates between socialization and commitment to the job.

A recent study ([Qian, Yuan, Niu, & Liu, 2022](#)) claimed that employees stay committed to their jobs because of job embeddedness. The higher the supremacy

influence of job embeddedness, the more it reduces employee insecurity. Organization providing justice in the work environment encourages the employee to get motivated to their work and reveal a creative culture. This literature study highlights another rationale for employees' innovative behavior when considering the organization's well-being. When organization claims that they provide job security employee work performance is also enhanced.

The characteristic of job embeddedness constructs a relationship between authentic leadership. Authentic leaders create a strong relationship with their followers regarding links. They provide them with support and an accessible environment in the organization. Links are described as a trap chain that makes employees experience that they are wedged in that association. They consider the member a family and are assured they do not look forward without them. Beyond this literature, links are also allied with employee organization settings. As an employer is committed to an organization for a long time, he/she is vacillated to join different companies as they are not likely to leave their comfort zone. The relationship between leader and subordinates enhances the sense of attachment to the leader (Walumbwa et al., 2008). A recent study examined that employee links with their system depend on the interlink of the employee with their job and organization, along with the value the organization gives to the employer. The organizational links formed by employees are based on the connection between a person and a group of individuals working in that same place.

Furthermore, when an employee researches sites that the employee links to the job and organization, they propel that link more significantly; in such cases, they try to execute innovation in work. The result of the link concludes employee conduct similar action with which group they are coherent together (Crossley, Bennett, Jex, & Burnfield, 2007). In addition to this context, the study of (Zengtian & Bin 2014) argues that there is direct influence of individual performance with embeddedness in job. The presence of embeddedness causes employee to feel sense of affiliation with the working area. An individual working with special groups those are interconnected with other subgroup causes an nexus with other group with specific goals that are accomplish together. The connectivity causes the employee to stay job embedded and employee associate them as a group not as

individual so their performance reflect as a group performance. The influence of innovation would directly relate to a high level of embeddedness in the job or work in the current organization.

On the other hand, job embeddedness and second characteristics are also affiliated with authentic leadership. Authentic leaders consistently show their positive value through their actions, establishing a work environment where employees fit into the work environment. Monitoring the job fit is extended to employees working with people with the same status and intellectual abilities that help them exhibit well-known behavior within the organizational boundaries. The coherence of the employee with comparable abilities, skills, and knowledge reveals that the individual considers him/her to be in the right place. A recent study investigated that employees leave these organizations where they consider themselves outsiders and likely do not fit with organizational values ([Ampofo, 2020](#)).

Additionally, the culture devotes them as they are fit for the desired job. The conjunction of employee and organization values works similarly for achievement. Existing literature claims that employee attachment also upsurges when job fitness is at a greater rate. It has been studied ([Kerdpitak & Jermisittiparsert, 2020](#)) that employee adjustment with the working team and support leader impulse the employee is restrictive with organization values. The organization environment with the support of leaders influence the employee to perform ethical practice, employee with committed values are more likely fit in the work place.

If an employee fits with these values as his values, he will adhere to the organization ([Collins & Mossholder, 2017](#)). If organization have leaders with prom values and justice promoting leaders in such organization or firm the work practice are based on ethical and moral values. Employer in these circumstances is more enthusiastic to perform proactively and innovatively. However, encouraging innovative work behavior by employees appears when an employee is embedded with organizational values and objectives. When an employee feels connected with the organization, this embraces the employee becoming more motivated and performing innovative work behavior ([Carmeli et al., 2009](#)). Sacrifice is another characteristic of job embeddedness that influences authentic leadership and innovative work behavior. Sacrifice is an indirect forces that potency the employee to stay in the desired job.

In other words, it has been stated that an employee working in an organization for a time begins to build up his relationship with people associated with it, including peers, co-workers, team, team leader, system, hierarchy, and procedures.

These bonds are full of interconnection with employees. When a worker thinks about switching off their current job, he/she thinks about the sacrifice they committed while working on the job and the relationship they built on the values of the individual. This includes the role of leaders who appreciate the workers and put their efforts into work. When a leader makes personal sacrifices for the benefit of ordination and employees, this creates inspiration for employees, and this makes employees associated with the leader (Walumbwa et al., 2008).

Similarly, when employee sacrifices their investment in their current job, they know their contribution, effort, and innovative ideas. They are more intent on providing innovative solutions to influence employees' innovative work behavior. A recent study emphasized that when an employee finds themselves as well established in their current job and have an assurance that they are giving their best potential in the job, this feeling of appreciation brings them security this may highlight their potential sacrifice in the job (T. Liu et al., 2022).

In addition to this literature, employees include their organization's benefits and initiatives, which increase their job embeddedness; when these employees think of leaving their current organization and continuing somewhere else, they are ultimately unable to do that as they sacrifice. Eventually, the employee stays in the organization with their present leader, which induces innovative work behavior (Kiazad, Kraimer, & Seibert, 2019; Rafiq, 2019).

This literature proclaims that job embeddedness has significance on authentic leadership and innovative work behavior. Job embeddedness is a mediating mechanism that facilitates the transmission of authentic leadership's positive effects on innovative work behavior.

Authentic leaders foster an environment that nurtures and supports employees' innovative endeavors by cultivating job embeddedness.

Hypothesis 2: *Job embeddedness mediates the relationship between authentic leadership and innovative work behavior.*

2.3 The Moderating Role of Perceived Organizational Support Between Job Embeddedness and Innovative Work Behavior

Perceived organizational support is the perception of the employee working in the organization that their current organization values their contribution and the effort they make in their work. The employees working in the company have that stigma that the organization always cares about their well-being (Eisenberger et al., 1986). This belief of the employees that they are worthy members of the organization simulates a positive relationship with organization settings. In other words, perceived organization devotion is a factor that builds a bond with employees to stay committed to the organization. However, the research of (Luthans, Norman, Avolio, & Avey, 2008) describes that the collective assistance of co-workers, leaders, and team administrate that the employee would execute their duties proficiently when they get support by everyone. Employees who support their organization develop a psychological aspect that their work potential is much required for furtherance. The role of perceived organizational support provokes the employee to sequel improve organizational performance and welfare (Kurtessis et al., 2017). The support of co-worker leader and work practice are the factor that influence an individual outcome.

Perceived organizational support has been associated with organizational outcomes propelled by their employee in terms of job satisfaction. Employee satisfaction in an organization decides the scale level of employee-perceived corporate support. In addition to this literature (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002) discuss that when employees have a high level of perceived organizational support, they are more committed and satisfied and cause positive emotions toward their workplace. Employees believe they are secure in their job status and that the organization cares about what they perform in the workplace. An employee with high perceived organizational support reflects employee pleasure in the job (McCarthy, Cleveland, Hunter, Darcy, & Grady, 2013). Employees with high levels of POS are more dedicated to the organization's productive outcome. Instead, employees with low POS levels are more likely to be

unaware of their outcome. Employees who believe the organization is not acknowledging their work effort cause them to lower their morals and show apathy.

An individual is indirectly and directly associated with the organization or people within that organization. Employees need a pleasant atmosphere, and irregularity in the organization's culture results in stress and burnout. The study defined that perceived organizational support reduces employee anxiety, stress, and tension, which results in low absenteeism and low turnover intention (Stamper & Johlke, 2003; Allen, Shore, & Griffeth, 2003). Administrative support in the workplace has been considered a prime factor that motivates employees to bring consistency to the job. Perceived organizational support leads to different consequences, such as positive performance, organizational attachment, low turnover intention, and job contentment (Yu & Frenkel, 2013). The employee are creative and produce an innovative work when the perceived organizational support is high, moreover when employee as an individual responsibility and community identification have an impact on the performance of the individual.

Another study highlighted that giving employee's acknowledgment of small attainments lifts their confidence as an employer; this action will positively increase perceived organizational support as the employee feels secure and affiliated with his workplace culture (Ozdevecioglu et al., 2003). Similarly, appreciation given to the employees for their performance induces positive energy as employees feel attracted to work. Employees simulate the effectiveness that the organization offers them on completion of work. This behavior indicates an organizational support system for employees (Bhattacharjee, 2001). Companies in changing environments always have a vision of pursuing innovation from the surrounding environment.

The studies examine two aspects of perceived organizational support; the first aspect claims that organization should support their employees. Their support would encourage the employees to implement fresh notions to benefit the company. The second aspect claims that when the organization's environment is braced by management, the employees feel secure. This action of the assurance developed by the organization boosts employee confidence, which might accelerate progressive outcomes. This concept emphasizes that getting attention from his supervisor, colleagues, and team leader in a friendly environment would likely boost their

confidence and optimistically execute some innovative behavior. The research study of (Skaalvik & Skaalvik, 2007) explains that if perceived organization support has positive relations with the employees, then the employees would simulate practical job attitudes. The study (Yang, Yang, Zhao, et al., 2011) claims that employee self-interest for performance force the individual for innovative behavior, individual efficiency increase when the POS is also positive this led the employee for implementing innovative behavior. Similarly it has been stated that Perceived organizational support has a productive effect on organizational outcomes regarding job satisfaction (Blackmore & Kuntz, 2011), Organizational behavior (Morrow et al., 2012), and organizational responsibility. The employees' favourable and unfavourable effects on the organization are the consequences of how the organization treats them as members of the workplace.

The employee panorama signifies the result of the level of conduct obtained from the organization on the work the individual performs (Chung, 2017). The related study examines an individual working with colleagues and a leader in a company; if the working conditions are fully satisfying employee need and organization cares about their contribution as a workforce. If the employees felt eudaimonic with the duty for which they are been assigned, they would execute it inform of job performance (Miah, 2018; Rubel & Kee, 2014). An employee assumption about their organization varies accordance to practices and performance. The organization with believe of prioritize their employee causes employee to fit in the work environment. This literature gives insight into how individual performance influences job gratification. Beyond this, if the employee does not match the organization's satisfaction level, his output will ultimately reflect his low satisfaction (Ayuningtias, Shabrina, Prasetio, & Rahayu, 2019).

Perceived organizational support enhances employee interest in different ways as it creates the perspective that the organization would provide emotional or material support to the employees who remain with them (Utomo et al., 2023). In this condition, employees experience a sense of entitlement to the organization. When employees fall into a problematic situation in their workplace, the organization makes sure that they are present for them, and organization authorities stand to help them out in that problematic situation (Riska, Perizade, & Zunaidah, 2023).

In this aspect, employees have a guarantee that the organization is abutting them in every circumstance. (Wann-Yih & Htaik, 2011) argue that organization for their success try to build a long term relationship with their worker to build the relationship organization assure to fullfill their employee expectation regard the organization. When employees observe that an organization has fondness with them, they prompt their attitude regarding organizational benefits, corresponding to a favorable outcome.

On the other hand (Hasnu, 2010) conclude that organization with standardized practices and employee participation in the organization inject a positive output of the organization .The organization assured that employees would be rewarded for their creativity and passion. This expectation of employees devotes them to proactively performing and adopting innovative work behavior (Caesens & Stinglhamber, 2014). Employee interest in the job boost the efficiency of the individual which may leads to fully devotion. The employee believes that the organization will consistently execute positive behavior for employees. Third, it would motivate the employee to show their best potential.

The role of perceived organizational support is vital as a moderator for that factor related to the job. Perceived corporate support has a signifying influence on job satisfaction and communicating to employees that the organization values their contribution. This attitude strengthens the relationship. Organizations that care about employee welfare reduce the angst of the employee related to the job. Every employee of the organization comes up with different level of values and ethical standard, when these valuable aspect are filled by organization in respond employee facilitate them for accomplish their goals (Thompson, Bergeron, & Bolino, 2020).

Perceived organizational support simulates employee behavior and motivates the individual to get attached to their job emotionally, creating a willingness to work on something challenging and innovative. The risk taking descion of the employee encourage the employee to initiate some unique and ingenious plans for the organization (Gupta, Agarwal, & Khatri, 2016). The support of an organization establishes loyalty, which forms long-term relationships. Likewise, the study of (Janssen, 2003) highlights that employees' support is given by their organization,

perspective, and attitude are devoted to an innovative work environment. Likewise (Ng & Feldman, 2010) explore that improved organizational innovation causes a relationship between employee job embeddedness. This concludes that organizations with creative principles increase job embeddedness. An in-depth study elaborates that for an organization's success, it is mandatory to embrace imposing change in form of new ideas, procedures, methods, and processes; in order to achieve organizational success these practice is essential for both large and small organizations (Nieto & Santamaría, 2010).

Employees only develop innovative behavior independently once internal or external forces motivate them to adopt work behavior. When employees consider themselves part of the organization, they genuinely admit it and adapt to change for innovation, leading them toward innovative behavior in work. As previously discussed, organizational support is a factor that positively affects relations. In addition to the existing literature of (Eisenberger et al., 1986), it has been executed that the positive behavior of the organization in terms of prioritizing them in return for that hallmark employees undergo in a state of happiness, this exchange of values between them relates a positive connection with employee and organizational support. Perceived corporate support has been discussed from two perspectives. The first factor defined that perceived administrative support initially claims to support a fresh idea. Along with that idea, organizations provide full support to the employee in all ways (Çakır et al., 2001). In conclusion, this helps employees increase perceived organizational support and generate creative thoughts and ideas for the organization.

With time, organizations understood that to retain employees committed to the organization; they must develop a culture in the company that is concerned about the employees' will. Perceived organizational support plays a vital role in the organization's and employees' points of view (Ruben & Gigliotti, 2016). Corporate management support helps the organization run long by ensuring consistency. An organization is a combination of groups of people who come together to fulfill the goal set by the organization's authority. As such, the organization frames its values for employees so that the people recognize the remaining goal of the organization, and employees get a motive to serve in the organization.

The research claims that an organization's level of appreciation should be higher for their existing employees who have been with the organization for a prolonged period. This appreciation and reward would assure the employee that the company values their effort, time, and resources at their work. Additionally, employee commitment is converting into loyalty for the organization. A positive environment in an organizational setting is when an organization values its employees in such a way that they admire their employee's opinions and makes them feel distinguished from other employees (Gul et al., 2010).

Supported literature highlights that employee commitment and vice versa, behavior and productive attitude, are consequences of employees' perceived organizational support. The literature study of (Afsar et al., 2016) revealed that employees endure innovative work behavior when they assume they fit within the corporate settings, and encouraging knowledge-sharing attitudes regarding the work they are involved in in the workplace brings a positive, innovative culture in the organizational setting. As the employee deliberates on being a part of the organization, the employee has the perspective that he fits into the organization. This behavior directly executes innovative output in the organization (Hoffman & Woehr, 2006).

An employee working in an organization does work with others groups of people are associated with that employee; these employees are linked with other employees and build a culture that supports helps and respects each other. The corporate environment these groups and leaders create lowers the pressure and out frames innovation in such circumstances (Indriani, Rahayu, & Hadiwidjojo, 2019; S. U. Rehman, Bhatti, & Chaudhry, 2019) State those relationships on the job strongly impact an employee's enterprising behavior and excellent work regardless of the employee's performance.

If the employee's subordinates, such as co-worker leaders and colleagues, release negative energy, the employee's motive to perform his work decreases sufficiently. On top of this, it has been known that inducing trustworthy relationships with co-workers and completing the task with total concentration help retain innovative work behavior (Attiq, Wahid, Javaid, Kanwal, & Shah, 2017). An employee who justifies himself as a job fit is due to his peers who work alongside him. This joint contribution of peers may integrate innovative outcomes.

In fitting with the context of the study job embeddedness the study of (Zengtian & Bin 2014) claims that an individual association with the team with which they work bring a trustful relationship with each other. The team work has potency on the individual when they collaborate with group this collaborating zest them to perform well. The embeddedness of individual in form of the links with co-worker and team determine their involvement as a part of them. The study conducts the two aspects of performance in the job, the task performance and contextual performance. The individual involvement in defined for a special task is known as task performance, whereas group contribution for performing activity in an efficient way is known for contextual task. This concludes that employee as an individual or part of unity is dedicated to exhibit an outstanding performance which leads the employees to seek innovative work behavior.

Job embeddedness is associated with different factors that vary frequently when employee insecurity is more than employee expectation from the organization. This causes less interest in the organization, which may become a severe issue. (Elshaer & Azazz, 2022). When the organization plays a role by admiring their employee in the workplace, this attitude brings a concept of trust in employees, and they pursue an idea and push for innovation. The trust develop by the organization for their employees enhance the workers interest with the organization, these worker admit to present an innovative outcome in order to assure organization that they are their committed and sincerer employees. According to (Mura, Lettieri, Radaelli, & Spiller, 2013) employee social networking plays a vital role in employee improvement; the connection with people and co-workers manifests the employee to behave innovatively in his workplace. As employees communicate with their co-corker and this communication help them to gather knowledge share diverse ideas with each other's. The employees linkage with subordinates design a system were employee get clout by other and learn diverse ideas from the associated group (Sözbilir et al., 2018). The sharing of ideas and thoughts assists the employee in collaborating with them and liberating a compelling, creative performance. The studies magnify that the perceived organizational support level of obligation decides the employee outcome in terms of performance, and innovative behavior is the extended result of how an employee feels about the company.

This research helps us to understand that when there is a positive POS, the employee's willingness toward positive behavior also increases. Perceived organizational support plays a crucial role in employee embeddedness as the employee feels out of stress and relaxation (Allen et al., 2003). As employee are de-stress they are more likely to think beyond their boundaries and are able to generate a unique plan of action in the organization. Previous studies explore that when there is a high level of support for employees, the degree of detrimental behavior is mitigated (Kurtessis et al., 2017), which will result in professional behavior in the organization.

As a result, it will produce a creative scope required for the organization to achieve their goals and maintain their success. Employees might run emotional toward their creative performance. According to (Yu & Frenkel, 2013) POS constructs liable relationships within the organization boundary as it influences organizational outcomes, including polite behavior, low absenteeism, and proactive performance of employees. This concludes that when employees are consistently attending their work without any disturbance the regularity and productivity increase in the work place.

Worker of the organization competency increase when their perceived organizational support increase their expectation from organization are corresponding their needs and desire in such scenario of the organization the worker are volunteering conduct an innovative work behavior (X. Liu, Huang, Kim, & Na, 2023). When an organization has a concept of supporting their worker's decisions and making them capable of their innovation, the employees have a perception to remain in the organization. Job embeddedness is associated with different factors that vary frequently when employee insecurity is more than employee expectation from the organization. This causes less interest in the organization, which may become a severe issue.

Moreover, (Kawai & Mohr, 2015) note that both perceived organizational support and perceived supervisor support influence committed behavior and job satisfaction. In collusion with this finding, there is always a relationship between a committed team and administrative support as they are proportional to each other; the amplified backing of the leader enhances the employee's dedication to his current

organization. When there is no support from the organization, the employee's interest in his work diminishes with passage of time, resulting in no affection for the work. In the context of this literature, perceived organizational support reinforces the employee's integration with the organization as an individual who wants to be considered a part of a group with their identification. The support of external force or internal force the employee are able to face new challenges and intend to show an innovative output for their current organization.

Perceived organizational support positively influences the relationship by improving the employee's self-efficiency and confidence to adopt innovative work behavior. When employees know their organization admires and supports their creativity, they feel secure and intent on developing new creative ideas. Additionally (YILDIZ & YILDIZ, 2015) construct a theoretical model where POS moderates the relationship between leaders and employees; likewise, they also examine the role of employees' sense of belonging. Corresponding to this literature study, (Ulusoy, Kılıç, Günday, & Alpkan, 2010) discuss the relationship that innovative performance is elevated when the individual has supportive management to develop new and fresh ideas, organizational support, and, most importantly, when there is high-risk tolerance. The organization who insure having a trust element with their committed employee ,so the organization hoist their confidence level which in correspond enable the employee to take risk and face new challenge for the betterment of the organization.

Recent studies have determined that positively perceived corporate support impacts organizational outcomes (Caesens & Stinglhamber, 2020). In-depth studies have clarified that if the employees receive optimal support from the team and leader; they are more hard-working and have a probability of innovative outcomes. The organization with low support and in just with employee causes a negative impact on employee sustainability in result employee feel restrict for work. The productively and attention to the work decrease as increase in discouragement. Additionally, if there is less harmful behavior by the firm the employee perceived organizational support would amplify.

The above study gives some insight, elaborating on the literature that employee relationships with co-workers and the workplace environment slightly influence

innovative work behavior. Moreover, if the organization is supportive and encouraging employees empirically, employees would bring creativity, which eventually diverts to creative behavior. On the availability aspect, several studies claim that perceived organizational support positively influences job embeddedness and creative work behavior as an employee is satiated with the job, and simulating the role of a supportive organization passively impacts innovative work behavior.

Hypothesis 3: *Perceived organizational support moderates the relationship between job embeddedness and innovative work behavior so that as an increase in perceived organizational support strengthens their relationship.*

2.4 Theoretical Model

The conceptual model demonstrates that authentic leaders have a direct relationship with innovative work behavior and have an influence on innovative work behavior. Further, the model describes the mediating role of job embeddedness between authentic leadership and innovative work behavior, along with the positive moderating role of perceived organizational support influencing the relationship.

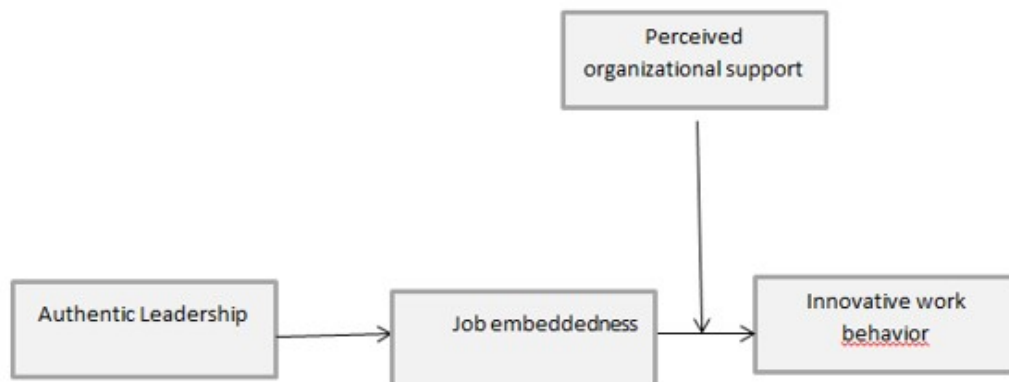


FIGURE 2.1: Research Model of Impact of Authentic Leadership on Innovative Work Behavior with Mediating Role of Job embeddedness and Moderating Role of Perceived Organizational Support

Chapter 3

Methodology

3.1 Research Philosophy

According to research philosophy, this type of phenomenon includes data collection. We designed a questionnaire that composed of variables that result in concluding this research. Positivism philosophy is defined by (Levin, 1988), which claims that the observations conducted in the surroundings are based on reality, and none of the phenomena interferes with the observation that has been conducted. According to positivism philosophy we can state that the results we collected through our research are based upon factual information. Also, through this theory we were limited to data collection that we performed. After data collection we properly interpreted this data to get the best output for this research. This research is not influenced by any personal values or biased opinions. The present study used the positivist philosophy as it focuses more on the quantitative research method and is likely to gather empirical evidence in the research result. The reason to choose this positivism philosophy was to achieve quantifiable output for our research specifically.

3.2 Research Approach

A research approach is a technique and process that is a practice to collect and interpret the data analyzed by the researcher. There are three approaches that

are designed for different purposes depending on the data and the nature of the research. The most effective approach is the quantitative research among the three different approaches. The quantitative approach is known as the deductive research approach, was studied by (Van de Ven, 1986).

It illustrates an unbiased way to collect data from the desired population for a generalized and reliable study (Weinreich, 2009). The present study induces a quantitative approach to analyze the hypotheses' relationship with the questioner. Whereas, the qualitative research method, also known as inductive research this approach was studied by (Denzin & Lincoln, 2005). This claims that the study was investigated to bring people into a natural setting and interpret some phenomena to understand the result better. The third research approach is mix method. Through this approach, both quantitative and qualitative approaches are simultaneously used for the research.

3.3 Research Design

Research design is defined as the method through which the research is conducted .In the research design; there exist different research strategies that include various case studies, qualitative interviews, Action-oriented research, and quantitative surveys.

In the present study, we conducted the quantitative survey as it contains a questionnaire. The questionnaire is an easy way to approach participants. The participants can easily answer the questionnaire within a few minutes; hence it doesn't take time to get their answers.

3.4 Unit of Analysis

In the present study, the term unit of analysis refers to as the individuals who work in the manufacturing firm. The target employees where line manager and white collar employee .All the participants included were the employees working in different departments in any organization. For example, the staff included employees from HR department, quality control, assembling etc.

3.5 Time Horizon

The time horizon in research is defined as the period in which the research has been conducted. The study of (Saunders, Swinerd, & Lewis, 2012) stated that research includes two time horizon types: cross-sectional and longitudinal. Longitudinal research takes place when the duration of data collection is long. A cross-sectional study is considered when the data collection by the research is limited or specified. This current study has chosen a cross-sectional method as the research time was limited.

3.6 Participants and Population

3.6.1 Population

A population is defined as a large group of individuals sharing cultural events, and they may have some similarities in their characteristics based on the culture they adopt in that entire place. The population may vary in region, demographic, geography, and society. In this study, we collect data from manufacturing firms servicing in Pakistan. The data was collected from various employees working in manufacturing organizations in Pakistan. Our primary focus is to analyze private sector employees working in the organizations.

3.6.2 Sample

The employees working in a manufacturing firm are divided into different groups and specialized teams with different experiences, age groups, and years of experience. These employees belong to the HR, assembly, and electrical departments and quality control. The sample includes various ranks of employees, from junior posts to senior posts, who work under any supervision or leader. The sample size was calculated by Fishers formula denoted as $n = (z^2pq)/e^2$ to find number of sample we need. This research was conducted to survey 280 different employees working in various manufacturing organizations concerning their profession and level of experience. The participant has open access to participate and share their

option. We distributed Google Forms to employees through social media and other mediums; 280 participants participated. The data was kept under primes so no one else could reach other answers; it was recorded once submitted.

3.6.3 Sampling Technique

This research included convenience sample techniques, which are non-probability sampling methods. In the study of (Kvale & Brinkmann, 2009), they acknowledge the convenience sampling method. Convenience sampling is used to access and participate in a short time easily. The questionnaire was properly in structured form. The questionnaire was close-ended, so the participants had limited options to answer.

The entire questionnaire was mandatory to answer so the result could be adequately analyzed. We ensure the data is kept confidential so any personal information of participants can be shared. Additionally, we prevent duplicate responses of single participants by cross-checking their identity; this way, we get a reliable and authentic response from the participants.

3.7 Analyzing Tool

Researchers use different types of analyzing tools, such as SAS (Statistical analysis system), R, Python, and SPSS (Statistical Package of Social Science), to analyze the data for compiling the results.

This current study was analyzed using SPSS (statistic) software, as it is an effective tool for dividing the data into units. SPSS was an effective tool for analyzing, monitoring, and evaluating data, helping the researcher make decisions based on that data. We performed frequency analysis, descriptive, correlation, and regression analyses.

The research analyzed the target employees who eventually work under supervision. This research was apposing to underline the experience of employees in that setting. The online questionnaire creates a feeling of security that their opinions are confidential.

3.8 Data Collection

The data was collected from online Google forms and distributed to employees frequently. These online forms were cost-effective as there were no printing cost requests or transportation costs, and it was easy to spread the process. The sample includes different age groups who have different experiences working under any supervisor. Also, the sample consists of both males and females who face different experiences in any organization in which they work.

3.9 Instrument Used

English is the most spoken language in every organization. English is known as the second language of the organizational culture. The employee is aware of it and is more comfortable answering or questioning. Most importantly, English is a global language spoken and delivered in every country. So, we assumed that every educated employee quickly understood the question in English. Hence, the questions were answered in English instead of other languages.

The questionnaire consists of five sections. Section A includes demographic questions such as Age, gender, marital status, work status, and year of experience. Similarly, section B includes the study variable authentic leadership. On the other hand, section C includes study variable job embeddedness.

Then, section D contains the study variable perceived organizational support, and in the same way, section E contains the study variable innovative work behavior scale. The scale ranged from (1-5), where one indicates “strongly disagreed” while five indicates “strongly agreed.”

3.10 Authentic Leader

Authentic leadership was been measured by the ([Walumbwa et al., 2008](#)) scale. This variable contains 16 items on the scale, such as “My leader is aware of why he does the things that he does.” “My leader is aware of what demotivates him.”

“My leader is aware of what drives or motivates him.” “My leader is aware of what I truly find important.”

3.11 Job embeddedness

Job embeddedness was been measured by the (Mitchell et al., 2001) scale. This variable contains a six-item scale, such as “I feel attached to this organization.” “It would be difficult for me to leave this organization.” “I am too caught up in this organization.”

3.12 Perceived Organizational Support

The perceived organizational support was been measured by the (Eisenberger et al., 1986) scale. This variable contains 12 items in the scale, such as “My organization strongly considers my goals and values.” “My organization cares about my well-being,” My organization disregards my best interests when it makes decisions that affect me.” “My organization takes pride in my accomplishments at work.”

3.13 Innovative Work Behavior

The innovative work behavior was been measured by (Dwyer et al., 2009). This variable contains five items in the scale, such as “At work, I provide a suitable plan for developing new ideas.” “At work, I come up with innovative and creative notions,” and “At work, I try to propose my creative ideas and convince others.”

3.14 Sample Characteristics

The data was collected from 280 respondents working under several departments. These respondents belonged to different age groups, years of experience, genders, and material statuses, which may result in diverse response rates.

3.15 Demographic Characteristics

The current data contain variations in demographic responses such as age, gender, work experience, and material experience.

TABLE 3.1: Gender

	Frequency	Percent	Cumulative Percent
Male	198	70.7	70.7
Female	82	29.3	100
Total	280	100	

The gender analysis table shows that of the total number of respondents, 198 were male, and 82 responded were female. The data shows that 70.7 percent of males dominate, and 29.3 percent are female. According to the data, the number of females was low compared to male dominance. It can be illustrated that males are much more involved in manufacturing firms than females.

TABLE 3.2: Marital Status

	Frequency	Percent	Cumulative Percent
Married	171	61.1	61.1
Unmarried	109	38.9	100
Total	280	100	

In the current data sample, we conclude that from 280 respondents, there are 171 married and 109 unmarried respondents. The percentage of married respondents is 61.1, and unmarried respondents are 38.9 percent.

The existing data demonstrate the different age groups of respondents. The data shows that 87 respondents belong to the age group of 18-25, and the percentage is about 31.1%. Moreover, 52 respondents belonged to the age group of 26-35,

TABLE 3.3: Age

	Frequency	Percent	Cumulative Percentage
18-25	87	31.1	31.1
26-35	52	18.6	49.6
36-45	46	16.4	66.1
46-55	58	20.7	86.8
56-above	37	13.2	100
Total	280	100	

with a percentage of 18.6%. The age group of 36-45 falls in 46 frequencies with a percentage of 16.4%. The respondents in the age group 46-55 had a frequency of 58, with 30.7 percent. The respondents that belong to the age group 56-above had a frequency of 37, and they were 13.2 percent of the total population. This sample describes that respondents belong to the age group of 5-above, which is comparatively low.

TABLE 3.4: Work Status

	Frequency	Percent	Cumulative Percent
Full Time	196	70.0	70.0
Part Time	84	30.0	100
Total	280	100	

The current data analysis shows the frequency of 196 respondents belonging to Full-time work status, which shows 70% of resounded. The part-time response frequency concluded at 84 with 30%. The existing data conclude that most respondents are Full-Time workers/employees and cover colossal frequency.

The existing data consists of 280 responses with different experience statuses. The respondents ranged from (0 -5) years, with 118 and 42.1% frequency. Besides this,

TABLE 3.5: Experience

	Frequency	Percent	Cumulative Percentage
0-5	118	42.1	42.1
6-10	41	14.6	56.8
11-20	36	12.9	69.6
21-30	59	21.1	90.7
Over 30	26	9.3	100
Total	280	100	

respondents with experience ranging from 6-10 consist of 41 in frequency with 14.1%. The respondents belonging to the experience range 21-30 years have a frequency of 59%. The respondents with more than 30 years of experience are 26, 9.3%. So, this sample investigated that respondents with less experience are more prominent while those with over 30 years of experience are less in the sample.

Chapter 4

Results

4.1 Reliability Analysis

Reliability in data is defined as the stability of data about the scale through which data has been calculated. In other words the reliability is the accuracy in the data set that are tested in the for the research results .Reliability analysis is used to study the scale measures used to analyze data. However the data to be analyzed is taken over a specified period. Reliability consists of Cronbach alpha, representing the evaluated reliability value of the measuring instruments. The Cronbach alpha is also determined to assess the amount of covariance of the instrument used for the data. Also, the Cronbach alpha indicates the scale number between (0 and1). It has been stated that Cronbach alpha value should be > 0.7 (greater than 0.7) as it determined the acceptable measurement in data. But if the Cronbach alpha has a value < 0.7 (less than 0.7) then it states that its reliability is unacceptable.

The table above shows variable items along with their Cronbach alpha values. Authentic leadership consists of 16 items, and the Cronbach alpha is 0.74. Job's embeddedness consists of 6 6-item scale, and Cronbach's alpha value is 0.79. Innovative work behavior has a 5-item scale, and the Cronbach alpha value is 0.85. Perceived organizational support contains 12 items scale, and Cronbach alpha is about 0.77.

TABLE 4.1: Reliability Analysis

Variable	Items	Cronbach's Alpha
Authentic Leadership	16	0.74
Job Embeddedness	6	0.79
Innovative Work Behavior	5	0.85
Perceived Organizational Support	12	0.77

4.2 Descriptive Analysis

Descriptive statistics in research are usually used to analyze data and summarize the current study's main characteristics into bits and portions. Descriptive analysis of the research is one of the basic data analysis tool. Moreover, the descriptive analysis consists of the distribution of data into defined groups such as N representing the number of responses, Max (known for maximum values in the data set), Min (known for minimum value in the data set), Mean (known for an average of data), whereas Standard deviation (describe visibility in the data).

TABLE 4.2: Descriptive Analysis

Variables	N	Min	Max	Mean	Std. Deviation
Authentic Leadership	280	1.58	4.67	3.38	.525
Job Embeddedness	280	1.00	5.00	3.54	.929
Perceived Organizational Support	280	1.33	5.00	3.58	.666
Innovative Work Behavior	280	1.00	5.00	3.91	.911

The table above shows a summary of the present data, N= 280 as the number of respondents is the same for every variable, so the analysis shows a similar number of respondents in the data; authentic leadership is an independent variable, Min=1.58, and Max=4.67, and mean lies between 3.38 with a standard deviation of .525. The job embeddedness as a mediator's min value is 1.00, and the max

value is 5.00, along with its mean of 3.54 and standard deviation of 0.929. Perceived organizational support as a moderator's min value is around 1.33 while the max value is 5.00, and its mean value is 3.58 with a standard deviation of .666. Innovative work behavior as a dependent variable has a minimum value of 1.00 and a max value of 5.00, with a mean of 3.91 and a standard deviation of around 0.911. It has been studied that means of all variables are in between 3.

4.3 Correlation

Correlation analysis describes the relationship between variables and how a variable is associated with other variables. This analysis describes the positive and negative significance of variables. Correlation gives strength to the relation of variables linked together with each other. The correlation analysis scale values lie between (+1 to 0 to -1). In such a relationship, -1 indicates the antagonistic relationship in the link between the variables, and +1 indicates the positive relationship between the variables relationship, whereas zero indicates the null relationship between the variables.

TABLE 4.3: Correlation Analysis

Variable	1	2	3	4
Authentic Leadership	1			
Job Embeddedness	.547**	1		
Perceived Organizational Support	.582**	.594**	1	
Innovative work behavior	.523**	.523**	.546**	1

This table shows the relationship between authentic leadership, job embeddedness, perceived organizational support, and innovative work behavior correlation analysis. Authentic leadership has significance correlated to Job embeddedness ($r=0.547$). Authentic leadership has a significant correlation with perceived organizational support ($r=0.582$).

Besides this, authentic leadership significantly correlates with innovative work behavior ($r=0.523$). On the other hand, Job embeddedness has a significant correlation with perceived organizational support ($r=.594$), and job embeddedness has a significant correlation with innovative work behavior ($r=.523$). Perceived organizational support has a significant correlation with innovative work behavior ($r=0.546$).

4.4 Regression Analysis

The regression analysis includes showing the relationship effect with each variable and how the variable is affected by each significantly. The regression analysis is supposed to analyze the effect of the independent variable on the dependent variable. The relationship between the independent and dependent variables was analyzed by linear regression. In the present study, we used process file by Andrew F. Hayes model 14 for moderation analysis and mediation analysis.

TABLE 4.4: Regression Analysis

Direct Effect	B	SE	P	LLCI	ULCI
AL IWB	.4076	.0997	.0001	.2113	.6038
Indirect Effect					
AL JE POS	.4371	.0918	.0000	.2661	.6252

4.5 Direct Effect

The table above shows the direct relationship between the authentic leadership (independent variable) and the innovative work behavior (dependent variable) as this table shows the β coefficient which indicates the unit of change in the outcome, which is about 0.4076, which shows the positive effect as is above 0.10. The significance (P) is (0.001) indicates that the value is less than 0.005 and the standard error is 0.997. The lower limit confidence interval (LLCI) is about 0.2113 and upper limit confidence interval is about 0.6038 as both have similar and positive sign hence, the relation have significance.

4.6 Indirect Effect

In the table below, we tested the hypotheses for mediation analysis. The relationship shows that Job embeddedness mediates between authentic leadership and innovative work behavior, so the test result indicates significance. The effect indicates a standard error (SE) 0.918 represents the average distance of the value. The p-value 0.000 represents the probability between variables. The lower and upper limit confidence intervals 0.2661 and 0.6252 respectively represent the confidence level.

4.7 Moderation Analysis

TABLE 4.5: Moderation Analysis

(Moderator Variable: POS)	B	SE	P	LLCI	ULCI
	-.3370	.0748	0.000	-.4922	-.1966

The above table shows the result of moderation regression analysis, which states that the p-value of the variable is 0.0000, which means that the value is less than 0.05, which means that the model has significance.

The β -coefficient is about -0.3370, which states that the low value of the moderator is associated with the effect of the stronger dependent variable and independent variable. The result shows that the lower limit confidence interval is -0.4922 and the upper limit confidence interval are about -0.1966.

4.8 Summary of Hypothesis

Hypothesis 1: Authentic leadership has a positive impact on innovative work behavior. (**Accepted**).

Hypothesis 2: Job embeddedness mediates the relationship between authentic leadership and innovative work behavior. (**Accepted**).

Hypothesis 3: Perceived organizational support moderates the relationship between job embeddedness and innovative work behavior so that an as increase in perceived organizational support strengthen their relationship. **(Rejected)**.

Chapter 5

Discussion, Implications, and Future Research

5.1 Discussion

In this chapter of discussion and conclusion we discuss the outcome of the study that was included. Along with this we discuss the practical and theoretical implication of the study that refers the consequences of the present study. Additionally in this chapter we discuss the limitation of the studied that need to be addressing in future studies and the conclusion of the study.

Question no: 1: How does authentic leadership impact innovative work behavior?

The result of the present study indicates that authentic leadership and innovative work behavior are positively indicating a strong influence on each other. As authentic leadership have an impact on the innovative behavior of the employees.

Authentic leadership has been indicated to positively impact innovative work behavior as previous studies have discussed authentic leadership, which state that focuses on performance and employee creativity of the employee (Clapp-Smith, Vogelgesang, & Avey, 2009; Wang, Sui, Luthans, Wang, & Wu, 2014; Ribeiro, Duarte, & Filipe, 2018). Leaders with open mind set and encouraging nature are more diverse to enhance employee improvement in the workplace. When an authentic leader exhibits a positive attitude toward his subordinates and followers,

this attitude of leaders motivates the employee to exhibit a positive behavior, and resultant the employee to show innovative behavior in the workplace. The leader's behavior significantly influences the culture of the work place as the follower of the leader would execute the behavior that they received from the leader. When the leaders mistreat their employee the employee interest in the job is deficient and result the employee productivity is weaken .So, eventually it effects the over-all progress of the organization by making it slow. On the other hand authentic leader core values are based on ethics fairness and equality between the members of the organization. When, a leader follows these qualities it their leadership and with their employees then only it can produce a healthy work environment. In such organization with the presence of authentic leaders, the employee satisfaction level is higher as they are considering the part of the organization. Also, it is more likely that the employees take more interest in delivering their best output at work.

An authentic leader induces a positive gesture toward new learning and validity (Gong, Huang, & Farh, 2009; De Stobbeleir, Ashford, & Buyens, 2011) they are more likely to obtain an innovative environment in the workplace. According to this research, it is more likely to say that innovations only come with authentic leadership in any organization. So, when a leader encourages their employees for their work efforts, employees feel more motivated to work. The previous research study analyzed that authentic leaders have a positive impact on improvement in behavior and culture of the firm. As their support to their worker groom their behavior pattern which intent them to behave differently in the workplace. Previously, many studies took place to analyze the relationship of innovation with other leadership styles, such as ambidextrous leadership (Rosing, Frese, & Bausch, 2011), transformational leadership (Gumusluoglu & Ilsev, 2009), and transactional leadership (Pieterse, Van Knippenberg, Schippers, & Stam, 2010), which concludes that innovation is slightly influenced by leadership style. The support of leaders such as a leader who motivates the team toward some new challenges encourages the employee. As well when leader of the firm set an example for implementing the innovative behavior in the work setting, employee or followers of the leader would likely to admire the changing behavior of leaders and may reflect their behavior

by similarly performing such action in their task.

The role of authentic leaders studied in the past has been discussed as a leader whose personality is open to experiencing new experiments and changes (Avolio et al., 2004), as it has been demonstrated that leaders who are allowed to innovate something in the workplace such as procedure, process, and the idea it concludes that these leaders execute a proactive behavior which helps them to understand the situation before strong indemnities. This would help the leaders to better understand the required changes that organization need with the passage of time in order to work more effectively. The leader's personality traits encourage the practical application of helpful ideas and persuade creativity in the workplace, resulting in innovative work behavior (A. Lee et al., 2020). An authentic leader is known for leadership traits that build a relationship based on trust and derelict all the defaults that appear in the work, which may determine an innovative work behavior (Gardner, Karam, Alvesson, & Einola, 2021).

A recent study (Alvesson & Einola, 2019) highlighted the personality of authentic leaders, who progenerate an effective and motivated atmosphere in the workplace due to transparency in behavior. More sophisticatedly, the role of authentic leaders as an ethical leader induces a positive outcome, which resultant such as innovative work behavior. Consequently, it assists the employee in promoting improved performance. Thus, this prior study concludes that the positive role of authentic leaders simulates positive passion in the workplace, and these emotional values exhibit changes in the behavior of employees.

In the present study, we analyze that authentic leaders, by their transparency and ethical behavior, inspire and proclaim the adoption of innovative culture in the organization's circumstances. The recent studies of (Sengupta et al., 2021) state that subordinates idealize their leaders who interpret strong moral values and clear objectives, which make them believe that all activities performed in the workplace are subordinate to justified work.

Authentic leadership is known for supportive personality traits that encourage the employee or follower to build trust with the leader (Schuckert et al., 2018). Thus, this ensures that when subordinates trust their leader, they are more affiliated with them and are determined to take adverse risks; such challenges help them

discover some innovation. Employees under the supervision of an authentic leader are more fearless in facing new challenges and sharing their perspectives regarding several problems, and this may give them the confidence to originate some creative and innovative outcomes (Yamak & Eyupoglu, 2021). Employee positive tendency raises their behavior for innovative work.

The present study emphasizes that an authentic leader is crucial in positively generating innovative work behavior in an organizational setting. A leader in an organization reflects their core personality in terms of their action and behavior. Similarly, when leaders permit their employees to share new ideas and means of action, the employees boost their participation in the organization more (Zhou & Ren, 2012). Therefore, the researchers in the context of leadership magnify the idea that a leader is the one who encourages everyone to optimize their maximum input in work for productive outcomes, which will be beneficial for both ordinates.

The present study examines that when a leader decides based on their employee' and subordinates, this act strongly influences employees' perception that the leader values their resources and suggestions. This lenience of the leader replicates in the form of employee performance. A leader's leadership has been discussed as the role of an authentic leader determined by the self-concept that demonstrates corresponding action and behavior. This influences employee to follow their authentic leader. If the leader executes an inspiring role, employee satisfaction arises, and motivation for organizational well-being improves (Shamir & Eilam, 2005).

On the other hand, the study discusses that if a leader executes negative emotions in the workplace and applies a rigid attitude with an inflexible work environment, it will gradually lower the level of motivation of employees in the organization. Additionally, the employee feels reluctant to participate in any of the innovative ideas and procedure .Eventually their sense of satisfaction would be low and they are more likely to quite their job. To avoid such issue in the organization the leader need to well participate .The leader must cooperate with their team and show acceptance of their team.

This present study worked on authentic leadership in innovative work behavior as the study discusses characteristics of authentic leaders such as self-awareness, transparency, balance, and moral perspective. When leaders act by their actual

conduct, knowing their ethics, admiring employees, making them feel equal to each other, and motivating them to express their thoughts, the set organization nourishes where employees are more passionate about displaying innovative behavior. Hence, the current study concludes that authentic leaders strongly influence innovative work behavior.

Question no2: Does job embeddedness mediate between authentic leadership and innovative work behavior?

The present study analyzes how job embeddedness mediates the relationship between authentic leadership and innovative work behavior. The study indicates a positive relationship between job embeddedness with authentic leadership and innovative work behavior.

Authentic leaders in a firm boost the employees self -assurance and satisfaction level, allowing them to work on moral values to establish trust and healthy relationships with individuals (Mumford et al., 2002). Previously, literature studied that job embeddedness includes factors that stimulate employees to stay connected with the organization (T. W. Lee & Mitchell, 2011). Embeddedness in the job is caused by an employee's external force that builds an association with the organization or company. The prior study by (Ng & Feldman, 2013) analyzed that work attitude and behaviors are affected by the individual embeddedness in the job. The prior study discusses that job embeddedness is a construct of three traits: fit, link, and sacrifice. These characteristics demonstrate that the employees consider themselves fit in the organization. Employee is associated with the team members and leaders who give them direction for work, and lastly, the employee could not do the work he did for the organization. These characteristics bring them to associate as a valuable part of the firm, motivating them to work for organizational well-being.

The study illustrates that if an employee figures that he has a barrier to fitness in the organization and considers that there is no concretion between subordinates and leaders, the employee in the job is diminished. This resultant employee is persuaded to switch his current job. (T. W. Lee et al., 2004) claim that when employees consider themselves an excellent fit for an organization, they execute motivated behavior, such as innovation in the workplace. This literature study

advocates that employee who works in the organization or firm need to be appreciated by their leader for their performance in the workplace. So, employees are considered part of the organization in such a situation. Employees would give their full potential in the work and work toward organizational betterment.

This study examines if showing positive behavior motivates the employee to take risks and introduce new ideas and plans; this attitude would develop a connection between the employee and the surrounding environment. Employees as a team know that a leader would stand with them and escalate all subordinates; this culture creates fitness in the organization, and employees feel secure in the workplace. In addition to this literature study, when an employee is very familiar with the organization, it is evident that people working in the organization play an integral role that motivates the employee to come out with positive outcomes. The element of job embeddedness links helps to build up a strong relationship.

This connecting web results in the employees being associated and helps bring everyone social interaction. Employees are eligible to share ideas and innovative plans with their team members. A prior study by (J. Lee et al., 2014) states that one of the reasons employees are connected with the organization may be due to social factors. The organizational links initiate innovation within the individual, spread across the department, and simulate person-to-person. The study emphasizes that the behavior of the social circle significantly affects the individual activity they perform. Job embeddedness characteristic sacrifice means that when an employee works in an organization, he shares his psychological amplitude. The literature highlights that when an employee is associated with the firm, they may have a social investment reimbursed for stronger employee relationships. In this literature, we analyze that when an organization or leader generates a positive attitude and appreciates the employee, in return, the employee alternatively executes in terms of some creative ideas and innovative behavior; hence, this behavior also forces the employee to imply innovative behavior in the organization and work culture. In enhancing this literature study, it has been observed that when employees invested their efforts in the organization by proactively working, as employees know, scarifies they did for organization improvement. This optimizes the employee's sense of security in the organization. The employee role

toward sacrifice would be increased when an authentic leader in the organization appreciates all the employees' sense of responsibility (Mumford et al., 2002).

As the prior literature discusses, it has been studied that job embeddedness plays a crucial role in influencing the individual to get stuck in the organization. Employees are dedicated to the organization when an employee is more embedded in the job because of the leader's vigorous relationship with them. In context, the literature (Rogers, 2004; Vossen, 1998) discusses the benefits of innovation for small and large organizations. This literature study examines how authentic leadership, through organizational performance, creates a strong relationship that brings out innovative work behavior. The worker's embeddedness in the job or workplace is consequences an innovative work behavior. Hence, this current study demonstrates a positive relationship of job embeddedness between authentic leadership and innovative work behavior.

Question no3: Does perceived organizational support moderate between job embeddedness and innovative work behavior?

The current study analyzes perceived organizational support as a moderator between job embeddedness and innovative work behavior. The study concluded that perceived organizational support influences the relationship from a negative perspective, as the influence of perceived organizational support is weaker when the direct relation is more substantial.

Perceived organizational support has been studied as employee perception that organization cares about workers who are working with the organization for a time being (Rhoades & Eisenberger, 2002). Previously, diverse studies have claimed that perceived organizational support moderates the employee relationship with the organization in order to assure that employee feel secure in their organization. When employees believe they are considered an essential part of the organization, their relationships with the workplace and job are stronger. It emphasizes that when POS is high from an employee perspective, the employee to their work is aroused, and employees, in return, implement it in their performance (Kurtosis et al., 2015). In addition perceived organizational support claims that when an individual is satisfied with the job, his outcome at the workplace is much more productive and efficient in terms of organization outcomes. This means that when

an employee is pleased with the work, his behavior ultimately shows positive results in terms of their behavior. In conclusion, when an employee is associated with the organization with job fitness, links and relationships with the team force them to encourage innovative behavior. The important is that when employees feel secure in the work environment, in the form of organizational fitness and job fitness.

The present study analyzes that the relationship between Job embeddedness and innovative work behavior is low when there is high POS. However, when the relationship between Job embeddedness and innovative work behavior effect is more robust, it decreases the moderating role of POS. So, in general we state some reason that causes the effect of perceived organizational support decrease the direct relationship. Firstly, when employees are considered a fit in the organization, they are ultimately considered part of that work environment; the connection with the workplace and peer relationship potency causes a productive outcome. Jasen's study claims that when an employee has firm job embeddedness, the link with their colleagues and subordinates is high. They are more likely to take risks as they have psychological safety to admire innovative workplace behavior.

Additionally, when an individual is associated with a mentor, their influence propensity them to implement innovation in work behavior. Low perceived organizational support causes a high level of innovative work behavior. Employees consider themselves as a fit for the job and feel comfortable in their links to social circles, desecrating their potential for creative and innovative ideas. In a similar way, it leads to the desired output which an organization aims for. The employees work with more enthusiasm and are committed to their work in the best way. They not only promote creative ideas but also help in generating a smooth work flow at the organzaiation.

However, research can conclude that employees working in manufacturing firms with a strong association with their colleagues, subordinates, and leaders have high relationships. They need to leave the organization motivated to execute innovative work behavior, which also diminishes the factor of perceived organizational support. The more embeddedness in the job advocates the relation of innovative work behavior. The studies of (Jiang, Lepak, Han, et al., 2012) argue that on the job and off-job, the embeddedness of employees significantly relates to the

employee work behavior. Perceived organization support as a moderator lowers the effect when their direct relation is strong. As employees work in the current organization, they attempt different sacrifices to deliver goodwill to the organization. These sacrifices motivate employees to create innovative outcomes for the organization's.

An employee who is integrated into their organization and adapted to the work environment is dedicated to the outcome of the overall result increase. To make things better, the employee presents innovative work behavior. Employee personal attachment to the work origin is much stronger than ignoring the factor of external force and employees personally taking care of the outcome execution. This may lead to innovative work behavior in the workplace. This literature study summarizes that the external factor of perceived organization supports work as an external force in the relationship. Individual job embeddedness is a personal characteristic of the state of the integration of individuals, so the level of satisfaction exhibits innovative work behavior, which diminishes the force of POS in their relationship.

5.2 Theoretical Implication

The present study generates theoretical implications for the role of authentic leadership. Authentic leadership has been studied as a characteristic of leaders based on sincerity and fair dealing with their followers. The study claims that authentic leaders influence employees' work behavior as authentic leaders liberate the subordinates to manifest creative ideas; the driver of authentic leadership lets the employee's work behavior. An authentic leader is responsible for every action in the firm, and their action is considered moral direction for their followers. This leadership style builds trust and trustful relationships as it has been studied that AL personality is based on their true character, honesty, and transparency (Stander, De Beer, & Stander, 2015). The position of authentic leadership in the organization also provides a free, entire environment where employees are comfortable sharing their perspectives and suggestions for unique ideas, which inflames innovative work behavior.

Job embeddedness has been studied as a mediator in the relations, demonstrating that the relationship is more robust in the context of manufacturing firms in Pakistan. This study adds value to the previous research that employee embeddedness in the current job contributes to innovative work behavior. The study finds that the characteristics of job embeddedness magnify the role of authentic leaders in the organization. Moreover, when authentic leaders drive the employee to job embeddedness through their attitude, the employee fundamentally adopts innovative work behavior. The theoretical understanding highlights that authentic leadership encourages individuals to belong in the work unit, contributing to innovative behavior. This behavior is one of the ways for organizational success and resultant employee dedication to innovative work behavior.

The study's theoretical implication includes the role of perceived organizational support, which weakens the relationship between job embeddedness and innovative work behavior. The outcome of the result claims that the moderating role of POS has a significant but negative influence on the relationship. This study has a practice input in the existing literature, which means that when the embeddedness is firm on his factor, they are more motivated to execute innovative work behavior. The support of the organizations has a low influencing rate compared to it. We can demonstrate that when a leader is supportive, the employees are more likely to stay in their firm and develop an interest in the job. The theoretical implications of the framework highlight that the adoption of innovation-related behavior is a consequence of several factors, such as employee commitment to their cultural work.

5.3 Practical Implication

The present research concludes with practical implications that are associated with the results of the study. The role of an authentic leader in the organization is correlated to innovative work behavior within the firm. The high involvement of authentic leaders with their positive attitude and high motivation for employees in the manufacturing firm repel innovative work behavior in their work performance. Leader behavior affects not only a particular employee but also the employee

associated with that individual. It eventually results in producing productive outcome at the organizations. When leaders appreciate their subordinates sharing their ideas and are involved in decision-making, the experience is increased, and they proactively execute innovative behavior at work. It encourages the employees as the leaders support their performances and creative ideas they share with them. Another practical implication has been shared in the literature that perceived organizational support has a minimum effect on job embeddedness and innovative work behavior. When employees' interest in the job is high, then the support of the organization is likely to induce innovative behavior in the organization. Embeddedness in the work environment is caused by various reasons, including the support of leaders, their behavior, and how they communicate to the employees to build trust between individuals. Employees are committed to the firm when they have the support of a leader and the connection with interlinks. They excel in achieving the success in through their job fulfillments. Authentic leaders can help to create a culture in the organization that develops a sense of purpose in the work, which raises the tendency for creative culture. The trust made by authentic leaders promotes the follower to be lenient in their creative mindset.

5.4 Research limitation

The research takes place in the context of authentic leadership, and there might be some limitations to the present study. These limitations shall be addressed in further study in a similar context, for enhancing the future outcome in the literature. Every research paper has limitations that might not be addressed in the present paper and suggested for future studies to address the results more precisely. Similarly this current study has some limitations that need to be address in further studies. First of all the duration of the research may be in limited time duration so due to limited time duration the sample size of the research might be small. It is recommended that the research sample size should be compiled over a long period for a large sample size for accuracy in the results. A large sample size might help in comisdering the opinions and answers of variety of employees working in the organizations. Also, it might result in producing a more effective and efficient

result for this research. Secondly, another limitation might occur because we only considered specified sector of Pakistan. To improve future research, we might consider the other different sectors in Pakistan. For a comprehensive research, we might approach to variety of sectors in Pakistan to achieve more generalized results in a wider context. Thirdly the design of this study was cross-sectional design that might restrict data collection to a single time. Also it might prevent the observation of modifications and changes produced over that time.

5.5 Future Recommendation

We suggest some future recommendations from the present study. First of all, future research can collect data from sectors other than manufacturing firms. For example, this research can be used in multiple sectors, such as the educational sector, the information technology sector, hospitals, and their management. It can analyze different results by changing the various sectors in Pakistan. Moreover, the research can cover a large sample for future research; the large sample size would give broader findings with maximum accuracy. Based on the findings of the study of authentic leadership, we suggest that further research may include different leadership styles and analyze their characteristics and how they embed the employees for innovative behavior. In addition to this future recommendation, we suggest that the moderating role of another variable must be incorporated into the theoretical model. The organization can vary the selection of variables depending upon their requirements and specifications or what they need. Future research should include unique factors, such as perceived distributive fairness, organizational culture, and supervisor support. In future studies, we can see how the other moderator affects the innovative environment in the organization in a context other than perceived organizational support.

5.6 Conclusion

The present study was conducted to analyze the influence of authentic leadership on innovative work behavior in Pakistan's Manufacturing sector. The research

study concludes that leadership style authentic leadership significantly motivates the employee to stay connected with the organization. The relation of trust and support of the leader promotes the individual to implement a creative culture and induce innovative behavior in work. Authentic leadership in an organization causes openness to communication all over the organization. Authentic leaders focus on the relationship based on trust and ethics and aim for mutual benefits. The research studied job embeddedness as a mediator in the organization and perceived organizational support as a moderator. The study concluded that job embeddedness has a highly significant effect on the relationship. Authentic leaders inspire employees in the organization, which creates a feeling of owning the organization. Employees feel adjusted to the job frame, which induces innovative work behavior. Besides this, perceived organizational support has been considered a negative influence on the relationship. This concludes the study that authentic leaders significantly impact organization and employee performance. The role of authentic leaders brings a culture of innovative behavior which result an efficient procedure and process, which lead to organization innovative behavior.

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Appendix A

CAPITAL UNIVERSITY OF SCIENCE & TECHNOLOGY
ISLAMABAD

Questionnaire

Impact of Authentic Leadership on Innovative Work Behavior With Mediating Role of Job Embeddedness and Moderating Role of Perceived Organizational Support

Dear respondent,

I am a student of MS degree and currently doing research on the topic of “Authentic leadership”. You are one of my potential respondents and are requested to take 10minutes out if your busy schedule to fill the questioner. Data is being captured anonymously and will be kept confidential. If you are interested in knowing the findings of the study, then lease contact undersigned.

Regards,

Khola Zafar

Department of Management Sciences

Section 1**Demographic Questions****1- Gender**

Male Female

2- Marital Status

Married Unmarried

3- Age

1	2	3	4	5
18-25	26-35	36-45	46-55	56-above

4- Work status

1. Full Time 2. Part Time

5- Years of job experience with current Organization

1	2	3	4	5
0-5	6-10	11-20	21-30	Over 30

Section 2

Please keep your current organization in your mind and answer the questions given below

Scale: Responses to each item are measured on a five-point scale with the anchors labelled:

(1) Strongly disagree, (2) disagree, (3) neither disagree nor agree, (4) agree, (5) strongly agree.

Authentic leadership

1	My leader is aware of why he does the things that he does.	1	2	3	4	5
2	My leader is aware what demotivates him	1	2	3	4	5
3	My leader is aware of what drives or motivates him.	1	2	3	4	5
4	My leader is aware of what I truly find important.	1	2	3	4	5
5	My leader rather not is confronted with his personal limitations and shortcomings.	1	2	3	4	5
6	When someone criticizes him, he does not try to vest too much attention to it	1	2	3	4	5
7	My leader, rather not have his personal weaknesses exposed.	1	2	3	4	5
8	My leader tries to block out unpleasant feelings about him.	1	2	3	4	5
9	My leader often pretends to like something when he really does not.	1	2	3	4	5
10	Even when he disagrees with someone, he often silently agrees.	1	2	3	4	5
11	My leader often behaves in a way that does not reflect his true feelings or thoughts.	1	2	3	4	5
12	My leader often pretends to be someone that he is not	1	2	3	4	5
13	My leader stays true to my personal values.	1	2	3	4	5
14	My leader acts in accordance with what he believes in	1	2	3	4	5
15	People can count on my leader to behave in the same way over situations.	1	2	3	4	5
16	My leader acts according to personal values, even if others criticize him for it.	1	2	3	4	5

Section 3

Please keep your current organization in your mind and answer the questions given below

Scale: Responses to each item are measured on a five-point scale with the anchors labelled:

(1) Strongly disagree, (2) disagree, (3) neither disagree nor agree, (4) agree, (5) strongly agree.

Job Embeddedness

1	I feel attached to this job.	1	2	3	4	5
2	It would be difficult for me to leave this job	1	2	3	4	5
3	I'm too caught up in this job to leave.	1	2	3	4	5
4	I simply could not leave the job that I work for	1	2	3	4	5
5	It would be easy for me to leave this job.	1	2	3	4	5
6	I am tightly connected to this job.	1	2	3	4	5

Section 4

Please keep your current organization in your mind and answer the questions given below

Scale: Responses to each item are measured on a five-point scale with the anchors labelled:

(1) Strongly disagree, (2) disagree, (3) neither disagree nor agree, (4) agree, (5) strongly agree.

Perceived organization Support

1	My organization is strongly considers my goals and values.	1	2	3	4	5
2	My organization really cares about my well-being	1	2	3	4	5
3	My organization Disregards my best interests when it makes decisions that affect me.	1	2	3	4	5
4	My organization takes pride in my accomplishments at work	1	2	3	4	5
5	Even if I did the best job possible, my organization would fail to	1	2	3	4	5

	notice.					
6	If given the opportunity, (my organization) would take unfair advantage of me.	1	2	3	4	5
7	My organization is willing to help me if I need a special favour.	1	2	3	4	5
8	My organization would ignore any complaint from me.	1	2	3	4	5
9	My organization values my contributions to its well-being.	1		3	4	5
10	My organization could hire someone to replace me at a lower salary it would do so.	1	2	3	4	5
11	My organization would grant a reasonable request for a change in my working conditions.	1	2	3	4	5
12	My organization shows little concern for me	1	2	3	4	5

Section 5

Please keep your current organization in your mind and answer the questions given below

Scale: Responses to each item are measured on a five-point scale with the anchors labelled:

(1) Strongly disagree, (2) disagree, (3) neither disagree nor agree, (4) agree, (5) strongly agree.

Innovation work Behavior

1	At work, I come up with innovative and creative notions	1	2	3	4	5
2	At work, I try to propose my own creative ideas and convince others	1	2	3	4	5
3	At work, I seek new service techniques, methods, or techniques	1	2	3	4	5
4	At work, I provide a suitable plan for developing new ideas	1	2	3	4	5
5	At work, I try to secure the funding and resources needed to implement innovations	1	2	3	4	5