

**Impact of leader secure base support on employees innovative work behavior through motivation at work and moderating role of leader member exchange: A study of IT industry of Pakistan.**

**By**

**Muhammad Muddrik Anwar**

*(MM141053)*

**Supervisor**

**Dr. SHAZIA AKHTAR**



**DEPARTMENT OF MANAGEMENT SCIENCES**

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

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**Muhammad Muddrik Anwar**

**(MM141053)**

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**CAPITAL UNIVERSITY OF SCIENCE & TECHNOLOGY  
ISLAMABAD**

Islamabad Expressway, Kahuta Road, Zone-V, Islamabad  
Phone: +92 51 111 555 666, Fax: 92 51 4486705  
Email: info@cust.edu.pk, Website: <http://www.cust.edu.pk>

**CERTIFICATE OF APPROVAL**

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MM141053

**THESIS EXAMINING COMMITTEE**

<b>S No</b>	<b>Examiner</b>	<b>Name</b>	<b>Organization</b>
(a)	External Examiner	Dr. Naveed Akhtar	NUML, Islamabad
(b)	Internal Examiner	Mrs. Sana Aroos Khattak	CUST, Islamabad
(c)	Supervisor	Dr. Shazia Akhtar	CUST, Islamabad

---

Dr. Shazia Akhtar

**Thesis Supervisor**

September, 2017

---

Dr. Sajid Bashir

Head of Department

Department of Management Sciences

Dated : September, 2017

---

Dr. Arshad Hassan

Dean

Faculty of Management and Social Sciences

Dated : September, 2017

## **Certificate**

This is to certify that Mr. Muhammad Muddrik Anwar has incorporated all observations, suggestions and comments made by the external evaluators as well as the internal examiners and thesis supervisor. The title of his Thesis is: Impact of leader secure base support on employees innovative work behavior through motivation at work and moderating role of leader member exchange: A study of IT industry of Pakistan.

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Dr. Shazia Akhtar  
(Thesis Supervisor)

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## ABSTRACT

On the Basis of LMX theory, authors proposed that secure base support from leaders (support in form of leader availability, encouragement, and non-interference) positively facilitates employee innovative workplace behavior by motivation at work. The present study was aimed to find out the impact leader secure base support on employees innovative workplace behavior. Leader support can enhance employee motivation at work, which facilitates them to thrive by indulging in innovative behavior. Furthermore, moderating role of leader member exchange on relationship of leader secure base support and employee's motivation at work was proposed. Data from 223 supervisor and employees were collected from software industry. Supervisor were asked about innovative behavior of employees while data of other variables of the study was collected from employees. Later data was tested through SPSS and AMOS through different test like reliability analysis, confirmatory factor analysis, ANOVA, and structural equation modeling. Results of structure equation modeling reflect that leader secure base support significantly predicts innovative behavior of employees at workplace. Employee's motivation was also proved a significant underlying mechanism between leader secure base support and innovative workplace behavior of employees. Furthermore, leader member exchange influence the relationship of leader secure base support and motivation at work of employees. The study was concluded with that secure leader base support could play a vital role in enhancing the employee performance in IT industry, which ultimately leads to company growth.

**Key words: Leader secure base support, Innovative workplace behavior, Leader member exchange, motivation at work, IT industry, Pakistan.**

# CHAPTER 1

## INTRODUCTION

### 1.1 Background of the study:

In this dynamic and continuously changing environment, organizations are much reliant on their employee's constructive ideas, creativity and innovative work behavior (Akram, Haider, & Akram, 2017; Hedström & Wennberg, 2017). Innovative workplace behavior is described as the deliberate effort of organizational members of creating, proposing and implementing new ideas to their organizational role which is beneficial for both organization and its members (Sethibe & Steyn, 2017; Janssen, 2000). Scott and Bruce (1994) stated that Innovative work behavior is a complex phenomenon based on three pillars: Generation of ideas, promotion of ideas and realization of ideas. As such ideas are needed for every organization and researchers and practitioners are trying to identify different practices that can promote innovative work behavior. Leadership is considered one of the major components in enhancing innovative work behavior of employees. Different leadership styles are proved to be significant indicators of innovative work behavior like transformational leadership, transactional leadership and inclusive leadership (Pieterse, Van Knippenberg, Schippers, & Stam, 2010; Javed, Naqvi, Khan, Arjoon, & Tayyeb, 2017; Romager et al., 2017).

Feeney and Thrush (2010) have categorized secure base support in three types: these are availability of leader, leader encouraging employees for personal development non-interference. Availability of leader is the degree, to which the supervisors are accessible whenever needed and provide assistance in getting rid of the barrier. It also refers to the individual's state in which he feels sure and confident, and their level of motivation is high, they also understand their working

environment, and they also know that help is available from supervisor where it is required to tackle possible barriers(Feeney & Vleet, 2010). The other component is supervisor encouraging for personal growth in terms of enhancing and utilizing their skills and abilities (Ducharme, Bernhardt, Padula, & Adams, 2017) It also refers to the degree in which leader supports their employees while taking decisions or doing task, and providing supports for achievement of personal goals and development. Encouragement factor from leader side influence individuals socially, that award employees with the sense that they can do it (Bandura, 1999). Non-interference of leader secure base is concerned with the leader avoidance of unnecessary interference in employee's action and making decision while doing their jobs. Non-interference provides opportunity for individuals to come close to working environment based on their personal interest and choice, which is encouraging for multiplying the effect of moral boasting (Sheldon & Elliot, 1999). In addition, Non-interference expresses a trust level of leader in their follower, which makes stronger the belief, confidence, and self-efficacy of employees. All the components of leader secure base support helps individuals in identifying, strengthening and utilizing their abilities in working environment (Grossmann, Grossmann, Heinz, & Zimmermann, 2008). Feeney & Thrush (2010) employees working under such leadership exhibit better moods, having high self efficacy, high level of motivation at work and good sense of determination, which ultimately results in enhancing individual and organizational performance (Wu & Parker, 2014).

Leader secure base support promotes employees motivation level at work and such motivation at work leads to their engagement in innovative work behaviors (Wu & Parker, 2014). Deci and Ryan (1985) identified two forms of employee's motivation; these are Intrinsic and extrinsic motivation (Dasseh & Yousef, 2016). Employees who are intrinsically motivated

shows engagement in certain activities for their inner self-satisfaction and it seems enjoyable for them. While extrinsic motivation is engagement in some activities depends on how internalized the motivation is. Internalization is taken into account in relation to personal interest of individuals. So, extrinsic motivation is totally external determined (Koestner & Losier, 2002). Greguras and Diefendorff, (2010) found that motivated individuals set new and challenging goals and then put their efforts to achieve these goals. So it's proposed that such employees will engage in innovative work behaviors.

Bindl and Parker, (2010) founds that proactive strategic behaviors like innovative work behaviors are the outcomes of individuals and situational variables. Leader behaviors can shapes the perceptions of employees and guide their actions. Good relationship with leader creates positive feeling which results in good performance at work (Gerstner & Day, 1997). High quality leader member exchanges (LMX) are formed due to liking and affect towards supervisor which results in organization commitment, job satisfaction and other pro organizational behaviors (Dulebohn, Bommer, Liden, Brouer, & Ferris, 2012). The interactive effect of leader's secure base support and high quality LMX will increase the motivation at work of employees, which will results in pro organizational behaviors like taking charge behaviors, voice and innovative work behavior (Wu & Parker, 2014).

## **1.2 Gap analysis:**

The present study is trying to fill various contextual and theoretical gaps in literature of Leader secure base support and Innovative work behaviors which were identified by previous literature.

Innovation, creativity and proactive behaviors of employees are the most emerging topics to study due to the requirement of digital world (Ohly, Sonnentag, & Pluntke, 2006). The researchers are exploring new avenues by introducing different concepts like Voice behaviors, personal initiatives, taking charge behavior, proactive personality etc (Orth & Volmer, 2017). They have identified various causes and outcomes of innovative work behaviors one of the most important of them is leadership (Lau, Tong, Lien, Hsu, & Chong, 2017). But Leader secure base support is limited studied in relationship to innovative work behaviors, irrespective of its total focus on encouraging employees to engage in proactive behaviors by providing help and support when needed, encouraging them to involve in such behaviors which can not only sharpens their skills but also beneficial for organization (Wu & Parker, 2014). The most important facet of leader secure base support is *Non interference* of leader, in the work of employees which gives employees a sense of autonomy (Deci & Ryan, 1985), which can foster their involvement in innovative work behavior.

Wu and Parker (2014) also suggest studying different form of proactive behaviors in different contexts. Innovative work behaviors are now becoming the basic need or organizations to survive in this competitive era of digital world which needs more innovation and creativity to explore new ideas and also to promote the old ways of organizational functioning (Shanker, Bhanugopan, Van, & Farrell,. 2017; Gomes, Andrade et al., 2017). Furthermore, empirical studies on leader secure base support is also missing in developing countries like Pakistan. Though some researchers like Javed et al., (2017) have tried to study innovative work behaviors in Pakistan but still more studies are needed to identify different consequences and antecedents of innovative work behavior in Pakistani context.

So, the present study is trying to fulfill different gaps by exploring the moderated mediation model with impact of leader secure base support on innovative work behaviors through motivation at work and high quality LMX is proposed to moderate the effect of leader secure base support on motivation at work of employees in software industry of Pakistan.

### **1.3 Problem statement**

Researchers in the field of management and social sciences have identified different types of proactive behaviors like innovative work behavior, voice behavior and taking charge behavior etc. and they have identified their antecedents and outcomes of such proactive behaviors but the Leader secure base support is limited studied with proactive behaviors and not studied particularly with innovative work behaviors. So there is a strong appealing approach to conduct more studies on innovative work behaviors with different leadership style in different context in order to promote such behaviors for the prosperity of organizations.

Furthermore the explanatory mechanism between different types of leadership and proactive approaches is also hot debate topic among researchers and so far they have identified different paths through which leadership can promote proactive behaviors in organizations. The present study is also proposing motivation at work as an explanatory mechanism between the relationship of leader's secure base support and innovative work behaviors and such motivation of employees will enhance when they have high quality relationship bonds with their leaders so high quality LMX is also proposed a possible moderator to intensify the relationship between leader's secure base support and motivation at work of employees.

## **1.4 Research Objectives**

The Ultimate objective of the present study is to empirically test the underlying relationships between Leader Secure Base Support leads, Motivation at work and Innovative workplace behaviour. Furthermore the Leader Member Exchange (LMX) is added as moderator on relationship of leader providing secure base support and employees motivation at work. The brief description of these study objectives is;

1. To explore the connection of Leader Secure Base Support with Innovative workplace behaviour of employees at workplace.
2. To explore the impact of leader secure base support on employee's motivation at workplace.
3. To explore the relationship between Motivation at work and Innovative workplace behaviour.
4. To study the mediation effect of Motivation at work in the relation of Leader Secure Base Support and Innovative workplace behaviour.
5. To study the moderating role of Leader Member Exchange (LMX) on the relationship of leader secure base support and employee's motivation at work.
6. To test and establish the proposed relationships in the Software houses in Pakistan.

## **1.5 Research Questions**

This study scooped to find out answers of some important questions, briefly these questions are as follows.

***Question 1:*** Does Leader Secure Base Support leads to Innovative workplace behaviour?

***Question 2:*** Is there any relationship between Leader Secure Base Support and employees motivation at work?

***Question 3:*** Does Motivation at work increase the chances of Innovative workplace behaviour?

***Question 4:*** Does Motivation at work mediate the relationship between Leader Secure Base Support and Innovative workplace behaviour?

***Question 5:*** Does Leader Member Exchange (LMX) moderates the relation between leader secure base support and motivation at work of employees? And in which direction Leader Member Exchange (LMX) can influence the relation between Leader Secure Base Support and motivation at work of employees?



## **1.6 Significance of the study**

The significance of Innovation for Organizational success is extensively established (Rochdi, Khatijah, & Muhammad, 2017). If organization wants to gain sustainable competitive advantage then they must have to constantly evolve, hence it is of vital importance to study that how organizations in this competition is engaging their employees in innovative task and practices in order to bring innovation and creativity to work in term of product and processes (Lin, Law, & Zhou, 2017). Innovative behavior refers to the process of identifying opportunities, proposing ideas, evaluating and scrutinizing these ideas and then selecting and implementing best of them, in pursuit of installing new technology and formulas, bringing new methods of doing existing task by enabling organization to achieve their end goals and objectives at low cost and time effective manners (Yuan & Woodman, 2010).

Organizations put significant effort and resources in the hiring of the best people for optimum performance but there is no considerable effort done to keep employees in high performing state, because employee motivation is still mystery for majority of managers and it must not be (Sukoco, 2017). As there is heavy price to pay when employees are less motivated and less creative so they don't give optimum performance, which directly and indirectly affects organization performance and employee performance as well (Wu, & Parker, 2017). Leadership is one of the prime source of motivation for employees as being a role model leader harmonize and matches employees needs and organization needs, appreciation and reward, encourages employees and empowers.

## **1.7 Supporting Theories**

There are different theories presented previously which covers our study. Self-determination theory, Attachment theory, Social Exchange Theory (SET) and Leader-member Exchange Theory (LMX) are most effectively related to the present study. But LMX can be used an overarching framework for all the variables of the present study.

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

The relationship quality between leader and followed is often determined and supported by leader member exchange theory. The quality of relationship is often determined by various factors like mutual trust, respect for one another and loyalty of followers and leader expectation about follower commitment and loyalty. All these factors determined the relationship either low or high among follower (Graen & Uhl-Bien, 1995). In such type of exchange relationship, high quality relationship individuals are considered in group members of leader and they get more time and attention of leader compare to others, get more support both instrumentally and emotionally from their leader. While low quality relationship is often established with out-group members and those, have less approach to leader and have low portion in benefits and rewards than in-group members (Sparrowe & Liden, 1997). High quality relational exchanges with leader to variety of advantages like getting large portion of rewards, promotion and power due to links with influencers (Sparrowe & Liden, 1997). But in-group members are also found to better performer compares to out-group members due to self fulfilling prophecy effect or Pygmalion effect (Graen & Uhl-Bien, 1995). Leaders criteria about developing exchanges relations with followers is often performance and commitment, so the in group members are better performer. Subordinates having strong support from their leaders along with high-quality exchange relationship with leader have strong perception about psychological safety and motivation at

work, and such psychological empower and ownership often leads to extra role behaviors like voice behaviors and innovative work behaviors (Spreitzer et al., 2010).

In the present study leader secure base support will provide support in time of need, will encourage the followers about the achievement of their personal goals and developing their skills and abilities, leader will give free hand to individuals while performing their role in the organization( Wu & Parker,. 2017). All these are indicators of creating and promoting high quality exchange relationships with the follower and such practices of leader will enhance employee's motivation as described in earlier discussion of leader member exchange theory. Followers will also reciprocate in term of positive activities like performing their formal role, extending their level of commitment and engagement in extra role behaviors like innovative work behavior that is required for organizational success.

## CHAPTER 2

### LITERATURE REVIEW

#### 2.1 Leader secure base support:

Primarily it is of vital significance to explain the idea of a secure base. Which is really a secure base, which actually it acts and how it works? Even though in need of theoretical explanation, attachment theory give significance answers regarding these questions ( Mikulincer, & Shaver,.2017). Theory states, a secure base form the state that supports from the companion, to look at the world in a more convinced and positive way (Bowlby, 1998). Bowlby (1998) the initiator of attachment theory has explained the idea of secure base as "one of being accessible, always active to react whenever needed and called upon to encourage and perhaps assist, but to mediate keenly only when obviously needed"( Yip, Ehrhardt,, Black, & Walker,.2017). Feeney and Thrush (2010) have categorized secure base support in three types these are availability, encouragement of growth and non-interference. These are discussed in details,

##### 2.1.1 Availability:

Supervisor availability is a significant interpreter of tentative behavior. Current notion has been newly confirmed of the dependency paradox. (Johnson, 2017). Dependency paradox shows that, capability to depend on a secure association with supervisor which required lets individual to work much separately (Feeney , 2007). Concept of dependency paradox is originated as of theory of attachment, specify that during the lifetime the accessibility of receptive affection figure lefts the basis of individuals emotion safe , simply when a individual is feeling secure ,then he/she will be more effective , confident and autonomous in exploration

(Silva, Newman, Guiney, Valley, & Barrett,.2016). The fundamental reason behind this concept is that it will be a lot easier for individual to connect to behaviors, which will enhance their personal growth (elaborating, demanding novelty, accommodating challenges and taking risks) only when they feel acquainted with somebody, who is present to give relieve and support if effects go off beam. And possible since a person which feels secure. While his/her secure base is available, does not have to stick around the secure base as compared to person who lacks such confidence (Belsky et al, 1984; Ainsworth et al , 1978; bowlby, 1988).

This concept is proved in studies which were conducted on different age groups from infancy to adulthood. In case of youngsters , researchers have concluded that autonomy is not only based on attachment relationship with supervisor, but its based on other aspect of leader secure base support as well ( Maslyn, Maslyn, Schyns, Farmer, & Farmer,.2017). (Moore, 1987; Allen & Land , 1999; Noom et al .,1999). Feeney, (2007) observes that personal goal achievement independently is the sign of less dependency on others but not ignoring their availability for support). In his study he present strong conclusive finding for this absurd hypothesis that accommodating reliance enhances independence. Exclusively, one partner's reliance acceptance report (being reactive to others need and sensitive to distress signals in positive and appropriate manner) was linked with reports of others apparent independence and confidence, commitment in creating new ideas, and capability to attain personal goals (Triana, Richard., & Yücel, .2017).

Furthermore, during discussion of goals among employees and supervisor, supervisor reliance acceptance (conveying his/her availability in future immediately) was linked with second's independent functioning (for instance, confidence in exploration of independent goals). Moreover, supervisor who were accepting of individuals freedom (as observed during studies

)increased in autonomous functioning over long periods the goal achievement has seen significance increase. Goals, which were identified earlier, were accomplished more smoothly.

Availability aspect of leader secure base support is accessibility, consideration and receptiveness to needs throughout the work, and it will be associated with exploration behaviors together with improved performance , better commitment to innovation , enhanced determination for future goals, and better keenness throughout displaying innovative behaviors( Wu, & Parker,. 2017; Ronen, & Zuroff,. 2017). In addition it is forecasted that persons whose leaders show accessibility while doing work will look for lesser amount of support and will be responsive to seek activity support however unwilling to unwanted activity support (for the reason that they get pleasure from the challenging task and wants to achieve them personally) (Eberhardt & Majkovic,. 2016). Lastly , after engaging in innovative work behavior tasks , it is expected that explorers employees who report accessibility of their leaders will report better pleasure in work activities, better feelings of capability , better and positive observation about how their leader were supportive during job responsibilities, boost in positive mood , reduction in mood swings and higher self esteem.

### **2.1.2 Non-interference:**

Attachment theory states, that individual who are getting unnecessary interventions from their supervisor are more likely to involve in negative behavior (Bowlby, 1988). Interfering or pushy behavior of leaders are probable to hinder creative behavior as it gives negative signals to employees. Like, It might convey that a- she/he has no ability to engage in autonomous task, he/she is not wise or smart enough to do well their job responsibilities, she/he is unworthy of engaging in autonomous activities, and innovative behavior is useless as it is again and again interrupted. Any one of these perception which have been explained earlier will lead individual

to get demoralized and their negative perceptions emerged about their engagement in innovative task, like innovation is not worthy for them and are felt unpleasant, believing or assuming that exploration will result in negative consequences will also lead to avoiding-behavior regarding exploration activities( Fan,et all, 2016). Snooping or pushy behavior will also weaken the performance while exploration as it demoralize focus and self-efficacy.

Researchers have concluded that intrusive or pushy support in tense situation is connected with lack of confidence in attachment (Kunce & Shaver, 1994; Feeney & Collins, 2001), result of invasive , pushy and interfering behavior in highly demanding creative conditions have not been recognized in middle age. (Feeney, 2004). Feeney, (2004)in his study have concluded that, following a- leader those have non interfering behavior during common goal achievement is in close connection with the goals of both employees and leaders. Experimentally maneuvered interfering supportive behaviors of leaders (demonstrating being short of sitting back and waiting attitude of secure base support), were assumed much more negatively by receiver in compare with no interfering support behaviors. And employees negative assumption of interfering intrusive activities foresee decline in their self efficacy and positive mood during and before exploration acts (Feeney, 2004).

Different studies have inspected the consequences of intervening or Ainsworth,on individual responds considerable evidence regarding the outcome of intrusiveness on creative activities of individuals. Study has concluded that interference of leader on employee exploratory activities is linked with a multiple negative effects for employees, together with interruption in concentration, decrease ability or competence, and not as much of curiosity ( Egeland & Farber, 1984; Cassidy & Berlin, 1994; Main, 1983). Particularly , it is forecasted that a individuals interference, intrusive behavior will be associated with exploration complexity, weak overall

performance while working in organization (As focus is interrupted), weak self efficacy (as interfering communicates depressing and negative information and signals about ones abilities), and under-determined and less keenness in their role (as interfering decreases the joy of activities). When employees feel that their task and activities are closely monitor by their immediate supervisor then its worried signs for them, which leads to psychological distress and lack of trust in one another, and it add reluctant approaches during engagement in innovative work behaviors.

For the reason that explorers who have intrusive leaders, who are interfering unnecessarily, are expected to consider that are not capable of thriving in independent tasks, moreover it is predicted that they will ask for job support while doing something new due to lack of confidence (Sutton, 2016). When, leader, through interfering in employee task, communicates the negative signals then employees are likely to be declining of any support that is being presented. Lastly, it was concluded that after engaging in intervening in other role of employees by the leader results in less pleasure and joy of tasks, less perceived abilities, distrust in their leader, regular mood swings and greater decrease in self-esteem and confidence.

### **2.1.3 Encouraging for growth:**

In organizational setting, the relationship supervisor supportive and accepting behavior is another important predictor and plays booster role. Even though there limited studies on examining the effects of this behavior of leader explicitly in organizational members. It is still theorized in some studies that a supervisor who is supportive and accepting of creative and innovative behavior will completely inspire and stimulate their subordinates to go for risk taking, take challenges, follow desired goals and grow by learning new thing, through discovering independently (Devine & Hunter, 2017). Leader encouragement is likely to assist innovation and



enhance the joy one is getting during exploration as it expresses and joy and keenness about innovative work behavior, in addition to confidence in individuals capabilities.

Therefore, it is supposed that this factor of secure base support to be linked with better keenness, better commitment, more self-efficacy and thus greater performance of employees. (Mayfield & Mayfield, 2016). Additionally, expected that person whose leader is motivating during work activities will show greater positive effect to the leader, look for motivation from the relationship supervisor while doing job (for example by commemorating achievements with supervisor), and in particular be more responsive to seek job help. However such individuals who receive greater encouragement from their supervisor to thrive and develop themselves are less engaged in seeking help and support because they enjoy to do tasks on their own due to high level of confidence. Lastly , it is forecasted that after engaging in innovative behaviors , individuals whose leaders are motivating will report better pleasure and joy in doing creative and innovative tasks, better sense of abilities, better awareness that their leader are supportive while the doing job activities, better moods and increase in self-esteem.

## **2.2 Innovative work behavior:**

Researchers and practitioners have strong consensus that development in any field including, economics, sociology, technology and organizations is mainly based on innovation and creativity, and innovation have become the mandatory requirement for survival in this constantly changing environment. (Anderson, De Dreu, & Nijstad, 2004). Innovations include processes and ideas that are use and to identify and solve the problems and also to improve the current condition of product, task and organization as well (West & Farr, 1990). Innovation have now become the essential part of organizations mission, vision and strategies due its vital role in the improvement and survival of organizations.

Each and every organization need innovation for the improvement and streamlining of their internal systems in order to work effectively for getting a sustainable competitive advantages, which is needed for long term existence of organization in this era of globalization (Damanpour & Gopalakrishnan, 2001; Amabile, 1988; Oldham & Cummings, 1996; Marinova & Phillimore, 2003). Due to variety of advantages of innovation at work, organizational structures are becoming more flexible, organizational members are empowered and organizations also expect their employees to be involved in innovative work behavior for the betterment of organizations in long run. This gives the reflection that employees are expect to perform in proactive manner while doing their task and preparing themselves for the upcoming and unseen challenges as well (Morrison & Phelps, 1999; Shalley, 1995).

The concept of innovative work behavior integrates a number of innovative construct, like creativity, innovation and innovative (Kanter, 1988; Janssen, 2000; Scott & Bruce, 1994). In two stage model of innovation and creativity the basic components of innovation includes identifying opportunities or identifying problems, then generating ideas, promoting those ideas and after that successful implementation of these ideas are consistently found in the literature of innovative work behavior. (De Jong & Den Hartog, 2010; Janssen, 2000; Scott & Bruce, 1994). In the model of innovation all the activities are interlinked, are dependent on one another, like idea generation leads to ideas promotion, and then so on. But the nature of problems are often non linear and different complex mechanism are involved, so innovative work behavior can be an effective solution to all those complexity, because through innovative work behavior employees will be able to control and react in effective manner to the complexity and non linearity of problems. (Dorenbosch et al., 2005; Kanter, 1988).

Along with all those, innovative work behavior at workplace cover all those task and practices, which are demanded from employees to, engaged in for innovative outcomes( Kim, & Park,.2017). These work responsibilities can be in the form of physical activities or containing some cognitive elements or can be in the form of social contribution like discussions with co workers for solving an issue or improving the design of a product or adding something to one's idea and so on. So employees are found to engage in multiple tasks in teamwork for the betterment of organization. Therefore innovation can be studied form multiple perspective due to its complex nature and non linear pattern, but it can be called the combination of complex process organizational members are involved or supposed to involved physically, emotionally, cognitively and socially as well (Kleysen & Street, 2001; Dorenbosch, Van Engen, & Verhagen, 2005).

Organizational researchers have continuously studied in the past the tangible and existing aspect of innovative work behavior and abstract form of innovative work behavior is somehow overlooked (De Jong & Den Hartog, 2010; Dorenbosch et al., 2005; Janssen, 2000; Scott & Bruce, 1994). Innovative work behavior is contextual bound but dynamic in nature, because some industry have high demand for innovative task while other have less. While innovation is a kind of development both for the organization and individuals, but it outcomes may not explicitly defined for employees. Innovations are an ongoing process its not a single time process so the individuals can also professionally developed themselves in the complex process of innovation while dealing with a variety of challenging and demanding activities. And such development ultimately results in professional growth through professional performances (Van Woerkom, 2004).

Those employees who are serving organization in term of innovative through engagement in innovative work behavior get benefit from the organizations in term of rewards, bonuses and promotion and such innovative behavior contributes to the improvement of the skill and abilities in their respective fields. Such employees have report less turnover, high job satisfaction and commitment towards organizational goals (Janssen, 2000). Employees who are engaged in innovative work behaviors are always found in the in-group of supervisors but have more chances of conflicts with their co-worker because changes are often considered undesirable and against the norms and expected work patterns (Janssen, 2003).

### **2.3 Leader secure base support and innovative work behaviors:**

Leaders or immediate supervisor provide environment for employees, where employees can learn, share and support each other. It will not be wrong to say that supervisor are shaping the context and this context then shape the attitudes, perception, cognition and behavior of employees. So the behavior of employees in organization is based on the contextual factor and leader is one of the prominent aspect of context designing (Rousseau & Greller, 1994; Bhatnagar, 2007; Whitener, 2001). Popper and Mayselless (2003) proposed that leader secure base support play role like parents by providing support to employees and ensure their availability in time of need, empowering them to rise and shine and also avoid unnecessary interference. Employees then respond in similar fashion by giving their full effort in form for extra role behaviors like organizational citizenship behavior, voice behavior and innovative work behavior and such behavior are not only beneficial for organization and individual as well.

In line with the above discussion on secure base support, previous literature has explored three vital components of a secure base support. Primarily, a secure base support holdup exploration by being accessibility and availability of the supervisor in the affair that the base is

needed e.g., to help in getting rid of hurdles , to be waiting if a drawback becomes indispensable , to be aware and receptive to distress indications, to be accepting of reliance when needed (Bowlby,1982).

Subsequently, secure bases supports of leader are not by needlessly interfere, in the daily task of workers. Keeping in mind the organizational structure, employees are trained and equipped for tasks and only have to set time to achieve them tasks that are given to them. Some pointless intrusion is more likely to endanger the task or demoralize the employee skill, attention and self-belief with view to completing the task. Likewise, a secure association with supervisor might weaken one's self-belief, attention, and skills in view with a aim motivation and journeying (and wakens her/his satisfaction of task motivation and examination) by needless interfere. As explained in start that the role or function of is mainly one of offering help only if needed (Bowlby, 1982). Maybe by giving support that is not required or preferred, by captivating the task or activity or by delaying the completion of a task or activity (Bowlby, 1982). Likewise , individuals are not likely elaborate in certain forms that may increase their wisdom , personal growth and confidence ( for example accepting hurdles and motivated to achieve significant tasks ) when the tasks , hurdles or exploratory labors are not appreciated and motivated by their supervisors then it leads to decreasing motivation, confidence level etc .

To encounter worldwide competition and non linearity, only the leader or top management role about proactive and innovative behavior is not sufficient, organization need to engage their employee as well in order to meet the challenges for survival in all those favorable and unfavorable situations (Janssen, 2000). As far as innovative behavior is concerned, it includes ideas creation, their presentation, promotion and successful implementation for the benefit of organization and also for their self advancement (West & Farr, 1989). Innovative

behavior or innovation is linked to strategic goals of organization, which is helpful in long run for organization. Among the antecedents of innovative behavior, role of leader is vital one due to solving problems of individual and promoting effective relationship among organizational members, promoting justifiable environment in term of procedures and rewards, all these factors are promoting innovation at workplace (Scott & Bruce, 1994; Janssen, 2004; Carmeli, Meitar & Weisberg, 2006). Leader secure base support is the best fit in promoting the aforementioned practices and activities, which leads to innovative work behavior of employees, but it is limitedly studied (Hakanen et al., 2008).

It is discussed widely in the literature that all of three characteristics are essential for most favorable exploration and creative behavior of employees, however all of above given practices of secure base support from leader might forecast different facet of investigation (Adisa, Mordi, Osabutey, & Osabutey, 2017). These searching behaviors are resulting from the theory and previous research about or supervisor influences on children's and employees exploration. The outcomes of secure base support will results exploring different behavior of employees like performance, self-confidence, persistence and enthusiasm. It can further leads to employees looking for task help and support /emotional support from their immediate supervisor. In such kind of support have ease of approachability to request for wanted job support.

#### **2.4 Leader secure base support and innovative work behaviors**

There are many theories and studies regarding role of leader support in boosting up individual performance with its different aspects. By the studies of number of researchers its conclude that if there is motivation and support from the supervisors its tends high the level of self-determination (Oldham & Cummings, 1996), and it also increases the level of motivation,

competence and willingness and also raise the innovative future focused changes (Wu, Parker, & De Jong, 2014).

Many studies shows that leadership positively influence different aspects of proactive behavior, like innovative ideas implementation, creative performance and environmental initiative (Axtell et al., 2000; Madjar, Oldham, & Pratt, 2002; Ohly, Sonnentag, & Pluntke, 2006; Ramus & Steger, 2000). Parker et al. (2006) concluded that the components of leader secure base support are promoting proactive and innovative behavior from several aspects like encouraging innovative ideas, motivate their followers to come with new ideas and also promote its successful implementation, so it can be hypothesized;

*H1: Leader's secure base support is positively associated with innovative work behavior of employees.*

## **2.5 Motivation at work**

Work motivation is all time popular and in topic in organizational behavior research. Discussion of motivation without self-determination theory is somehow useless. SDT broadly characterized motivation in two components intrinsic and extrinsic motivation. Intrinsic motivation is engagement in certain activities which is satisfactory and something subjective in nature while extrinsic motivation is totally objective and based on practical outcomes for employees (Blais, Brière, Lachance, Riddle, & Vallerand, 1993). Subjective outcomes are intangible in nature its leads to employees satisfaction, well being and mental health. Objective outcomes of extrinsic motivation is in form prizes and reward and points out his demerits in form of warnings. It also includes bonuses and other instrumental outcomes (Ryan, 1995). The decision regarding categorization of different types of motivation is based on individual interest,

previous knowledge, norms and belief, and such decision define individual focus towards intrinsic or extrinsic motivation. Intrinsic motivation is totally internally regulated while extrinsic motivation is externally motivated. In short, motivation is dependent on regulation of emotions.

Internal system regulation of employees can be differentiated in forms that how this will be matched with ones liking, affect, norms values and interest. These norms values and interests already hold that individual a scale gives tend to increase various forms of regulations and motivations. While extrinsic motivations completely and partially associated with external factors and outcomes, external regulation is doing some task or hold an activity for own interests and sakes like to take benefits in forms of rewards or to avoid punishment (Feng, Fu, & Qin,2016). While the behavior on the base of internalization is totally overt in nature. While another form of regulation related to extrinsic motivation are introjected. Such introjected regulation is regulation of individual behavior based on proactive approaches and internal ego and self worth. Individual having introjected regulation make decision on the base of contingencies and self respect by reducing the chances of guilt (Koestner & Losier, 2002). There is another type of regulation named as identified regulation. Identified regulation is a form in which a person point outs its value and its outcomes by himself and take it as his own these kinds of persons indulge themselves in a task or work by using their own meaning and its importance which they think about it (Koestner & Losier, 2002).

While the most overt form, motivation at work is integrated regulation, which refers to such regulation which is permanent to individual, which becomes the part of individual habits and it work like sense of self. It is actually true representation of extrinsic motivation and its autonomous in nature. Such motivation is like an identification, which is different from intrinsic



motivation, because its form activity which is done for individual own self interest. But integration is also dictated by individual values, interest and norms.

Motivation is studied in different discipline like education, sports, health care and organizational setting as well (Williams & Deci, 1996; Li & Harmer, 1996; Vallerand & Fortier, 1998; Williams, Grow, Freedman, Ryan, & Deci, 1996), and all those domains have discussed its basic two categories that is intrinsic and extrinsic motivation. Some have studied both these types on a single continuum but its antecedents and consequences are different. Self determination theory have discussed four types of extrinsic motivation, these are external motivation (having external locus of control), introjected motivation is doing something to avoid blame and guilt, identified motivation is doing something on the basis of its value, interesting nature and meaning, and last one the integrated motivation is based on individual interest, needs, wants and identity. SDT have also linked intrinsic motivation to individual physical and mental health and personal development as well (Ryan & Deci, 2000).

Furthermore, motivation at workplace in SDT have been discussed from different types of needs, individual seeks to fulfill. They states that individual motivation state is linked to three inner psychological needs that guides their behaviors; these are need for power, competence and relatedness (Ryan & Deci, 2000). The particular kind of activities and outcomes that satisfy their dominant type of need better describes their motivation type. Need for power or autonomy is actually individual self-determination to get control over their own action and freedom of choice and director of their own life (Ryan & Deci, 2000). Intrinsic behaviors are based on the satisfaction of innate psychological need (Deci, Vallerand, Pelletier, & Ryan, 1991). While the need for competence is derived from the concept of self efficacy (Bandura, 1989), its linked to own worth and it refer to practicing and increasing own competencies and capabilities while

interacting with work environment (White, 1959). People have dominant need for competence wants to bring positive changes at workplace but when the changes are frustrating then individual need for competence is effective tool to deal with such situation, because such individual will try to get mastery of experience to deal with such situations. Need for competence enhance the level of intrinsic motivation and positive feedback from others can ignites the motivation level double ( Danner & Lonky, 1981). Need for relatedness refers to individual need for interpersonal relationship with those who provide support, care and encouragement (Ryan & Deci, 2000; Grolnick & Ryan, 1989). SDT capture that all such needs of individual describes individual intrinsic or extrinsic motivation.

## **2.6 Motivation at work as mediator**

Drawing on the base of attachment theory, leaders who are providing support in time of need and they are available and accessible at work place are more influential in enhancing the motivation level of employees. Along with this the other component of leader secure base support is non-interference, such leader strongly believes on empowerment principle, subordinates of such leader feel empowered and more intrinsically motivated while performing their role in organization. The last component of leader secure base support is encouragement for growth, when leaders are encouraging for personal development then employees who have strong need for competence will thrive and flourish their skills and abilities at workplace and their motivation level will boast will the motivation level both intrinsically and extrinsically.

Leaders who are providing secure base support to employees can boast the moral and motivation of their subordinate by providing support in time of need and achievement of their goals (Bandura, 1999). Secure base leader encourage employee and make them able to overcome the hurdles, encourage their ideas and creativity by appreciating and avoid unnecessary

intervening, which is not good for innovative work behavior (Fisher, Nadler, & Witcher-Alagna, 1982). Motivation at work of employees due to satisfaction of their psychological needs can result in innovative work behavior because such employees feel psychological safety while presenting and engaging in certain type of innovative behavior at work place. Employees knowing their importance are more able to utilize their skill and abilities while displaying innovative work behavior and their chances of successful implementation of new ideas are also increased (Morrison & Phelps, 1999).

Parker et al. (2010) also stated that individual motivation is the main ingredient in enhancing proactive and innovative practices at workplace. Due to dynamic nature of organization employees feel high level of uncertainty, by getting secure base of support from leaders are motivated to believe their capabilities to bringing changes and dealing with contingencies, so motivation of employees due to leader behavior is main detector of innovative work behavior (Morrison & Phelps; Parker et al., 2006). Secure base support of leader will boost employee's motivation to engage in organizational required behavior (Deci & Ryan, 1985).

Leader accessibility and availability helps employees in identifying their needs and goals without upsetting from hurdles or environmental pressure (Carmeli, Reiter-Palmon, & Ziv, 2010). Furthermore, support from leader for achievement of personal goals facilitate the actions and behavior of employees their goals attainment and innovative behavior and in such situation employees also come with new ideas which are not only beneficial for them but for organizational effectiveness too (Sheldon & Elliot, 1999). While the non interfering behavior of leader is also playing prominent role in promoting extra role behavior at work place, because such attributes of leader provide individual a sense of self confidence and it also satisfies their need for autonomy, which raise their motivation that's required for engagement in proactive and

innovative behaviors at workplace . motivation at work place provoke innovative behavior because its helps in identifying new opportunities, setting challenging goals and also steering effort in pursuit of these goals(Greguras & Diefendorff, 2010).

Engagement in innovative work behavior is challenging and risky, because its like bringing change and changes are often not welcome warmly. In order to engage in innovative behavior, need strong reason and internal motivation in order to satisfy the demands of working condition. Parker et al., (2010) concluded that individual motivation is fueling the proactive behavior of employees, because for self started the individual take responsibility for implementation of presented ideas. Based on the self concordance model, when individual have goals which are align with their self interest and have some meaningfulness for individual then motivation of individual is ignited and they exert and steer their full potential to achieve the particular goals (Sheldon & Elliot,2000; Zhang & Bartol, 2010). Thus, motivation of individual at workplace leads to innovative work behavior. On the base of proceeding discussion the present hypothesis is presented;

*H2: Motivation at work is mediating the relation between leader secure base support and innovative work behavior.*

## **2.7 Leader member exchange as moderator**

In General, Leader member exchange ( LMX) assess quality of effort in relationship between subordinates and managers or supervisors , the focal point is the dyadic affiliation that develops and nurture between leaders and supporters independently ( Liden , Sparrow , & Wayne ,1997 ). According to the theory of leadership, it states that leader's relationships with his/her followers are different and leader do not develop similar type of relationship with all of

his/her followers. In context with the theory it is mutable in nature as it changes with each follower and these variation in relationships set up the quality of affiliation with followers. This difference in relationship between leader and his followers has a significant impact on performance and motivation of followers.

Leader member Exchange was primarily projected on the base of the role theory ( Graen & scandura, 1987) lately it was related to the well known theory fundamentally based on the exchange relationship , which is theory of social exchange( Liao , Liu, & Loi , 2010). LMX's focal point is the relational & transactional interactive connections and the quality of that relationship between the manager and employees. LMX states that the whoever is in leadership position divides his followers in to two categories , there will be group of followers who will be more close to leader so they will be categorized as In-groups and then there will be group of followers who will b at distant and only in formal relationship with leader , they will be categorized as out-groups. In-group followers are also literately called High-Quality and the out-groups followers are called Low-Quality LMX.

Conceptual foundation of High quality LMX is based on the mutual compulsion and exchange relationship in condition of their contribution in the relation between leader and follower( Gouldner , 1960; Liden et al., 1997). Though low quality LMX is merely stand on the transactional exchange & the defined role of leader and follower, which is formally mentioned in job description. In this kind of relationship, both the parties leader and follower play their formal role and stick to the formal job description (Blau, 1964 ). If a leader and follower is possessing a relationship based on relational exchange, then there will be expected to have a healthier relationship that will ultimately have a positive results pertaining towards job satisfaction,

mutual trust building, commitment to assigned job and thriving at workplace (Cropanzano & Mitchell, 2005; Uhl-Bien & Maslyn, 2003).

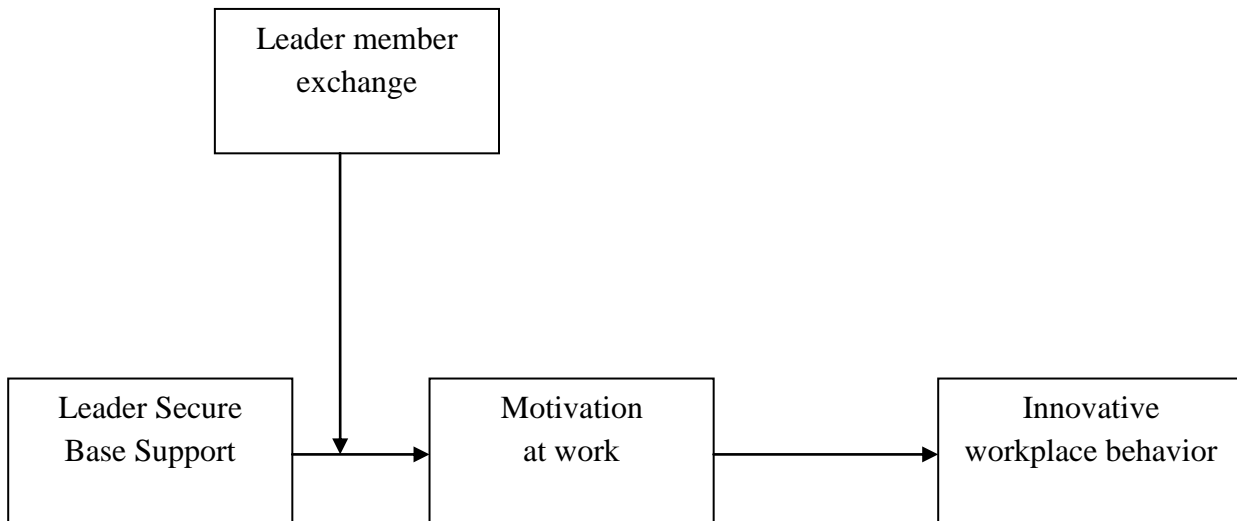
The leader's and follower's role has been observed to have prime importance in management studies and philosophies. While studying this significant relationship, the approach (LMX - Leader member exchange theory) is brought in practice to analyze the relationship status between leader and follower and has been widely considered since long (Yammarino, Dionne, Chun & Dansereau, 2005). Dansereau and Graen in 70's were the pioneer of LMX theory by conceptualizing its initial foundation in vertical dyadic linkage theory, the basic purpose of LMX was to find out ways for leaders to effectively manage their different form of exchange relationships with their subordinates (Davis, 2014; Martin et al., 2016). LMX story revolves around low and high quality relationship or in-group and out-group relationship. LMX is quite influential in organizational behavior literature and different researchers have contributed by exploring its different antecedents and consequences of LMX, which is smoothing ground for proper understanding of leader member exchanges.

It is concluded after analyzing above explained reviews about LMX, we have now comprehensive knowledge and understanding about LMX and how it affects the outcomes of different variables. There are still vital questions about the moderating role of LMX between Leader secure base support and motivation at work in current scenario. IN this study it will tested and explained how LMX plays a role as moderator between Leader secure base support and motivation at work.

*H3: Leader member exchange moderates the relationship between leader secure base support and motivation at work such that when there is high quality leader member exchanges*

*the relationship among leader secure base support and motivation at work will be stronger than low leader member exchanges.*

## THEORETICAL FRAMEWORK



*Impact of leader secure base support on innovative workplace behavior of employees through mediating mechanism of motivation at work of employees, and moderating role of leader member exchanges relationships.*

### Summary of hypothesis

**Hypothesis 1:** *Leader's secure base support is positively associated with innovative work behavior of employees.*

**Hypothesis 2:** *Motivation at work is mediating the relation between leader secure base support and innovative work behavior.*

**Hypothesis 3:** *Leader member exchange moderates the relationship between leader secure base support and motivation at work such that when there is high quality leader member exchanges the relationship among leader secure base support and motivation at work will be stronger than low leader member exchanges.*



## CHAPTER 3

### RESEARCH METHODOLOGY

#### 3.1 Research method and design

The present study is deep-seated which aims to examine the causal impact of Leader secure-base support on innovative work place behavior in IT industry of Pakistan which is now worth 2 billion \$ and gaining momentum as world is shifting wholly on IT based system. This study is also intended to find possible variables i.e. Leader secure-base support through motivation at workplace for the innovative workplace behavior, and it aims at examining a feasible moderator Leader member exchange (LMX) and Innovative workplace behavior. Data were collected in two time lags, in first phase of data collection all the respondents were tagged with specific ID of employee and were asked about the leader secure base support and leader member exchange(LMX) only. In second time lag employees were asked about their level of motivation at work and how innovative workplace behavior they exhibit. The questionnaire were distributed to employees who were working in IT companies of twin cities ( Islamabad / Rawalpindi ) as programmers, graphic designers, web designers and app developers. The researchers intrusion were minimal during data collection and questionnaire were conversed accordingly where ever needed.

#### 3.2 Population and sample size

As this study has been done on IT industry of Pakistan so all of the respondents were from different IT sector from Islamabad and Rawalpindi. The Questionnaires were circulated in different Software Houses of twin cities Islamabad and Rawalpindi. Researchers aimed at targeted respondents must be working in Software houses and in different departments of

software houses .i.e. Web designers , Graphic Designers , Video Editors , App developers , online security experts and Social media experts to make data more representative of entire IT industry offerings and to make it more beneficial for the future use for the industry. Data were Collected from April 2017 to June 2017 for this study. The management of all companies were informed about the study and study was conducted after proper approval and support from management. The Questionnaires were in English ,were interpreted where needed but maximum numbers of respondents were University Graduates so it was convenient for respondents to understand questionnaire in full letter and spirit. In first phase total of 375 questionnaires were circulated and only 304 filled questionnaires were received back . In phase two that same 304 questionnaire were distributed to same employees and 281 questionnaires were received back after second phase. Among those 281 responses only 223 were properly filled and usable responses.

### **3.3 Sampling technique**

It is not achievable for researcher to collect data and analyze it from each and every concerned person of population, researcher uses sampling technique which make study successful and collect data that is the most well representative of whole segment. To evaluate the appearance of entire segment, sampling method used in this study were aimed at the foundation of accessibility to researcher. The Convenience sampling is a non-probability sampling technique where respondents are chosen as of their suitable ease of access and nearness to the researcher for data collection convenience. This is widely used sampling technique due to ease of data collection. Therefore it is believed that the data were collected from respondents they were representative of entire population of the employees that were working in the different software houses.

### **3.4 Instrumentation**

All the data were collected via adopted questionnaires from previous studies. The nature of all the items which are included in the questionnaire are such that all of them .i.e. Leader secure base support, Leader Member Exchange (LMX), Motivation at work and innovative workplace behavior will be covered. The data is collected through likert scale using 5 points range from strongly disagree to strongly agree. Questionnaires also consist of four demographic variables which include information regarding the respondent Gender, Age, Qualification and Experience.

#### **3.4.1 Leader secure-base support**

The nine item scale developed by Wu and Parker (2014) will be used to measure the perception of employees about Leader secure-base support. Sample items are my supervisor is sympathetic and supportive when i am worried or upset about something, my supervisor gives me encouragement and support when i have a difficult and stressful task or responsibility. etc

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

Seven item scale by Graen & Uhl-Bien (1995) will used to assess the quality of leader member exchange relationship, for subordinates/employees to assess the Leader Member Exchange (LMX). The sample items are "Do you usually feel that you know where you stand do you usually know how satisfied your immediate supervisor is with what you do. etc

#### **3.4.3 Innovative workplace Behaviour (supervisor rated)**

A nine items scale will be used to assess Innovative workplace Behavior developed by Janssen (2000). Sample item are this employee usually work on Creating new ideas for difficult issues (idea generation) etc.

#### **3.4.4 Motivation at Work Scale (MAWS)**

The 12 item scale developed by Gagné, et.al (2010). The sample items are I enjoy this work very much, Because I have fun doing my job, For the moments of pleasure that this job brings me, I chose this job because it allows me to reach my life goals etc etc.

#### **3.5 Data analysis tools**

For the data analysis AMOS and SPSS were used. Correlation and Reliabilities test were done in SPSS. Regression analysis , Confirmatory factor analysis (CFA), moderation analysis and mediation analysis were done in AMOS. General relation , direction and its significance were carried out through correlation analysis. Model fitness was checked and confirmed via Confirmatory factor analysis and regression analysis were performed to regress the dependent variable on independent variable. The impact of control variable was tested via ANOVA in SPSS.

**Table 3.1 Instrumentation sources, Items & Reliabilities**

<b>Variable</b>	<b>Source</b>	<b>No. of Items</b>	<b>Reliability</b>
<b>Leader secure base support (IV)</b>	Wu and Parker (2014)	9	.77
<b>Motivation at work (Med )</b>	Gagné, et.al (2010)	12	.83
<b>Leader Member Exchange (Mod)</b>	Graen & Uhl-Bien (1995)	7	.88
<b>Innovative workplace behavior (DV)</b>	Janssen (2000).	9	.73

### **3.6 Sample Characteristics**

Out of total 223 respondents 190 were male and 33 female, making 85.2% male and 14.8% females respectively. As expected male respondents are higher than female due to lack of female workforce in IT industry. Majority of the respondents were millennials . The respondent aged between 22 and 26 were 70, while the respondent between 26 to 35 year age were 150 and rest of respondent were above 35 age.

The education level of majority of respondents were graduation ( 16 years of education ) which is 75% , remaining 20% were master degree holders ( 18 years of education ) .

As age table have reflected that most of the respondents were young, So respondent having experience of 1 to 5 years were 112(50%), 6-10 year experience respondents were 82(33.4%), Only 23 respondents were having experience of 10 years or above .

**Table 3.2 Gender**

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Male	190	85.2	85.2
Female	33	14.8	100.0

**Table 3.3 Age**

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
22-26	40	14.4	14.4
26-35	98	46.9	61.2
35-45	51	24.4	85.6
36-40	22	10.5	96.2
41-above	8	3.8	100.0

**Table 3.4 Qualification**

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Bachelor	58	27.8	27.8
Master	141	67.5	95.2
MS/Mphil	10	4.8	100.0

**Table 3.5 Experience**

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
1-5	99	47.4	47.4
6-10	76	36.4	83.7
11-16	20	9.6	93.3
17-22	14	6.7	100.0

### **3.7 Analytical Techniques and Tools**

Different statistical test were performed like Descriptive statistics, ANOVA, reliability, Confirmatory factor analysis (CFA), correlation analysis and regression analysis were carried out through two different software SPSS and AMOS. SPSS is often used to perform different

descriptive test because it's considered one of the best software to perform such type of test. Correlation, Reliabilities and ANOVA were also performed through SPSS software. Confirmatory factor analysis was carried out through AMOS in order to check the fitness of 4 factor model its results are portrayed in next chapter. The regression analysis of independent and dependent variables was carried out through AMOS, because AMOS is good software for generating estimates. Mediation and moderation analysis were also performed through AMOS.



## CHAPTER 4

### RESULTS

#### 4.1 Descriptive Statistics

Table 4.1 reflects descriptive statistics and summary of sample characteristics like size of sample, mean value, standard deviation of variables from its mean values, maximum and minimum values of collected data all these detail description are provided in the below table.

**Table 4.1: Descriptive Statistics**

Variable	Sample Size	Minimum	Maximum	Mean	Std. Deviation
Gender	223	1.00	2.00	-	-
Age	223	1.00	5.00	-	-
Qualification	223	2.00	5.00	-	-
Experience	223	1.00	4.00	1.65	.68
Leader secure base support	223	2.33	4.56	3.53	.55
Leader Member Exchange	223	1.29	4.71	3.24	.87
Motivation at work	223	1.67	5.00	3.43	.67
Innovative work behavior	223	1.89	4.56	3.43	.55

The IV (Leader secure base support) has a mean value 3.53 and standard deviation 0.55. Mean and standard deviation of dependent variable (Innovative workplace behavior) were 3.43

and 0.55. Mediator of the study (Motivation at work) has means and standard deviation 3.43 and 0.67 respectively. The moderator of the study, Leader Member Exchange has these values as 3.24 and .87 respectively.

**TABLE 4.2****Competing different models with hypothesized 4 factor measurement model**

<b>Model</b>	$\chi^2$	<b>Df</b>	$\chi^2 / \text{Df}$	$\Delta \chi^{2a}$	$\Delta \text{Df}$	<b>CFI</b>	<b>IFI</b>	<b>TLI</b>	<b>RMSEA</b>
<b>Hypothesized Measurement Model (4 Factor Model)</b>	<b>653.90</b>	<b>621</b>	<b>1.05</b>			<b>0.98</b>	<b>0.98</b>	<b>0.98</b>	<b>0.01</b>
Alternate Model 1: Combined "Motivation at workplace and Leader secure base support" (3 Factor Model)	840.64	624	1.35	216.64	3	0.88	0.88	0.87	0.09
Alternate Model 2: Combined "Motivation at work and Leader member exchange" (3 Factor Model)	909.34	624	1.46	255.44	3	0.85	0.85	0.84	0.04
Alternate Model 3: Combined "Motivation at work and Leader secure base support " with combination of "Leader Member Exchange and Innovative Workplace Behavior" (2 Factor Model)	1078.45	629	1.72	425.55	8	0.76	0.76	0.74	0.02
Alternate Model 4: "All items Combined " (1 Factor Model)	1331.56	627	2.12	677.66	6	0.62	0.63	0.60	0.07

Note: n=223; Values are differences of each of the alternative measurement models with the hypothesized model.

\*\*\*p<.001

## 4.2. Confirmatory factor analysis and competing models

Confirmatory Factor Analyses (CFA) of all four constructs including Leader Secure Base Support, Motivation at Work, Leader Member Exchange and Innovative Workplace Behavior was performed to check the fitness of Hypothesized 4 factor model before testing, directing and mediating relation. According to Table 4.2 representation, 4 factor model was fit with ( $\chi^2 = 653.90$ ,  $df = 621$ ,  $\chi^2 / Df = 1.05$   $p < .000$ ; CFI = .98, IFI = .98, TLI = .98, RMSEA = .015).

Alternately, 3 factor model by combining Motivation at workplace and Leader secure base support was less fit ( $\chi^2 = 840.64$ ,  $df = 624$ ,  $\chi^2 / Df = 1.35$   $p < .000$ ; CFI = .88, IFI = .88, TLI = .87, RMSEA = .09) with respect to 4 factor model. Change in chi-square was 624.64. Change in degree of freedom was recorded 3. Change in CFI, IFI, TLI and RMSEA were 0.10, 0.10, 0.03 and 0.981.

Table 4.2 show another 3 factor alternate model, combining Motivation at workplace and Leader Member Exchange comparison with four factor model also found less fit with values ( $\chi^2 = 909.34$ ,  $df = 624$ ,  $\chi^2 / Df = 1.46$   $p < .000$ ; CFI = 0.85, IFI = 0.85, TLI = 0.84, RMSEA = 0.045) and the change in chi-square and degree of freedom were 255.44 and 3 respectively.

Model three represents the comparison of 4 factor model with 2 factor model by combining Motivation at workplace with Leader Secure Base Support and Leader Member Exchange and Innovative Workplace Behavior shows the less fit of 2 factor model with values ( $\chi^2 = 1078.45$ ,  $df = 629$ ,  $\chi^2 / Df = 1.72$   $p < .000$ ; CFI = 0.76, IFI = 0.76, TLI = 0.74, RMSEA = 0.023). The change in chi-square value and degree of freedom were 425.55 and 8.

By combining all items with one variable and created 1 factor model and then comparing the values show less fit of 1factor model. Fourth model created by combining all four variables and comparison with four factor model show the worse fit ( $\chi^2 = 1331.56$ , Df = 627,  $\chi^2 / Df = 2.12$  p < .000; CFI = 0.62, IFI = 0.63, TLI = 0.60, RMSEA= 0.071).

### **4.3. Correlation analysis**

In table 4.3 mean values of all the variables including control variables, their standard deviation and their correlations with one another are presented. The correlation among the variables of the study i.e. independent, mediator, dependent and moderator are significant and their magnitude level is also reasonable. Which provides support to the proposed hypothesis in the 2<sup>nd</sup> chapter. The correlation among all the variables is well below .7, which reflects that their no chances of multi-co linearity, which can affect the hypothesized model.

**TABLE 4.3****Means, Standard deviations and Correlations for main variables of interest in the study**

#	Variable	Mean	SD	1	2	3	4
1	Leader Secure Base Support	3.53	.556	1			
2	Motivation at Work	3.43	.671	.393**	1		
3	Innovative Workplace Behavior	3.43	.558	.454**	.347**	1	
4	Leader Member Exchange	3.24	.871	.174**	.496**	.159*	1

Note:  $N=223$ . \* $p<.05$ , \*\* $p<.01$

Leader secure base support was found significantly and moderately correlated with Motivation at work and Innovative workplace behavior ( $r = .393^{**}$ ,  $p=.000$ ), ( $r = .454^{**}$ ,  $p = .000$ ), respectively. Leader secure base support (LSS) was also found significantly correlated with Leader member exchange (LMX) ( $r = .174^{**}$ ,  $p = .000$ ). Results shows moderate and significant correlation exist of Motivation at work (MW) with Innovative workplace behavior and Leader member exchange (LMX) ( $r=.347^{**}$ ,  $p=.000$ ) ( $r = .496^{**}$ ,  $p = .000$ ) respectively. The correlation of Leader Member Exchange (LMX) was found significant with Innovative workplace behavior (IWB) ( $r=.159$ ,  $p=.051$ ).

Dependent variable was regressed through independent and Mediator using SEM in AMOS. Later mediator was regressed through IV and Interaction term, results are stated below in table 4.4.

**Table 4.4 Standardized Direct path coefficients of the hypothesized model**

<b>Direct Paths</b>	<b>Estimate</b>	<b>SE</b>	<b>CR</b>	<b>P</b>
Leader secure base support → Innovative workplace behaviour	.456	.06	7.58	.000
Leader secure base support → Motivation at work	.474	.07	6.36	.000
Leader secure base support → LMX	.273	.10	2.63	.008
Motivation at work → Innovative workplace behaviour	.289	.05	5.51	.000
Leader secure base support * LMX → Motivation at work	.331	.076	4.347	.000

**Table 4.5 . Standardized Indirect path coefficients mediation analysis**

<b>Indirect Paths</b>	<b>BC 95% CI</b>			<b>P</b>
	<b>Indirect Effect</b>	<b>Lower Limit</b>	<b>Upper Limit</b>	
LSS → Motivation at Work → Innovative workplace behaviour	.078	.022	.158	.004

Note: n=223; Bootstrap sample size=2000, BC 95% CI= Bootstrap confidence Intervals

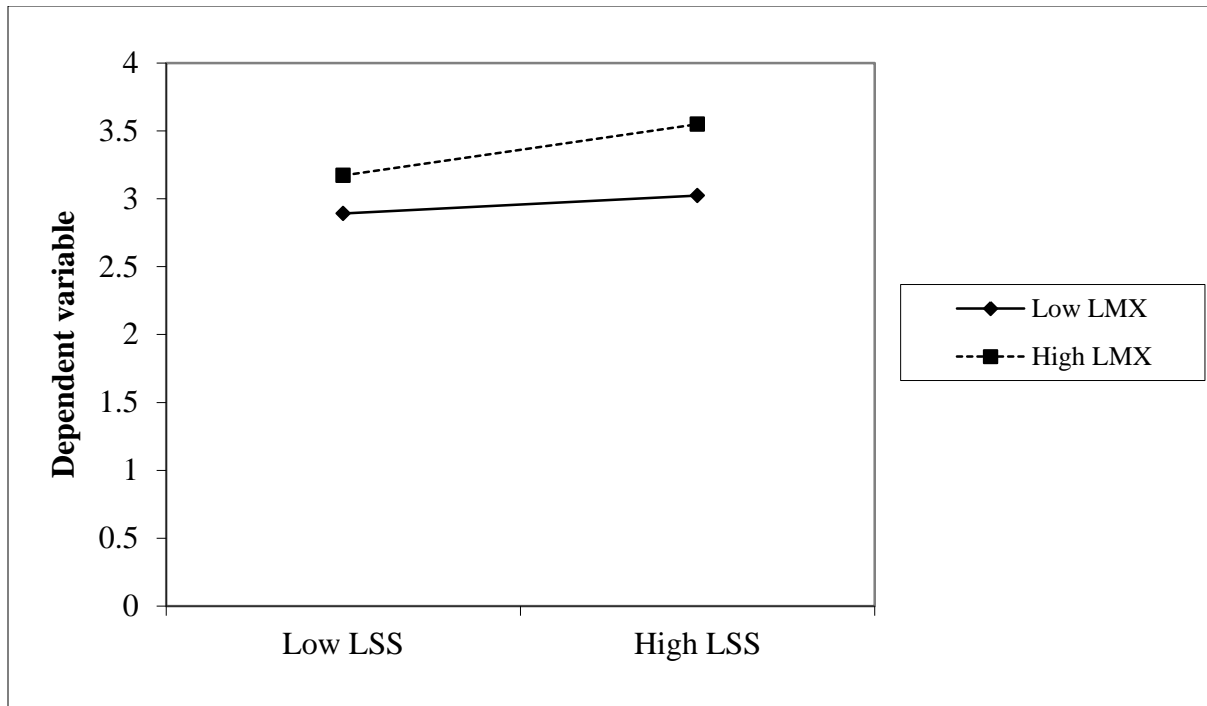
\* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .00$

#### 4.4. Structural Model Results

Hypothesized 4 factor model is already establish the best fit ( $\chi^2 = 653.90$ ,  $DF = 621$ ,  $\chi^2 / DF = 1.05$   $p < .000$ ;  $CFI = .98$ ,  $IFI = .98$ ,  $TLI = .98$ ,  $RMSEA = .015$ ). To test the mediation, it was supposed to check mediation through different paths. First path tested from direct path, from independent variable Leader secure base support to dependent variable Innovative workplace behaviour and the results are reliable ( $\beta = .456$ ,  $p < .000$ ). First hypothesis was in second path, from independent variable Leader secure base support to mediator motivation at work and the beta ( $\beta = .474$ ,  $p < .000$ ) show the reliability. In third path from independent variable leader secure base behavior to moderator variable leader member exchange and the results are reliable as per beta ( $\beta = .273$ ,  $p < .000$ ). In fourth path, from mediator motivation at work to dependent variable innovative workplace behavior and results found reliable with the value of beta .289 ( $\beta = .289$ ,  $p < .000$ ). Lastly the interaction term created through multiplying independent variable leader secure base support means and moderator leader member exchange means and standardized the values. After interaction creation, mediation tested through interaction term to dependent variable project success and the result ( $\beta = .331$ ,  $p < .000$ ) also shows the reliability between them. Structure Equation Model (SEM) technique used for testing hypothesized relationship through AMOS.



Figure 4.1



Dependent Variable: Innovative workplace behavior

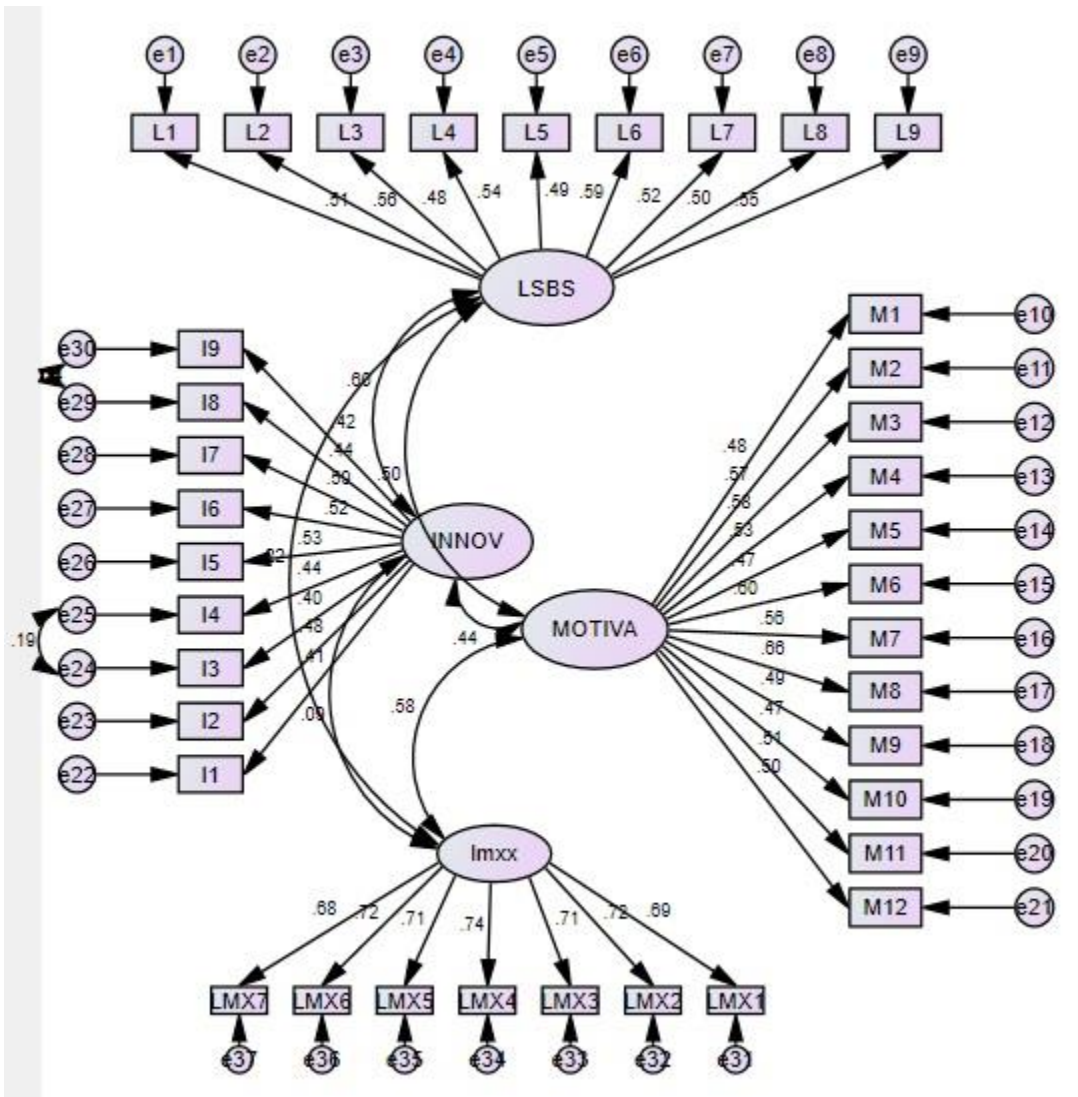
LSS: Leader secure base support

LMX: Leader Member Exchange

#### 4.5. Mod Graph

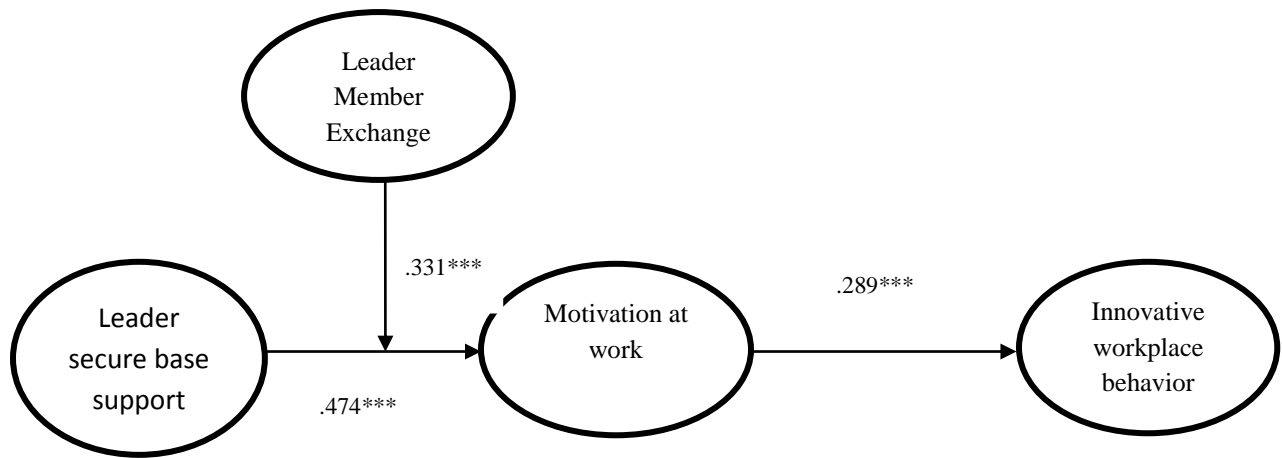
Mod graph was also calculated to check the direction of moderator i.e leader member exchange on the relationship of leader secure base support and motivation at work. It was proposed that the positive relationship between leader secure base support and motivation at work would enhance when leader member exchange is high. Mod graph also reflect that when the leader member exchange is low the relationship between leader secure base support and motivation at work is positive. But the slope is not steeper, while in case of high leader member exchange the relationship between leader secure base support and motivation at work is also high, the slope of the line is steeper than low moderator value.

**FIGURE 4.2**  
**Measurement Model**



**FIGURE 4.3**

**Hypothesized Structural Model and Structural Equation Model (SEM) Results**



Sample size = 223

Full structural model showing direct and mediating effects. Mediation relations running from Leader secure base support to Innovative workplace behavior through Motivation at work. Standardized regression weight values on paths and asterisks indicate significance values.

**Table 4.6 Hypothesis Results Summary**

H1	<i>Leader's secure base support is positively associated with innovative work behavior of employees.</i>	Accepted
H2	<i>Motivation at work is mediating the relation between leader secure base support and innovative work behavior.</i>	Accepted
H3	<i>Leader member exchange moderates the relationship between leader secure base support and motivation at work such that when there is high quality leader member exchanges the relationship among leader secure base support and motivation at work will be stronger than low leader member exchanges.</i>	Accepted

## CHAPTER 5

### DISCUSSION, RECOMMENDATION, IMPLICATION, LIMITATION AND CONCLUSION

#### 5.1 DISCUSSION

This chapter of the study includes discussion in relevance and elaboration of the last chapter results. The results are discussed in link to previous literature and the significant deviation from previous literature. Furthermore, different recommendations for future research are proposed. Along with recommendation theoretical and practical implication are discussed. Limitations and conclusions are also presented.

##### 5.1.1 Discussion on question no 1:

In present study the very 1<sup>st</sup> question, which was proposed in chapter 1 was;

*Question 1: Does Leader Secure Base Support leads to Innovative workplace behavior?*

On the base of this research question and previous literature, hypothesis 1 was proposed in 2<sup>nd</sup> chapter,

**Hypothesis 1:** *Leader's secure base support is positively associated with innovative work behavior of employees.*

Results are in line with previous studies of different scholars that leader can positively influence the innovative behaviors of employees (Wu, Parker, & De Jong, 2014; Axtell et al., 2000; Madjar, Oldham, & Pratt, 2002). Leaders around the world are always in need to uncover the capabilities and talent within themselves their followers and the companies where they are

working. Every leader dream of successful career and effective functioning of their company, which is only possible through the teamwork. Leader is always and team lead who unleashes the potential in his/her workers and followers to achieve the desired outcome or achieve the certain goals. There are many theories and techniques are presented in past few decades but the one of the most emerging theory is secure base leadership, which is considered key for the leaders success.

Concept of secure base leadership is gaining momentum because it builds all the necessary factors that inspire and give follower drive, some of these factors could be summarized as trust , love , honesty , care and dependence etc. Under the secure base leader, the climate for innovation is also high due to the support that a secure base leader provides to his/her followers and subordinates. Secure base is key drive in producing optimum performance.

To keep things more understandable firstly the term "Secure base "term will be explained. Secure Base term was adopted in attachment theory from the research of John Bowlby and Mary Ainsworth. Attachment theory states that " every single human have an instinctive wish to get closer to a person be in their comfort , the person who show and give the emotional security and protection. It is evident that when a secure base gives a person sense of protection and comfort which helps in change person pain and sorrow in to hope and self reliance.

Secure base support was initially not proposed for corporate organization but gradually it has been penetrating and now has gained considerable momentum in contact with organizational leadership. Within organization context secure base can be defined as " anything that provides a sense of protection , care , safety and also gives encouragement and foundation for exploration , risk taking , daring and seeking challenge" . Hence , secure base is a presence or availability of

something or someone who brings energy in individual and motivate them. The effect of motivation and vigor from secure base support is that it makes individual to break his/her invisible guard of fear and move out their psychological comfort zone , which helps in realizing their true potential and working to achieve the excellence.

To become successful secure base for others as a leader or supervisor, one must first of all understand his her own secure base. Every humans first secure base are his /her parents (most likely mother), but it could be any other caregiver like father, grandparents, aunt or uncle. Apart from human as secure base, secure base can be anything that gives brain stimulation to cop up with negative thoughts and fears, and find inspiration to seek challenges. Hence, Secure base could be any object, religion, city or even a pet .Principally it can be stated that a relationship with anything which inspires you and gives you confidence in your inner abilities and inspires exploration is secure base.

It is concluded that secure base basically make a person more resilient and optimistic , however that intensity of resilience and optimism depends on the quality of relationship between the person and his/her secure base .If the relationship is more strong with secure base it gives more resilience and hope in adverse situations. Individual needs both a person and goals as their secure base , because Goals gives sense of security and sense of fulfillment and these goals comes in to-do list after the inspiration and motivation which results from a secure base (person). So leader availability, support, care, motivation and encouragement are the factors which helps employee to take bold and innovative decisions. Therefore, innovative workplace behaviors can be promoted by providing leader secure base support to the employees.

### 5.1.2 Discussion on question no. 2, 3 and 4:

In the very first chapter of the study the following questions were raised to uncover the underlying mechanism of leader secure base support with innovative workplace behavior of employees, and motivation at work of employees was stated a possible explanatory mechanism in abovementioned relationship. The research questions regarding these links were

**Question 2:** Is there any relationship between Leader Secure Base Support and employees motivation at work?

**Question 3:** Does Motivation at work increase the chances of Innovative workplace behavior?

**Question 4:** Does Motivation at work mediate the relationship between Leader Secure Base Support and Innovative workplace behavior?

To answer all those research question a mediation hypothesis is proposed, which could answer these three question, as relationship of leader secure base support and motivation at work, and relationship of motivation at work and innovative workplace behavior are covered under the basic assumptions of mediation. So the following hypothesis was proposed in chapter 2 on the basis of previous literature.

**Hypothesis 2:** *Motivation at work is mediating the relation between leader secure base support and innovative work behavior.*

Results of the present study provides strong support for acceptance of 2<sup>nd</sup> hypothesis. And results are also in line with the previous literature, that leader secure base support in shape of availability and accessibility in time of needs. Encouraging employees for personal goals achievement and self development, and avoiding unnecessary interference in employees task can

increase and boost the moral and motivation level of employees that increase innovative and creative behavior of employees at workplace (Zhang & Bartol, 2010; Parker et al., 2010).

The role of leader is of vital importance in shaping organization climate, employees attitudes and behaviors. In past different style of leadership were extensively studied in relationship to employee satisfaction, well being, physical and mental health. Some of the popular leadership styles like transformational leadership and charismatic leadership are found significant indicator of employees performance. Leader secure base support is something recent concept of leadership, derived from attachment theory, that individuals have strong attachment with those who take care of their needs and wants, easily accessible, encouraging and non-interfering in each and every task. Leader secure base support also represent those leaders, who are extremely supporting their employees at workplace and have remove all the communication barriers. They are encouraging their followers to take steps and make decisions on their own. This attitude of leader helps employees in thinking something new and creative, and then they implement these creative ideas at workplace by taking responsibility on their own. Secure base leader avoid unnecessary intervening in employees task responsibilities, such behavior from leader encourage employees to do their jobs in their own style. The more directive leader behaviors kills employee creativity and innovative abilities. Leader secure base support in a complete packet which ignites employees creativities and innovative ideas. Such innovative ideas are encouraged, promoted and then implemented to the workplace. Employees also feel a certain form of proud, dignity and respect that their ideas are encouraged and valued by their leaders, due to which they put their maximum efforts to their work. And the organizational success is totally dependent on the performance of their employees, satisfied and happy workers



are the most valuable assets of organization to perform and compete effectively in the market place.

Accessibility and availability of leaders are the initial theme of leader secure base support. Availability of leader helps employees in analyzing their strengths and weaknesses, after that within the guidance of leader weaknesses are controlled through continuous mentoring and coaching. While the strengths are identified and polished, in the light of leader advice and support. Leader encouragement for growth is the most attractive and motivating factor for employees, such leader behavior helps employees to satisfy their personal goals under the supervision of leader, leaders also help in developing employees skills, knowledge and abilities that are part of employees long term development process. When employees feel that their goals are met and achieved due to instrumentality of their leader, then they also reciprocate in form of their commitment, loyalty, trust and performance. While the non-interfering behaviour of leader helps in building employee confidence to do task on their own. Employees also feel empowered and autonomous, which results in their engagement in extra role behavior.

As Parker et al. (2010) have stated that employees motivation is required for engagement in proactive and innovative behavior. Because such behaviors are challenging in nature and cannot be expected from less motivated and dissatisfied employees. It is explained in earlier part of discussion that leader secure base support enhances employees motivation. Highly motivated employees thrive in uncertain and non-linear environments, because when they think that their ideas are encouraged, promoted and rewarded then they always try to come up with something new even in the daily course of action too.

In the famous and revolutionary concept of resource based view, it was established that human capital is the most asset that can provide sustainable competitive advantage to organization in this worldwide competition. So employees full potential can be gained when they are motivated at workplace. When individuals feel affective commitment towards their organizations then they can do wonders to bring innovation to workplace. Innovative behavior are now required from organization to bring innovation. And innovation cannot be brought to workplace only with the strategies of top management, employees engagement in such activities is necessary to satisfy the demand of innovation in marketplace. And such innovation can be brought to workplace with the consent of employees and deliberate engagement in such activities, because in controlled environment its not possible to put out the best of employees. Self-concordance model also states that employees are motivated when their goals are attractive and aligned with organizational goals. Leader secure base support provides this foundation in form of encouraging employees for personal goal achievement. Therefore, employees working under the supervision of leaders, who are accessible and available for help and direction, encouraging for self development and empowering to do jobs in their own ways, are motivated and confident enough to engage in extra role behaviors like, personal initiative, voice behavior, proactive behavior, organizational citizenship behavior and innovative work behavior s.

### 5.1.3 Discussion on question no 5:

To enhance the positive relationship between leader secure base support and employees motivation at work, high quality leader member exchange relationship was questioned to moderated that effect of leader secure base support on employees motivation. The following question was raised in chapter 1;

**Question 5:** Does Leader Member Exchange (LMX) moderate the leader secure base support and employees motivation? And in which direction Leader Member Exchange (LMX) can influence the relation between Leader Secure Base Support and motivation at work of employees?

To answer the following question, support was gained from the previous literature and the following hypothesis id proposed;

**Hypothesis 3:** *Leader member exchange moderates the relationship between leader secure base support and motivation at work such that when there is high quality leader member exchanges the relationship among leader secure base support and motivation at work will be stronger than low leader member exchanges.*

Results of collected data strongly support hypothesis 3 of the study. Mod graph also respond in proposed direction that high leader member exchanges strengthen the relationship between leader secure base support and motivation at work. Results are also in line with previous literature on leader member exchanges, that good relationships with immediate supervisor is an encouraging factor enhancing motivation level of employees (Liden , Sparrow , & Wayne ,1997; Liao , Liu, & Loi , 2010).

Leader of all style are found to be engaged in exchange relationships with their followers. The followers who were considered in in-group of leader are found high performers then out-group members and this phenomena is know as self fulfilling prophecy. Which mean that when leader expectation from their followers increases the performance of employee also increase in order to meet the expectations of his/her supervisor. But there are something more than just expectations of supervisor in these exchange relationships. Employee having good relationship with their supervisors have strong sense of psychological safety at work, job security, fair treatment and many more factors that can positively effect his mental and physical health. Therefore good relationship with supervisor along with good leadership style of leadership will shape the perceptions of employees about workplace, and such perceptions is the key motivating factor for employees.

Self-determination theory have divided individual motivation in two categories of extrinsic and intrinsic motivation. Extrinsic motivation is linked with tangible rewards and intrinsic motivation is employees psychological need which keep him motivated. Good transactional and relational exchanges are expected in high quality leader member exchange relationships between employees and their respective supervisors. Transactional exchanges are also promoted in high quality exchanges between leader and followers, because its also reported in literature that in-group member are good performer and they also get large pie in rewards and benefits. Relational exchanges are more promoted with the entrance to in-group of leader, employees can easily communicate their problems and issues. Previous studies have also stated that relational exchanges are more powerful and long lasting then transactional exchanges, because the leaders can harness the heart and mind of their followers by establishing good relationship at workplace.

High quality leader member exchanges are two way process, and its roots can be traced back to 1970's when vertical dyadic linkage theory was presented. After that different framework based on liking, affect and relationship are proposed, but the six component conceptualization of leader member exchanges have got strong support from researchers of all the times (Schriesheim, Castro, & Cogliser's, 1999). These components are comprised of supervisor assistance in working environment, follower's reciprocation in terms of realization of organizations mission, vision and objectives. Supervisor supporting and encouraging follower decisions in organization are also component of high quality LMX having mutually trusted environment. In such relationship, employees are more loyal having high degree of trust in their supervisor abilities and decisions. At the core of high quality LMX, leaders empowering follower by showing their confidence in employees abilities, such empowerment fuels the motivation level of employees and as result they are working with their full motivation, energy and potential. High quality LMX and leader secure base support will work like double edge sword for enhancing employees motivation and establishing safe and health working climate.

## **5.2 IMPLICATIONS**

### **5.2.1 Theoretical implications**

The present study have presented several theoretical implication which can foster future research in different domains.

The present study have established relationship of leader secure base support with innovative workplace behaviors. Leader secure base support is new style of leadership derived from attachment theory. Leader secure base support is a complete package of leader availability, encouragement and non-interference. Leader secure base support can be studied in relation to multiple positive concepts like organizational citizenship behavior, organizational commitment, job satisfaction etc. Leader secure base support can also be studied in certain types of challenging behaviors like voice behavior, personal initiative and taking charge behaviors etc.

The present study is based on leader member exchange theory, the present study can also be justified through social information processing theory. Social information process theory states that contextual factor like leader behavior and contextual relationship shape organizational climate which results in specific behaviors of employees.

The present study have included motivation at work as significant mediator to support the relationship between leader secure base support and innovative work behaviors. Future research can add different mediators like psychological safety, organization base self esteem and felt obligation for constructive changes in the independent and dependent relationship based on theoretical foundation of the theory of planned behavior. Theory of planned behavior sates that individual self efficacy, subjective norms shapes his behavior.

Future studies can also explore other leadership styles like inclusive leadership to promote innovative work behaviors of employees. Along with this different dispositional factors like psycap can be used to enhance individual engagement in innovative workplace behaviors.

The present study have add leader member exchange as a moderator on the relationship of leader secure base support and innovative workplace behaviors. Future studies can add different contextual and dispositional moderators like innovation enhancing HR practices, employee's self-efficacy, epistemic curiosity etc to identify the possible enhancer of employee's motivation at work.

At last the present study have focused on IT sector of Pakistan, researchers in future can consider different industries and conduct cross industries studies to establish a comprehensive framework of innovative workplace behaviors.

### **5.2.2 Practical implications**

The present study have proposed significant indicators for IT industry to engage their employees in innovative work behaviors. Pakistan have high power distance society and managers are trying to use authority and power due to culturally shaped mentality, but innovation and creative ideas cannot be bring out without engagement of each and every employees. Creativity at all level of organization is needed for survival in this promptly changing environment. So organizations are advised to counsel and train their supervisor for providing good guidance to their followers in the form leader secure base support. Leader secure base characteristics should be placed as evaluation criteria for supervisor, so that employee creativity and innovative work behavior should be promoted.

Organization needs to encourage innovative behaviors of employees and promote it through positive style of leadership and other means like rewards, bonus and other incentives. Organizational members should be communicated so that they can understand the importance of innovation and the mutual benefit both organization and its member will reap after successful innovation in designing, packing, products and services.

Employees goals should also be keep into account by providing them sufficient opportunities to develop their skills and abilities through learning. Knowledge sharing and organizational support should be promoted in order to building continuously learning environment, which will get organization to the array of market leaders. Employees will also get benefit both in term of monetary rewards and psychological satisfaction.



### **5.3 LIMITATIONS:**

The present study have tried to overcome all the possible limitations like one source data, cross sectional design etc, but due to time constrains there are still methodological and theoretical flaws which future research should take into accounts while conducting studies on the particular variables of the stud. These shortcomings are;

The very first limitation of the present study is its small sample size. Data was collected from two cities of Pakistan which can raise question on the generalization of results in other cities of Pakistan and also its global recognition.

Second the data was collected only from IT industry, IT industry of Pakistan is still not flourished properly, the results of the present study may varies from industry to industry.

Thirdly, The present study have not considered demographics of leader, which may effect the behavior and leadership style of leader. But to keep the questionnaires simple and easy to fill such redundancies are avoided.

Theoretically, current studies not without limitations. Leader secure base support scale was extracted from general secure base support its questionnaires is not still tested and validated by different samples and studies.

In last, the present study have considered two contextual factors leadership style and LMX, future studies should consider dispositional factor along with contextual factors to analyze the innovative behavior of employees at workplace.

## **5.4 CONCLUSION**

The present study have been conducted in IT industry of Pakistan to test the effect of leader secure base support on employee innovative behavior. Leader secure base support comprise of three aspect, these are availability of leader support, encouragement of followers for personal growth and non-interference in employees work. As it was proposed that complete package of leader secure base support boast up employee morale and motivation level and employees transform these energies to workplace in form of innovative behavior. Furthermore, high quality relationship among leader and follower enhance the positive effect of leader secure base support on employees motivation at work. It was concluded that leaders are main source in building employees perceptions and attitudes, and then predicting their behavior. IT industry is based on employees innovation in different projects. Leader secure base support is one of the influential style of leadership that significantly influence employees creativity and innovative behavior at work.

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## SURVEY QUESTIONNAIRE

Dear Respondent,

This questionnaire intends to gather data for my research paper on “**The impact of Leader Secure Based Support on employees innovative workplace behavior through motivation at work , with moderating role of LMX**”. Responses to this questionnaire will be used to develop general findings and conclusions without specific reference to institutions or clients. Your data will be kept confidential and will be used only for the purpose of research analysis.

Thanks a lot for your help and support!

QID: \_\_\_\_\_

Time 1 Date: \_\_\_\_\_

1. Name (Optional) \_\_\_\_\_
2. NIC/Employee Number/Any Primary Key (you will remember for your second time response): \_\_\_\_\_
3. Organizational Name \_\_\_\_\_
4. Gender:        Male                      Female
5. Age \_\_\_\_\_
6. Marital Status Married                      Unmarried
7. Type of Organization Government    Semi-Government    Private
8. What department are you currently working in? \_\_\_\_\_
9. Your designation / grade? \_\_\_\_\_
10. Educational qualification \_\_\_\_\_
11. Area of specialization \_\_\_\_\_
12. How long have you been working with your present company? \_\_\_\_\_
13. What is your Total working experience? \_\_\_\_\_

**1= Strongly Disagree    2= Disagree    3= Neutral    4= Agree    5= Strongly Agree**

### **Leader Secure Base Support**

**Please rate the following for your perceptions about your leader support**

1	My supervisor is sympathetic and supportive when I am worried or upset about something	1	2	3	4	5
2	My supervisor gives me encouragement and support when I have a difficult and stressful task or responsibility	1	2	3	4	5
3	My supervisor offers to provide advice or assistance when I need help with a difficult task or problem	1	2	3	4	5
4	My supervisor encourages me to live up to my potential	1	2	3	4	5
5	My supervisor allows me to take a strong hand in setting my own	1	2	3	4	5

	performance goals					
6	When I tell my supervisor about something new that I would like to try, my supervisor encourages me to do it	1	2	3	4	5
7	My supervisor delegates to me the authority to make important decisions and implement them without his/her prior approval	1	2	3	4	5
8	My supervisor encourages me to determine for myself the best way to carry out an assignment or accomplish an objective	1	2	3	4	5
9	My supervisor encourages me to take the initiative to resolve problems on my own	1	2	3	4	5

1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly Agree

**Leader Member Exchange**

**How do you rate your relationship with your supervisor?**

1	Do you usually feel that you know where you stand do you usually know how satisfied your immediate supervisor is with what you do?.	1	2	3	4	5
2	How well do you feel that your immediate supervisor understands your problems and needs?	1	2	3	4	5
3	How well do you feel that your immediate supervisor recognizes your potential?	1	2	3	4	5
4	Regardless of how much formal authority your immediate supervisor has built into his or her position, what are the chances that he or she would be personally inclined to use power to help you solve problems in your work?	1	2	3	4	5
5	Again, regardless of the amount of formal authority your immediate supervisor has, to what extent can you count on him or her to "bail you out" at his or her expense when you really need it?	1	2	3	4	5
6	I have enough confidence in my immediate supervisor that I would defend and justify his or her decisions if he or she were not present to do so.	1	2	3	4	5
7	How would you characterize your working relationship with your immediate supervisor?	1	2	3	4	5

**SURVEY QUESTIONNAIRE (supervisor rated)**

Dear Respondent,

This questionnaire intends to gather data for my research paper on “**The impact of Leader Secure Based Support on employees innovative workplace behavior through motivation at work , with moderating role of LMX**”. Responses to this questionnaire will be used to develop general findings and conclusions without specific reference to institutions or clients. Your data will be kept confidential and will be used only for the purpose of research analysis.

Thanks a lot for your help and support!

**QID:** \_\_\_\_\_

Time 2 Date: \_\_\_\_\_

1. Name \_\_\_\_\_
2. NIC/Employee Number/Any Primary Key (you will remember for your second time response): \_\_\_\_\_
3. Organizational Name \_\_\_\_\_
4. Gender: Male \_\_\_\_\_ Female \_\_\_\_\_
5. Age \_\_\_\_\_
6. Marital Status Married \_\_\_\_\_ Unmarried \_\_\_\_\_
7. Type of Organization Government \_\_\_\_\_ Semi-Government \_\_\_\_\_ Private \_\_\_\_\_
8. What department are you currently working in? \_\_\_\_\_
9. Your designation / grade? \_\_\_\_\_
10. Educational qualification \_\_\_\_\_
11. Area of specialization \_\_\_\_\_
12. How long have you been working with your present company? \_\_\_\_\_

**1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly Agree**

**Innovative workplace Behaviour**

**This employees is;**

1	Creating new ideas for difficult issues	1	2	3	4	5
2	Searching out new working methods, techniques, or instruments	1	2	3	4	5
3	Generating original solutions for problems	1	2	3	4	5
4	Mobilizing support for innovative ideas	1	2	3	4	5
5	Acquiring approval for innovative ideas	1	2	3	4	5
6	Making important organizational members enthusiastic for innovative ideas	1	2	3	4	5
7	Transforming innovative ideas into useful applications	1	2	3	4	5
8	Introducing innovative ideas into the work environment in a systematic way	1	2	3	4	5
9	Evaluating the utility of innovative ideas	1	2	3	4	5

Dear Respondent,

This questionnaire intends to gather data for my research paper on “**The impact of Leader Secure Based Support on employees innovative workplace behavior through motivation at work , with moderating role of LMX**”. Responses to this questionnaire will be used to develop general findings and conclusions without specific reference to institutions or clients. Your data will be kept confidential and will be used only for the purpose of research analysis.

Thanks a lot for your help and support!

**QID:** \_\_\_\_\_

Time 2 Date: \_\_\_\_\_

1. NIC/Employee Number/Any Primary Key (you will remember for your second time response): \_\_\_\_\_

**1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly Agree**

**Please rate the following on the base of your perception about your work**

**Motivation At Work**

**I am at this job;**

1.	Because I enjoy this work very much	1	2	3	4	5
2.	Because I have fun doing my job	1	2	3	4	5
3.	For the moments of pleasure that this job brings me	1	2	3	4	5
4.	chose this job because it allows me to reach my life goals	1	2	3	4	5
5.	Because this job fulfils my career plans	1	2	3	4	5
6.	Because this job fits my personal values	1	2	3	4	5
7.	Because I have to be the best in my job, I have to be a “winner”	1	2	3	4	5
8.	Because my work is my life and I don’t want to fail	1	2	3	4	5
9.	Because my reputation depends on it	1	2	3	4	5
10	Because this job affords me a certain standard of living	1	2	3	4	5
11	Because it allows me to make a lot of money	1	2	3	4	5
12	I do this job for the pay check	1	2	3	4	5

