CAPITAL UNIVERSITY OF SCIENCE AND TECHNOLOGY, ISLAMABAD

Impact of Person-job Fit on Innovative Work Behavior with Mediating Role of Psychological Meaningfulness and Moderating Role of Trust in Management

by

Sana Samson

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"Dedicated to my parents and siblings for their never-ending support and unconditional love"

CERTIFICATE OF APPROVAL

Impact of Person-job Fit on Innovative Work Behavior with Mediating Role of Psychological Meaningfulness and Moderating Role of Trust in Management

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Abstract

The aim of this study was to investigate the impact of person-job fit on innovative work behavior with mediating role of psychological meaningfulness and trust in management as a moderator. This study examines the linkages based on Person-Environment fit theory. Data were collected from 297 respondents working in various private hospitals in Pakistan using quantitative research approach. Data were gathered from different private hospitals in Rawalpindi and Islamabad. Research design consists of questionnaire survey. Analysis was done using SPSS. Results show that person-job fit has positive and significant impact on innovative work behavior. Whereas mediating role of psychological meaningfulness between person-job fit and innovative work behavior of employees was also supported by results, while trust in management was found insignificant as a moderator.

Keywords: Person-job Fit, Psychological Meaningfulness, Trust in Management, Innovative Work Behavior.

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List of Abbreviations

DA	Demand Ability
PJ	Person-Job
PE	Person-Environment
IWB	Innovative Work Behavior
KSA	Knowledge Skill and Abilities
SPSS	Statistical Package for Social Sciences
AMOS	Analysis of a Moment Structures
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
TLI	Tucker-Lewis Index
IFI	Incremental Fit Index
GFI	Goodness of Fit Index
RMSEA	Root Mean Square Error of Approximation

Chapter 1

Introduction

1.1 Background of the Study

Person-job fit is a significant concept that involves toning up an individual's knowledge, talents and abilities with the requirements of job. Person-job fit is usually considered as a valuable factor in the workplace. Workers who suit the requirements of job better have sufficient resources to apply for their jobs, thereby enhancing job enthusiasm and increasing job engagement (Zhao & Han, 2016). The contentment and productivity of employees is only accomplished at job if he or she has the best fit for the right work. (Gabriel, Diefendorff, Chandles, Moran & Greguras, 2014).According to Boon and Biron (2016) individuals desire the match of values, goals and interests. The fit to every given job is regarded as value. Accepting the objective of the particular job is the goal. The physical wants of a person required for functioning on a job which consists of the level of security of the working environment are psychological needs. Focusing on the work being done and enjoying the work and understanding the tasks and consequences of work done are the interests of an employee. Whereas demand-abilities fit (D-A fit) is the degree to which individual skills meet the demand for work. D-A fit approach involves knowledge, skills, expertise, and other personalities to see how well the individual is able to complete the task for their job.

The more a person suits his/her job, the greater the degree of individuals innovative work behavior in terms of knowledge and skills related to position. In fact, it is assumed that workers whose talents are firmly in line with their work requirements have ample knowledge and skills to fulfill their job needs and a greater tendency to handle the innovation process (Zhao & Han, 2016). Therefore, enhanced match between the individual and their organizational environment promotes innovative ideas and support for the application of creative thoughts to others, and such employees are highly engaged in innovative work behavior. People having better fit level contribute commitment and fairness to the companies by compensating, for example, creative job behavior in the context of constructive work experiences. Innovative behavior at work usually involves looking for possibilities and generating new innovations, but may also incorporate activities designed to implement change, responding to new information or accelerate procedures to increase personal or business performance. Most of the existing work focuses on the creativity of employees and the development of creative ideas. i.e. the early parts of cycle of innovation process. A person innovation starts with the exploration of problems and development of concepts and approaches that are ever unique or accepted. Subsequently an innovative person search for sponsorship of an idea and attempts to get support through coalition building. In conclusion; for example, the innovative person gives execution of the concept by creating a type or model of innovation or otherwise focusing on executing the idea.

There is an up-and-coming general consensus that employee innovative behavior is crucial in day-to-day activities and obligations if a company wishes to preserve its strategic edge and corporate sustainability in the complex business environment of today (Herrmann & Felfe, 2013). High-level innovative work behavior of employees may allow them to react quickly and accurately to the workplace, propose novel concepts and provide products and services (Afsar et al., 2018).As the innovative behavior of workers was seen as a significant determinant of corporate success, strategic edge and long-term sustainability, a number of research studies have

examined ways to deal with it (Afsar et al., 2015).

There is an increasing body of literature on the significance of innovative behavior in the workforce. Though very few studies have assessed the innovative behavior of nursing staff efficiently. Furthermore the few researches that investigate the innovative behavior of nurses only investigated the effect of empowerment (Knol & Van Linge, 2009) and transformational leadership on innovative behavior (Reuvers, 2008).The key emphasis on nursing management literature on this subject has been on the recruitment and retention of nurses(Gambino,2010). But very few researches have explored the organizational variables needed to build the culture which encourages the nurses innovative work behavior.(Knol & Van Linge,2009).

By inspiring their workers to demonstrate innovative work actions companies can become more competitive and thriving. Because continuous creativity has surfaced as a vital source of organizational performance, organizations are even more concerned about components fostering innovative work behavior. Previous to the participation in innovative behavior at work employees should undergo high level of psychological control as IWB frequently involves uncertainty. For companies, innovative work behavior is vital if they wish to develop more advantages and continue to grow successfully.

Companies who struggle to evolve potentially decrease their capability to compete and face the possibility of leaving the market (Shanker et al., 2017). On the other side, a higher level of organizational success has been observed in companies that regularly innovate (Ogbonnaya & Valizade, 2016). This has definitely forced companies to discover antecedents that promote the employees innovative work behavior. (Xerri & Brunetto, 2013).Unfortunately, a small number of researches have examined person-job fit influence on innovative work behavior (Zhao & Han, 2016).In persuading innovative work behavior of employee's person-job fit plays a key role (Afsar et al., 2018). Innovative work behavior is the result of compatibility between the company's principles and ideals, as it is the individual that makes a

change and the best employees with the right role and organization continue to deliver successful job outcomes.

Trust is considered a significant variable in human resource management (Carter & Mossholder, 2015).When employees trust their supervisors they develop strong relations with their supervisors. Rousseau et al. (1998, 395) described trust as "a psychological condition involving the purpose to recognize risk on the grounds of assumptions of good actions or conduct by other" because we are linked to trust in supervisor therefore we take on McAllister's trust definition as "the extent to which a person is confident in, and willing to act on the basis of ,the words, actions and decisions of another"(McAllister,1995,p.25).Employees trust in their supervisors reduce the societal ambiguity ,service expenses, enhancing satisfaction with job and increasing corporate engagement(Dirks & Ferrin,2002).Thus, manager trust brings self-actualization to workers in whom self-confidence and self expression in workplace performance is improved(Li & Tan,2013).

1.2   Gap Analysis

Person-job fit and innovative work behavior were widely discussed in the literature, nevertheless the exact mechanism that explains the association between person-job fit and innovative work behavior has not been discussed extensively in literature. Furthermore, there is limited research on the boundary conditions between person-job fit and innovative work behavior of employees. This study identifies potential mediator and moderator between person-job fit and innovative work behavior. The study suggests psychological meaningfulness as a mediator and trust in management as a moderator along with the variable person-job fit would be an important distinction.

Afsar et al. (2015) encouraged researchers to continue the study line by exploration of other possible mediator variables on the effects of personjob fit on innovative

work behavior. Cerne et al. (2017) proposed exploring additional excluded variables that might prove to be relevant boundary conditions or explanatory mechanisms that may boost creativity and innovation among employees. This research adds to current literature by using psychological meaningfulness as a mediator between person-job fit and employees innovative work behavior.

According to Huang Wenyuan, Yuan Chuqin, & Li Min (2019) moderator variables in the innovation behavior process should be discussed in future research. Therefore, this research aims to add to literature by using trust in management as a moderator. In the context of Pakistan, there is more room for studying these variables because study using such variables together would be very valuable for meeting the competitive innovation of private hospitals in Pakistan. The study will contribute significantly towards the existing literature as well as towards the research study for private hospitals in Pakistan.

1.3 Problem Statement

There is abundance of literature on the person-job fit and innovative work behavior. However, it is unclear how and when person-job fit affects innovative work behavior. In this domain the mediating role of psychological meaningfulness and moderating role of trust in management has been ignored in the existing literature. To address these problems, the present study intends to the development of a new model that explains the exact mechanism and boundary conditions of person-job fit and innovative work behavior.

Innovative work behavior has recently been frequently debated in the fields of business management, technology, engineering and education. Nevertheless, little is known regarding innovative behavior linking to organization success, in the field of health care, particularly in nursing. Health care facilities are confronted with an increasing need for positive innovation and new treatments for patients.

When innovative work behavior is well thought out as a key component of flourishing organizations managers need to encourage innovative behavior of workers, they must adopt motivating strategies by increasing these employee's decision-making flexibility in terms of role and organization of their tasks. There is a need to further explore the factors that improve creativity and innovation among employees. The aim of this research was to focus on the antecedents that develop and increase innovative work behavior between employees thereby increasing organization success.

1.4   Research Questions

The present research intends to find answer to the following questions:

Question 1:

Does person-job fit affect innovative work behavior?

Question 2:

Does person-job fit affect psychological meaningfulness?

Question 3:

Does psychological meaningfulness affect innovative work behavior?

Question 4:

Does psychological meaningfulness mediate the relationship between person-job fit and innovative work behavior?

Question 5:

Does trust in management moderate the relationship between psychological meaningfulness and innovative work behavior?

1.5   Research Objectives

The specific objectives of the study are:

- To explore the relationship of person-job fit with innovative work behavior.

- To explore the relationship of person-job fit with psychological meaningfulness.

- To explore the relationship of psychological meaningfulness with innovative work behavior.

- To explore the mediating role of psychological meaningfulness between person-job fit and innovative work behavior.

- To explore the moderating role of trust in management on the relationship between psychological meaningfulness and innovative work behavior.

1.6   Significance of the Study

The present study made an important contribution to the private hospitals. It produces understanding that hospitals should focus on person-job fit, as this can be an important input to the accomplishment of innovative work behavior. Organization success relies on not only in-role behavior of workers, but also by the extra role conduct of companies delivering innovative and autonomous resources and going beyond formal job criteria (Jiang & Cheng, 2003).

Cable and DeRue (2002) stated that managers can assess and cope with person-job fit both at the time of anticipatory socialization(selection and staffing)and after organization induction(training and socialization).They propose management must carefully observe the individualities of staff in order to choose the right employees for work or tasks.(Brkish et al., 2002;Singh & Greenhaus, 2004).Managers must give supportive feedback and effective mentoring to improve workers' sense of person-job fit in the job procedures. Training initiatives, interactive lessons and conferences with an emphasis on knowledge, abilities and skills of staff needed for the demands of their roles in the company will be utilized to improve employees understanding of person-job fit (Hamid & Yahya, 2011).

To succeed and develop, organizations need to have innovative work behavior. It is especially relevant in a constantly fluctuating corporate environment in which workers respond and new strategies are being applied in response to shifts in the surroundings (Pietersee,Van Knippenberg, Schippers & Stam,2010).Recognizing what facilitates innovative work behavior among nurses is profoundly significant for hospital management. The human resource of businesses is increasingly becoming more different due to diverse backgrounds, beliefs, nationalities and unlike principles. Management is also confronted with the job of employing nurses whose values are in line with the principles of the hospital.

Nurses are likely to share their understanding and commit additional effort away from job description to support and deploy new approaches and treatment for patients when they are matched well to the ideals of organizations. In a process of hiring nurses for such a demanding and diverse scope of their position, hospitals should use person-organization fit(Hoffman &Woehr,2006).Top management should organize workplace socialization activities such as common social events and training courses to bring nurses who already serve in the hospital (Kristof-Brown et al., 2005).

It has increasingly attracted scholarly interest to inspire workers to participate in

innovative work behavior and share their experiences with their colleagues. Defining ways of involving nurses in innovative behavior is vital for the administration of health-care (Knol & Van Linge, 2009).To provide patients with the best possible treatment hospitals depend on the experience, inventiveness and innovative dedication of nurses. (Brown et al., 2006; Gilmartin, 1999). Thus, learning what it takes to raise the innovative behavior of a nurse at work is important.

In fact, nurses from their supervisor doctors need to receive daily hospital feedback as nurses who do not receive direct guidance feel that they match less with their organization. The hospitals newest developments, nurses' aspirations and hospital values must be routinely conveyed to nurses by their supervisors. They should be encouraged to share their expertise without intimidation by offering nurses trust and encouragement. Through putting more focus on extrinsic and intrinsic motivators such as recognition, compassion, appreciation, courageous imagination environment hospitals can increase nurse propensity regarding innovative work behavior.

1.7   Supporting Theory

Different researchers have presented several theoretical perspectives that are used worldwide to explain the studies of person-job fit and innovative work behavior. Person-Environment fit theory can cover all the variables present in the study.

Person Environment Fit Theory

Kaplan (1950) Plato initially anticipated the theoretical conception of PE fit, and vocational psychologists such as Dawis, Lofquist (Dawis et al., 1964) and Holland (Holland, 1959) further developed it. The concept originates from the psychological perception (Kaplan, 1950), that identifies the attitude and behaviors of individuals are defined equally by the personal characteristics of individuals

and their environment. The person characteristics comprise both psychological and biological needs including personality, skills, and values. On the other hand, environment characteristics include aspects like rewards, job demands, cultural norms or values, and other social requirements (French et al., 1982).

The basic foundation of PE fit theory is that individuals' attitudes and behaviors are likely to be positive when individuals and their environments are well matched (Kristof-Brown et al., 2005). In contrast, mismatch between person and environment can lead to dysfunctional attitudes and behaviors. The notion of objective and subjective person is clarified in the person environment fit theory. The persons' characteristics actually exist so it is referred to as an objective person, but the persons' interpretation of his or her own qualities implies the subjective person (i.e the self-identity or self-conception of the person).Analogously physical and social conditions and occurrences are included in the objective environment as they occur regardless of the experiences of individuals although the subjective environment is defined as scenarios and incidents that the person faces and perceives.

Good mental health is shown by least contradictions about objective and subjective person environment fit, interaction with reality, and consistency in self-assessment as shown by early person environment fit theory presentations (Harrison, 1978). However objective person-environment fit theory seems to have no influence on mental health except when it is interpreted by an individual and thus converted into subjective person environment fit (Lazarus & Folkman, 1984) as indicated by subsequent development of the theory (Caplan, 1983; 1987; French et al., 1982; Harrison, 1985).Based on this differentiation, it is claimed that workers feel a sense of meaningfulness when there is a balance between the beliefs of the individuals and values of the workplace and, as a consequence it produces positive results in work such as innovation. According to the theory workers contribute information more often when they have high trust since they assume information provided is not expected to be misinterpreted by others and they would respect

their input (Kankanhalli et al., 2005).Therefore it is stated that trust in management is the foundation for inspiring workers to be innovative.

Chapter 2

Literature Review

2.1 Person-job Fit and Innovative Work Behavior

Wong and Tetric (2017) defined person-job fit as the extent of interaction between both the employee and work. Person-job fit is linked to the interaction between the process for improving work and the needs system of the worker (Xie et al., 2016).PJ fit is defined as matching the person's interests with the job requirements. Hence, if congruence among personal preferences and abilities and information is created then this will contribute to enthusiasm and increased job efficiency (Bhat & Rainayee, 2019). There is a high correlation between PJ fit and individual efficiency (Li & Hung, 2010). It has been noted that PJ fit was related to satisfaction, turnover and efficiency. Person-job fit often result in person engagement, reduced work burden and retention (Hussain & Mohtar, 2017).

The individuals who acknowledge that the work meets their desires will be actively engaged in their work (Kanungo, 1979).This attitude would catch their psychological affection for their job and encourage them to demonstrate positive behavior along with job productivity (Mowday, Porter & Steers, 1982).As for Drucker(1955),each worker has a crystallized and dynamic collection of desires,

principles, forms of interpreting the environment and the personality he carries to the place of work. Person-job fit is accomplished when an individual is consistent with a particular task .i.e. the individual has the expertise, talents and abilities that fulfill the criteria of his employment. Person-job fit can be a great indicator of workplace success as people having strong person-job fit are shown to have favorable results at job (Edwards, 1991).

In recognizing the actions and attitudes of an individual fit theory, received considerable interest from researchers (Bui et al., 2017). Person-job fit centers on personal level and ensures that workers have the professional skills to perform the assigned tasks and render to enhanced inputs (Werbel & De Marie, 2005). It was composed of two different components. The first one is supplementary fit where workers have alike characteristics and the setting in which they function. The second form is complementary fit, in which individuals' and the environment have dissimilar characteristics however essential to each other in order to achieve organizational goals.

Indeed, Lawrence (2004) defines work fit as the harmony that may emerge between people's preferences and job requirements. Congruence between one's choice and KSA's therefore leads to encouraging outcomes and it is necessary to improve success at work (Edwards, 1991).In addition, an increasing number of researches have showed person-job fit is crucial for effective outcomes at work. According to Bhat(2014) a significant improvement in the degree of worker performance may possibly be translated by the better fit of an individual to the job.

The innovative work behavior of an employee is "the intentional introduction within one's work role of new and useful ideas, processes, products or procedures" (Farr & Ford, 1990, p.63). Kanter (1988) stated innovative work behavior is regarded as a multistage procedure. It includes identification of problem, idea creation, constructing support for these ideas, and idea execution. Innovative work behavior is a motivational concern. (Amabile, 1998). Innovative work behavior is

a conduct carried out to do well to the organization. A number of worker behaviors could assist organizations to turn out to be more innovative; hence, IWB is regarded as "a construct that captures all behaviors through which employees can contribute to the innovation process" (De Jong & Hartog, 2007, p.43).

The complex and unpredictable business environment of today has made sustainability and growth struggles for companies (Chowhan, Pries & Mann, 2016). For this type of situation, it has become more important for companies to rely on the innovation in order to be effective. Innovation is an essential element in supporting technical change and business models with difficult circumstances (Wan, William & Yin, 2015). As a person develops, promotes and introduces new innovations that are key components of employee creativity innovation comes in (Janssen, 2000). Innovative work behavior can be viewed as an additional job activity for workers and is demonstrated in a complex working environment. Therefore, in a complex environment, it can help a company meet new demands (Scott & Bruce, 1998).

Employees may take risk in the form of innovation by bringing forward new ideas, many of which if introduced may contribute to organization failure. Developing and implementing new concepts will pose greater risk (Ellen, 2012). There is substantial indication that organizations have to rely on the inventive capabilities of every employee to turn out to be more innovative. Two stages are in general important in the cycle of innovation, which are the development and the execution of ideas. Idea creation means invention of new ideas, specifically, new in the context in which they are to be carried out or propose a solution or a way out of the problems faced by the employees. Creation of ideas is then linked to innovation, as both practices are associated with promoting innovative ideas (West, 2002). Execution of ideas refers to adjustment and interconnection of ideas with everyday work processes.

The alignment between employee views of job tasks and the condition of their work as well as individual inclination influence the outcomes of encouraging work

creativeness (Kim et al., 2009).As illustrated by(Afsar et al., 2018) PJ fit plays a significant role in shaping the innovative behavior of workers. PJ fit is regarded as a vital factor in enhancing organization success. Person-environment fit theory has received more and more academic attention in recent years. This emphasizes that individual behavior is the role of contact among person and community in which healthy attitudes and behaviors for workers can be generated by a reasonable balance between the person and the organizational setting. A good match between the workers and their job duties signifies they have enough resources to allocate to their employment (Zhao &Han, 2016) and workers with high level of involvement are often more likely to be involved in innovative actions (Gu et al., 2014).Accessible work opportunities in turn would encourage innovation by allowing workers to invest extra passion and energy to satisfy job requirements efficiently through which earn individual benefit and development (Sun et al., 2018).

The researcher claims in the following ways for the constructive effect of person job fit on the innovative behavior of the worker. Firstly, as workers understand that they can fulfill their job requirements, they develop a positive feeling, self-confidence and accomplishment (Xie & Johns, 1995). Employees gain confidence in their abilities to pursue more often innovative things without fear of possible mistakes (Cerne et al., 2013). The optimistic view of person-job fit impacts the assumptions of workers about performance of new tests and study. Positive prospects enable workers to experience novel things, concepts and procedures (Cerne et al., 2013).

After that, employee's positive evaluation of their capabilities to deal with the necessities of the employment fosters flexible and creative thought, a key component of the innovation behavior. Employees feel more innovative and flexile due to confidence in their abilities as they face fewer problems resulting from lack of expertise (Avolio et al., 2004). Thus, we propose:

H1: Person-job fit have positive impact on innovative work behavior.

2.2 Person-job Fit and Psychological Meaningfulness

Psychological meaningfulness is described as "the extent to which an individual believes his/her job is important vis a vis the individuals own value system" (Renn & Vandenberg, 1995, p.282). Rosso and Dekas (2010) explained two associated ideas concerning meaningful work, specifically, "meaning" and "meaningfulness", are frequently used throughout literature. With more people wanting their employment to be meaningful, more employers realize that supporting meaningful work is essential than just a source of income to involve their workers. Individuals perceive meaningfulness when they feel important, functional and valued as if they have made a distinction and have not been ignored or dismissed (Kahn, 1990, p.704).

Although meaningfulness and worth at job has drawn minimal interest in management literature, new research has started to consider and examine its significance for the outcomes of the workforce. Psychological meaningfulness is "the amount of significance a job has for the individual" (Rosso et al., 2010).Meaning of work and experience of psychological meaningfulness give rise to promoting job-related outcomes. (Oliver & Rothmann, 2007; Wrzesniewski, 2012). Employees may feel undervalued and alienated or disengaged due to lack of meaningfulness in work (Kahn, 1990).

When individuals feel that, the work roles are worthwhile and make a distinction it will lead to meaningfulness. Individuals may search for work tasks that allow them to convey their actualization-concept because they are imaginative and self-expressive. Aligned activities and work tasks with the persons' self-concepts must be related with greater level of experience of meaningful work. Employees having empowerment develop a better sense of purpose from their jobs (Avolio, Zhu, Koh & Bhatia, 2004). A way to promote the attachment and motivation

of employees to job is through restoration of meaning, consequently leading to commitment (Nelson & Simmons, 2003;Oliver & Rothmann, 2007).According to Glavas and Kelly (2014) working with social impact organization leads to meaningfulness through fostering a sense of meaning and leading to betterment. Havener (1999) stressed the significance of meaningful work to attract and inspire talent. May et al. (2004) have documented a substantial correlation among psychological meaningfulness and employee engagement.

Globalization-led international competition has driven to countless shifts in the structure of working relationships. The partnership between workers and employer is now being reduced to a mere transaction contract agreement (Cartwright & Holmes, 2006). Rosso et al. (2010) also noted that people are constantly looking for greater meaning and understanding of intent at work because of increasing importance of intrinsic facets of employment. Furthermore, Hodson (2004) stated that enthusiasm for job derives from the organizations' social identity and importance in the workplace. Csikszentmihalyi (2003) believed participating in meaningful work would bring citizens into a state of flux marked by increased commitment, innovation and profitability. Individuals may gain meaningfulness from serving for an entity that leads to society's welfare (Beadle & Knight , 2012).Psychological meaningfulness may perhaps increase job enthusiasm and allow more effort on the part of individuals to produce better results in the workplace (Hodson, 2004) but producing creative and innovative ideas needs workers to be intrinsically motivated.

Increased job involvement arising from the sense of meaning at work provides individuals with motivation required to involve in innovative pursuits. In support Cohen-Meitar et al. (2009) stated meaningfulness in the workplace (organization identity and organizational prestige) direct individuals to make extra efforts to improve job results, but it is the psychological experiences (feelings of vitality and

strength, sense of positive concern and mutuality, organization dependent self-esteem) by fact that inspires people to follow innovative paths. Meaningfulness frequently motivates people to endure and take responsibility for others (Colby et al., 2001). We argue that meaningfulness is expected to lead to discretionary activities, for example service efficiency, as it promotes a sense of identity and participation in the organization as a whole (Seibert et al., 2011). Rich et al. (2010) suggested that people who perceive meaningfulness tend to feel valuable, functional, important and worthy of putting them selves at work in ways that benefit others.

When employees experience that their work was appreciated and valuable they experience meaningfulness at work. Most probably, when employees are "not taken for granted" they are more enthusiastic to give of themselves (Kahn, 1990, p. 704) and get a bit worthwhile in result for their efforts.

Person-job fit entails compatibility with the experience, expertise, ability, and needs of individual; expectations and demands of work (Kristof-Brown et al., 2005). Furthermore, previous research also provides support for relations among fit, meaningfulness and engagement. Congruence of job functions and activities with the personal values (Waterman, 1993) involve the use of signature attributes (Seligman, 2011) that give rise to knowledge of work position performance, psychological meaning and work commitment (May et al., 2004).

Individuals are searching for job positions that enable them to convey their real identity because they are imaginative and self-expressive. When individuals experience a work role fit that, facilitate them to reveal their true actualization-concept they will experience more effectiveness in that job (Kahn, 1990). Kahn (1990) stated that individuals will be more self-sufficient in achieving the objectives set by the organization and practice more psychological meaningfulness when they feel better congruence among the necessities of work roles and the self (May et al.,

2004).When a work depends on several talents of workers, they probably experience meaningfulness psychologically. In summary, the degree to which one feels personal control contributes to work autonomy; skill diversity, task identity and significance of the task contributes to psychological meaningfulness at work; feedback of tasks leads to sense of accomplishment and the requirement for learning (Hackman & Oldham, 1976).

The theory of PE fit states that employees are likely to experience constructive attitudes and actions, which includes high organization engagement, increased job productivity and pro-social behavior when there is compatibility between the preferences of employees and the organization actual situation. Therefore to maximize PE fit the organizations must design jobs and develop positive values. Although the theory of PE fit suggests that individual, behaviors and attitudes are affected by PE fit (Kristof-Brown et al., 2005), it is broadly acknowledged that outside factors affect actions of individuals through shaping expectations (Fishbein & Aizen, 1975; Glasman & Albarracin, 2006). Hence, we claim that PE fit affects the attitudes of employees, which in effect affects their innovative work behavior.

According to Van Zyl, Deacon and Rothman (2010) in a model of industrial psychologists, psychological meaning and commitment resulted from work role fit. This is for the reason that individuals perceive their job as an end in itself and not merely a way to an end, they see their job as a passion (Dik & Duffy, 2008). Individuals will recraft their work to fit with the perception of self when their work tasks are not matching with the perception of self (Wrzesniewski, 2003).

Numerous authors argued that sense of meaning will result from the perceived match among the persons' work role and the self-concept because of the persons' capability to convey his/her beliefs and values (Stnmpfer, 2003).Person-job fit entails similarity between the person's experience, abilities, capabilities, needs, preferences and the necessities of the work (Kristof-Brown et al., 2005).As a result such compatibility permits individuals to convey their true selves at job and

provide them with the resources they require to carry out their tasks. Thus, we propose:

H2: Person-job fit have positive impact on psychological meaningfulness.

2.3 Psychological Meaningfulness and Innovative Work Behavior

Kahn (1990) defined meaningfulness as the fundamental states for commitment. Prior research stated that employees desirable job outcomes are the result of meaningful work (Steger et al., 2012), the researcher suggest a significant relationship among meaningfulness of work and innovative work behavior, which is described as a sequence of actions for the creation, encouragement and recognition of thoughts for latest equipment, procedures, methods or items (Yaun & Woodman, 2010).Confronted with the unavoidable difficulty of the technical improvement method, workers could be internally motivated, who believe their work as meaningful to handle the complexity and issues that come with these difficulties (Simonton,1999).

Work passion might be improved by psychological meaningfulness and make employees to apply greater level of effort in their job to generate better work outcomes (Hodson, 2004), however employees must be intrinsically motivated to produce creative and novel ideas. The feeling of engagement results from increased meaningfulness at work that motivates employees to involve in creative pursuits. Cohen-Meitar et al. (2009) indicated that people exercise extra effort to increase work outcomes due to meaningfulness, however individuals are encouraged by psychological experiences to pursue innovative paths.

A great number of studies (May et al., 2004) have accepted the result that people dedicate themselves to their jobs when they see their job as important. For

instance, employees are intrinsically provoked to work as suggested by an intellect of meaningful work (Amabile & Pratt,2016) for the reason that they get purpose, significance and meaning in their everyday jobs. In view of the fact that they are naturally provoked, workers may be likely to convert their enthusiasm into a greater amount of attempt intended to benefit the company in its accomplishments (Tu & Lu, 2013; Yuan & Woodman, 2010).

The practice of meaningful work, which may involve the impression of a person gaining from common good (Steger et al., 2012) might enhance workers readiness to make use of their skills and resources to accomplish innovation (Kashdan et al., 2004). As a consequence the workers are more expected to involve in imaginative and innovative practices for the organization success (e.g., bringing, communicating and implementing innovative ideas) (De Dreu & Nauta, 2009). In brief we conclude that workers perception of meaningful work will increase their innovative work behavior. Therefore, we propose:

H3: Psychological meaningfulness has positive impact on innovative work behavior.

2.4 Mediating Role of Psychological Meaningfulness Between Person-job Fit and Innovative Work Behavior

Kahn (1990) described psychological meaningfulness as "feeling that one is receiving a return on investments of one's self in a currency of physical, cognitive, or emotional energy" (p. 703).Employees perceive meaningfulness if they are not taken for granted and feel valuable, precious and helpful. They feel they can get advantage from the job they are contributing and provide to others and their work tasks. Employees keep on contributing in the place of work by applying extra work

behavior in the upcoming when they sense as if their contributions are meaningful. It is significant to study what leads to psychological meaningfulness, because it can make workers feel important at job.

Work dimensions for example career development, work-role fit and relations of coworkers influence psychological meaningfulness. Kahn (1990) the level of meaningfulness an employee experience at work may possibly be influenced by characteristics of a person's job. If employees recognize a match among their work roles and self-concept, they convey their values and beliefs more contentedly and as a result, they experience meaningfulness in their job (Shamir, 1991). According to Shamir (1990) human beings are imaginative and self-expressive instead of only being goal-oriented. They look for jobs that permit them to convey themselves realistically. If a work is a good match for the individual, then the true representation of the self of individual will be feasible.

When the necessities of the work suit the capabilities of individuals, they experience meaningfulness more often. A fit among the job requirements and individual capabilities make them feel that they can contribute to the work as well as organization. This is similar to the way in which Kahn (1990) expressed meaningfulness for being, to some extent, a consequence of feeling valuable and useful.

Once employees start a new job, not all of them have perfect working conditions. Preferably though, employees experience a feeling of independence in defining the limits of their careers, allowing them to proactively redefine and reinvent their jobs in order to comply with their interests, desires and passion, adding to their experience of meaningful work(Berg, Dutton, Wrzesniewski, 2013). For instance ,by creating more positive relationships with others or just improving their attitude, individuals participate in job creation to understand how their role generates value for others(Grant, 2007) leading to a greater sense of meaningfulness. Evidence has revealed that workers experience greater meaningfulness at work both

directly (Petrou, Bakker, & Van den Heuvel, 2017) and indirectly by maximizing their role match (Tims, Derks & Bakker, 2016).

To sum, it is crucial for people to work in positions that suit their qualifications, provide development opportunities, are important and autonomous and offer the ways to design ones working environment for better. Organizations may add to the work meaningfulness experiences of workers by trying to design positions that value the necessities and qualifications of individuals that enable people to create or redesign careers in ways that maximize their sense of prosocial influence. In research on PE fit, complementary fit from employees' point of view is demonstrated by studies of psychological need fulfillment (Cable & Edwards, 2004).Experienced meaningfulness is an essential psychological need for workers at job, which is the degree to which a task is valuable or worthwhile, measured by the own ideals and standards of individuals. Individuals have a main drive to find meaning in their job, and a work design viewed as important by workers will promote personal development, in addition to inspire encouraging attitudes and behaviors (May et al., 2004).On the other side, lack of meaning in ones work may lead towards undesirable attitudes and behaviors such as detachment from ones work or "disengagement".

Previous researches also hypothesized relation between PJ fit and psychological meaningfulness, May (2003) found a significant positive relationship between work-role fit and experienced meaningfulness in a manufacturing corporation. According to May et al. (2004) psychological meaningfulness act as a mediator between work-role fit and engagement. Lastly, Oliver & Rothmann (2007) stated significant relationship of work-role fit and coworkers' relation with engagement through positive association of psychological meaningfulness. Hence, based on this reasoning the research held the prospect that there would be positive relationship between PJ fit and psychological meaningfulness.

According to Kashdan et al., (2004) employee's inclination to exploit their abilities and drives to make innovative accomplishments may possibly rise through the

feeling of meaningful work which consists of persons' view of promoting some greater good (Steger et al., 2012). Consequently, to benefit the organization these employees are further expected to involve in innovative and creative actions. (De Dreu & Nauta, 2009). Overall, we theorize individuals meaningful work perception will increase their innovative work behavior. Therefore, we propose:

H4: Psychological meaningfulness mediates the relationship between person-job fit and innovative work behavior.

2.5 Moderating Role of Trust in Management between Psychological Meaningfulness and Innovative Work Behavior

Cook and Wall (1980:39) described trust as "the extent to which one is willing to ascribe good intentions to and have confidence in the words and actions of other people". Deutsch(1960); Lewicki and Bunker (1996),employees are confronted with the question of whether to trust when(a)when there is unclear sequence of act in the upcoming(b) aftermath relies on the behavior of others and(c)risky event occurrence influence is more than useful event (Lewicki & Bunker, 1996: 116). Organization management is mainly accountable for decision-making that considerably influence employees as management enjoys a rank lead and better access to acute information. As a consequence workers who trust management assume that the condition is stable and persistent instead of undefined and unpredictable and expect that top management will be concerned about their interests, assist them to develop their careers and give importance to their contributions. Per se, trust is expected to affect the degree of satisfaction of employees with their work and manager, and their commitment with the employing organization.

In reality, researches have shown that a number of employee-related behaviors are affected by trust (Dirks & Ferrin, 2001, 2002). Management utilizes power and authority in the workplace environment to greatly control the job condition at its disposal. If employees think management is trustworthy, it is possible that workers will be more comfortable and confident in taking crucial management decisions. As management has control over the key aspects of an individual's work, low management trust possibly leads towards mental exhaustion (Dirks & Ferrin, 2002).Management is primarily accountable for the procurement and deployment of corporate resources (Yang, 2005); overtime, these actions and allocations have systematic effects on the staff in the short and long term .We therefore see management trust as a particularly useful human capital tool by itself, and a situation that can contribute to anticipation of future resource benefits.

When employees have trust in their management, they are more satisfied with their work, stay dedicated to the company and experience lesser burnout and mental stress as a consequence of the change, despite the inevitable threats to their job security. On the opposite if heightened ambiguity regarding their work is followed by having little trust in management, this reduced confidence in management will render a previously difficult condition much more confusing and volatile, and the negative effects of instability can be compounded more (Fryxell et al., 2004).Once workers trust management, for the sake of the group they ignore their own self-interest. Believing that employees will ultimately benefit from a company's actions, trust in management translated into organization engagement and risk-taking readiness (Macky & Boxall, 2007).

Employees with strong level of management trust view the corporate environment as non-threatening, which may enable them to suggest changes and act without fear of risk, and danger (Macky & Boxall, 2007). According to Clegg and colleagues (2002) employees innovative work behaviors were anticipated by trust in organization. In reality research have shown that a number of employee-related

behaviors were affected by confidence (Dirks & Ferrin, 2001, 2002).Workers that respect managers are expected to be happier in their commitment to work (Cunningham & MacGregor, 2000) and their boss (Tan & Tan ,2000) and dedicated to the company (Albrecht & Travaglione, 2003).The expectation of other party's outcome is a vital element in the definition of trust by Mayer, Davis & Schoorman. They proposed that willingness to take a gamble is "dependent on the assumption that a specific intervention essential to the trustee will be carried out by the other side" (1995:712). Trust is the expression of hope for most of these philosophers (Bhattacharya, Devinney & Pillutla, 1998) and is optimistic (Lewicki & Bunker, 1996).

As noted the innovation literature proposes that as the creative ideas, inventive actions of workers deviate from current practices, and status quo, inventiveness is likely to meet opposition from dominant beliefs within their organizations, leading them to the threat of assessment and reputation related devaluation. As such, workers are usually hesitant to pursue creative ideas and inventive practices thus decreasing the inventiveness of employees. Researchers have researched possible predictors in this regard to encourage risk-taking among workers. Studies have recommended that when there is a trust-based relationship in their organizations, employees tend to take risky options.

In fact, Schoorman, Mayer and Davis pointed out that "trust is willingness to take risk and the degree of trust is a sign that how much risk one is ready to take". This is because the workers who have faith in their managers' feel that their managers are willing to support their ambitious efforts regardless of the results. Overall, we argue employees trust in managers is the base of motivating employees to be innovative. Employees show higher level of innovativeness, who trust their managers, for the reason that they consider their managers are encouraging their innovative efforts and as a result, they are more enthusiastic to search for imaginative ideas and try innovative behaviors. Conversely, employees are unwilling to search for

innovative ideas and practice innovative behaviors when they have little trust in their managers, as they identify that their inventive efforts will not be appreciated and supported by their managers. Thus, we propose:

H5: Trust in management moderates the positive relationship between psychological meaningfulness and innovative work behavior; such that the positive relationship will be strengthened when trust in management is high and weakened when trust in management is low.

2.6   Research Model
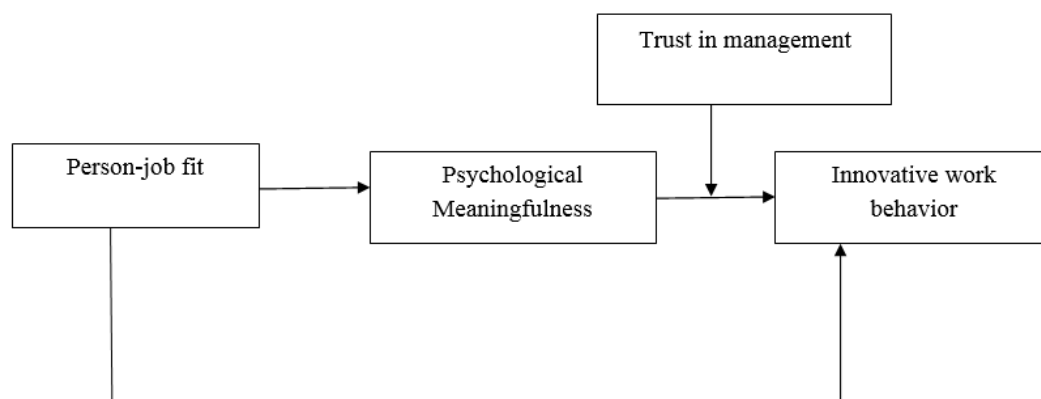
FIGURE 2.1: Research Model of Person job-fit, its impact on Innovative work behaviour; with a mediating role of Psychological meaningfulness and Moderating role of Trust in Management

2.7 Research Hypotheses

H1: Person-job fit have positive impact on innovative work behavior.

H2: Person-job fit have positive impact on psychological meaningfulness.

H3: Psychological meaningfulness has positive impact on innovative work behavior.

H4: Psychological meaningfulness mediates the relationship between person-job fit and innovative work behavior.

H5: Trust in Management moderates the positive relationship between psychological meaningfulness and innovative work behavior; such that the positive relationship will be strengthened when trust in management is high and weakened when trust in management is low.

Chapter 3

Methodology

This section includes details about all the procedures and methods used to get valid results. The chapter explains the research design, population, sampling technique, sampling characteristics, instruments and reliability and validity of all the variables and items involved.

3.1 Nature of Study

The intention of current investigation was to check the relation between person-job fit and innovative work behavior, for this cross-sectional study has been used. Further this study also accounted for investigating the role of psychological meaningfulness (mediator) between person- job fit and innovative work behavior. Current study also addressed trust in management as a moderator between psychological meaningfulness and innovative work behavior. Source of data in this research were private hospitals of Rawalpindi and Islamabad, questionnaires were used in this study and data collection took almost 2 months i.e. November 2019 to December 2019.Thus the population in this scenario is private hospitals of Rawalpindi and Islamabad. The data were collected only once in this study which makes it cross sectional in nature. The current study is empirical in nature as it uses empirical evidence. Empirical evidence is the evidence which is gathered by questionnaires.

3.2   Procedure

This research considered the relationship among employees of private hospitals person-job fit, psychological meaningfulness, trust in management and innovative work behavior'. Data were collected from private hospitals from nurses and their supervisors. Management of 15 hospitals was notified via electronic mail, and personally, however just 9 participated. Before the questionnaires were circulated, the researcher met with HR managers to clarify the intent of the analysis. The significance of the study and the goals to be met are also discussed with HR managers. The hospital managers were informed that the primary reason of the study was to gather employees and their supervisors' opinions, perceptions and beliefs.

The questionnaires were directly handed to supervisors by the researchers. Employees were given an envelope and a cover letter that ensures the privacy of survey as well as a return packet. Respondents were asked to submit the questionnaires to their supervisors from where the researcher collected them after one week. The questionnaire comprises of identification code of employees for the reason that data gathered from the nurses and supervisors can be linked and combined for investigation. A specific identification code has been assigned to each employee. The confidentiality of the research has been guaranteed to staff.

The questionnaires having the measures of person-job fit, psychological meaningfulness, trust in management and innovative work behavior, were distributed to 450 nurses including their supervisors of private hospitals. The nurses recorded their responses about person-job fit, psychological meaningfulness and trust in management. At the same time, their supervisors rated the frequencies with which the nurses are involved in innovative work behavior.

The researcher distributed 450 questionnaires out of which 273 were given back for employees. 24 supervisors rated innovative work behavior of the nurses. Out of 450 questionnaires about 29 were returned totally unfilled, 40 were not completely filled, and 84 were never returned. So, the overall response rate of the respondents

was 66%. The average span of control for every supervisor was ten to twelve nurses.

3.3 Population

As stated by Castillo (2009), individuals or organizations having homogeneous attributes form a group which is further named as population of study. Total number of respondents involved in the study was 273 nurses and 24 supervisors who were working in the private hospitals of Islamabad and Rawalpindi. Notable private hospitals in the study were Ahmed Medical complex, Hearts international hospital, Marium Memorial, Al-Shifa Eye Trust hospital, Quaid-e-Azam hospital, Shifa International, Bilal hospital, Begum Akhtar Rukhsana Memorial Trust hospital and Ali Medical. As far as gender of respondents were concerned 205 were females 69% of total sample and 92 were male which are 31 % of total sample size.

TABLE 3.1: Population and Sampling

Name of hospitals	Number of respondents
Ahmed Medical Complex	33
Hearts International	42
Marium Memorial	22
Al-Shifa Eye Trust	33
Quaid e Azam International	41
Shifa International	44
Begum Akhtar Rukhsana Memorial Trust	27
Bilal Hospital	26
Ali Medical	29
Total	**297**

The theme behind the exploration was to check the effectiveness of the relationship between person-job fit and innovative work behavior while considering the trust in management and role of psychological meaningfulness as a mediator. Innovative work behavior is an evident component and is expressed in the attitudes and success of one's job. So, it was important to get it rated by supervisors instead of main respondents themselves because if responses related to innovative work

behavior were also given by respondents then there were chances of self-reporting bias. All variables except innovative work behavior were rated by respondents.

3.4   Sampling technique

In survey methodology sampling is considered a subset of individuals from population to estimate or determine the characteristics of whole population because it was not possible to gather information from whole population due to scarcity of time and other resources. It has been recommended by Uma &Roger (2003) that in order to ensure reliability of sample chosen for data collection, it is significant to focus on sampling design and technique. It includes ways through which sample is selected for ensuring its reliability and true representation of population. A convenient sampling technique adopted for collection of data from the population who were conveniently available.

This sampling technique is considered to be the most preferable when there is issue of time and budget (Cooper & Schindler, 2007). In this technique, samples are chosen as they are easily approachable. It is known to be simplest, quickest and least time consuming. Although data were collected and considered data will be representative of whole population. To collect data questionnaires were circulated among nurses and their supervisors from private hospitals of Rawalpindi and Islamabad.

3.4.1   Sample Characteristics

In this study the demographics includes age, experience, gender and qualification of supervisors and employees. Two separate questionnaires were made because it was a dyadic relationship, one to be filled by the supervisors and the second one from employees. Sample characteristics are explained below.

3.4.1.1 Age

Age is seen as one of several categories which respondents frequently consider hard to share. Therefore a range was established to collect details regarding their age for the comfort of the respondents.

TABLE 3.2: Frequency by Age (Employees)

Age	Frequency	Percent
18-25	110	40.3
26-33	130	47.6
34-41	28	10.3
42-49	4	1.5
50 and above	1	0.4
Total	**273**	**100**

Table 3.2 displays the age of respondents. It shows that majority of respondents age range between 26-33, this means 47.6% were having age between 26-33,40.3 % respondents were from age of 18-25, 10.3% respondents belong to 34-41 age group ,1.5% respondents were in age range between 42-49 and only 0.4% of the employees age fit in range of 50 or above.

TABLE 3.3: Frequency by Age (Supervisors)

Age	Frequency	Percent
34-41	2	8.3
42-49	17	70.8
50 and above	5	20.8
Total	**24**	**100**

Table 3.3 shows that larger part of the respondents belong to age range 42-49, that means 70.8 % of majority respondent were having age ranging 42-49, 20.8 % of respondents were from age ranging 50 and above, 8.3 % belong to age group 34-41.

3.4.1.2 Experience

To collect information from respondents concerning their experience in the relevant field, various ranges were set to recognize the respondents with their particular tenure in the hospitals.

TABLE 3.4: Frequency by Experience (Employees)

Experience	Frequency	Percent
0-5	169	61.9
06-10	74	27.1
11-16	26	9.5
17-22	3	1.1
23-28	1	0.4
29 and above	0	0
Total	**273**	**100**

Table 3.4 shows majority respondents have experience of 0-5 years, that represent 61.9%, 27.1 % had experience of 6-10 years, 9.5 % belong to experience range of 11-16 years, 1.1% respondents had experience of 17-22 years and only 0.4 %respondents were holding experience of 23-28 years .

TABLE 3.5: Frequency by Experience (Supervisors)

Experience	Frequency	Percent
06-10	9	37.5
11-16	10	41.7
17-28	5	20.8
Total	**24**	**100**

Table 3.5 exhibits most of the respondents i.e. 41.7% have the experience between 11-16 years, 37.5 % belong to experience range of 6-10 years and only 20.8% of respondents had experience of 17-28 years.

3.4.1.3 Gender

One of the frequently raised questions in demographics is gender, as it splits the population under the study into male and female.

TABLE 3.6: Frequency by Gender (Employees)

Gender	Frequency	Percent
Male	89	32.6
Female	184	67.4
Total	**273**	**100**

Table 3.6 depicts the ratio of male and female respondents. As we can see largest part was female respondents and 32.6 % were male.

TABLE 3.7: Frequency by Gender (Supervisors)

Gender	Frequency	Percent
Male	3	12.5
Female	21	87.5
Total	**24**	**100**

Table 3.7 indicates the percentages of female and male supervisors.87.5% were female supervisors and only 12.5% supervisors were male.

3.4.1.4 Qualification

Qualification or education is yet another significant demographic aspect. To enhance the strategic edge qualification provides several different and creative avenues for achievement and innovation. Probably education act as a vital role in representing creativity and innovation.

TABLE 3.8: Frequency by Qualification (Employees)

Qualification	Frequency	Percent
Matric	72	26.4
Intermediate	76	27.8
Bachelor	104	38.1
Masters	19	7
MS/M.Phil.	2	0.7
Total	**273**	**100**

It has been shown in Table 3.8 that most of the respondents had qualification of Bachelor, which comprises 38.1% of the total respondents chosen as the true representative sample of the whole population. 27.8% respondents had Intermediate

degree, 26.4% of the respondents were having qualification of Matric, 7.0% of the respondents had Masters Degree, and only 0.7% of the respondents were holding MS/M.Phil degree.

TABLE 3.9: Frequency by Qualification (Supervisors)

Qualification	Frequency	Percent
Bachelor	17	70.8
Masters	7	29.2
Total	**24**	**100**

It has been shown in Table 3.9 that most of the respondents were having qualification of Bachelor, which comprises 70.8% of the total respondents chosen as the true representative sample of the whole population. 29.2% respondents were having qualification of Masters.

3.5 Instrumentation

In the intended research questionnaire was composed of items from four different variables. Items from four variables person-job fit, psychological meaningfulness trust in management and innovative work behavior contributed to form a questionnaire which was distributed to our sample responses. Responses against person-job fit, psychological meaningfulness, and trust in management were given by nurses and responses against innovative work behavior were given by their supervisors.

3.6 Measures

Data were collected by using questionnaire .The questionnaire comprises of two parts. The first one is about the demographics of the respondents and the second part is about questions of four variables included in the study. First part contains details regarding age, experience gender and qualification of respondents. The second portion consists of 36 items. The data were obtained by questionnaires taken from various sources.5-points Likert scale was used to measure all variables.

Along with the constructed questionnaire, cover letter is also attached displaying the purpose of the study as well as the researcher's contact details in case of any query or questionnaire, respectively. The questionnaire was designed in the form which will be easy for the respondents to fill and as a result generate honest and truthful response. This kind of response will help to analyze the proposed relationships appropriately and efficiently.

According to Sekaran (2006) the questionnaire mode is termed as the most efficient way of collecting data as researcher is well aware about the fact that what is required or demanded actually and how one should measure the constructed construct or variable of interest correctly.

Due to time constraints and to complete the responses, personally administrated questionnaire was used for the local area of Rawalpindi and Islamabad - the twin cities of Pakistan. To make a quick and appropriate decision, a type of close ended questionnaire was used as it saves respondent as well as researchers' time of obtaining the response by just selecting a particular given option efficiently (Sekaran, 2006).

TABLE 3.10: Instrumentation

Variables	Sources	Items
Person job fit	Brkich,Jeffs, & Carless (2002)	9
Psychological meaningfulness	Spreitzer(1995)and May(2003)	6
Trust in management	Schoorman et al. (1996)	4
Innovative work behavior	Janssen (2000), Kleysen and Street (2001) and Scott and Bruce (1994)	17

3.6.1 Person-job Fit

To assess person-job fit 9-item scale developed by Brkich , Jeffs & Carless(2002)was used. The responses were obtained through 5-point Likert scale where 1=always, 2=very often, 3=sometimes, 4=rarely, 5=never. Sample items: "My current job is not really me", "This job is not really what I would like to be doing", "All things

considered, this job suits me", "I feel like this is not the right type of work for me", "I feel that my goals and needs are met in this job".

3.6.2 Psychological Meaningfulness

Psychological meaningfulness was assessed using six-item scale taken from Spreitzer(1995) and May(2003).The responses were obtained through 5-point Likert scale where 5=strongly agree and 1=strongly disagree. Sample items: "My job activities are personally meaningful to me", "The work I do on this job is meaningful to me", "My job activities are significant to me", and "The work I do on this job is worthwhile."

3.6.3 Trust in Management

Trust in management was measured by using 4 item scales Schoorman et al. (1996). Five-point Likert scale was used to obtain responses where 5= strongly agree and 1= strongly disagree. Sample items: "If I had my way, I wouldn't let top management have any influence over issues that are important to me", "I would be willing to let top management have complete control over my future in this company", "I really wish I had a good way to keep an eye on top management", "I would be comfortable giving top management a task or problem which was critical to me, even if I could not monitor their actions".

3.6.4 Innovative Work Behavior

17-item scale developed by Janssen (2000),Kleysen and Street(2001)and Scott and Bruce(1994) was used to measure innovative work behavior. Items were measured on five-point Likert scale where 5=strongly agree and 1=strongly disagree. Sample items: "How often does this employee . . . . . . Pay attention to issues that are not part of his daily work?", "Look for opportunities to improve things?", "Consider innovative opportunities?", "Wonder how things can be improved?".

3.7   Statistical Tool

We commonly use regression analysis to test the effect of several variables on the dependent variable of research. It will ensure that earlier research on the variables still supports the acceptance or rejection of the hypothesis proposed. The analysis involves three steps of Preacher and Hayes (2004).We first put our dependent variable i.e. innovative work behavior in the column of outcome and afterwards in the IV column we locate our independent variable. i.e. person-job fit. Including all such steps we need to specify model number. Because we have to conduct both mediation and moderation, by choosing model 14 for moderation and model 4 for mediation, we have to carry out the analysis one by one for both.

3.8   Pilot Testing

It would be very practical and useful method to perform pilot testing, because it will keep away from risks associated with waste of resources and time. Hence 30 questionnaires were used to check if the findings are in line with the hypothesis proposed. Once the pilot testing was performed it was found that variables and the scales were reliable and further analysis can be done.

3.9   Reliability Analysis

The value of Cronbach alpha was calculated in order to test the internal consistency of all variables. The value of Alpha that is >.70 is an acceptable value (Nunally et al., 1978).Cronbach alpha measures internal consistency, which is, how strongly a set of items are related as a group. It is considered to be a measure of scale reliability. The value of alpha for all constructs along with the number of items is shown in Table 3.11. The alpha value for person-job fit is 0.720.The Psychological Meaningfulness Scale is a measure of level of significance for individuals in work (PMS: Spreitzer, 1995).

For psychological meaningfulness it is 0.938 close to the value of alpha i.e. 0.95 as stated in the Chikoko et al. (2014) study. Trust in management has Cronbach alpha value of 0.737. In Janssen analysis (2000) employees and supervisors rated the nine-item innovative behavior measure and its reliability was reported 0.95 for self-rated and 0.96 for supervisors. The alpha value of our supervisor rated scale was 0. 959. The data is accurate for further computations because all alpha values lie in acceptable range. Table 3.11 displays the results of reliability analysis. It shows all alpha values are above 0.7 this indicates that the data is reliable for further computation.

TABLE 3.11: Scale reliabilities

Variables	Cronbach Alpha	Items
Person-job fit	0.720	9
Psychological meaningfulness	0.938	6
Trust in management	0.737	4
Innovative work behavior	0.959	17

3.10 Data Analysis Technique

Several methods in data analysis were used in social sciences department for the purpose of statistical outcomes. These techniques and tests chosen for data analysis have both certain benefits and drawbacks. The test and techniques of data analysis based on this type of research, nature of the data, model and purpose of research are chosen and the method used is highly linked with this research. Correlation analysis tells the interaction between variables and is used to test the effect of independent variable on dependent variable. Regression analysis was used to know about the association between numerous variables. After collection of data, 297 responses were used. The data was tested by using SPSS and AMOS was used for analysis of data. In the method of data analyses following steps are involved.

1. Firstly the responses which were properly filled were chosen for analysis.

2. All questionnaire variables were coded and which were used to interpret the results.

3. To explain the sample characteristics frequency tables were used.

4. The descriptive statistics was conducted using numerical values.

5. By using Cronbach alpha coefficient reliability of all the variables was tested.

6. Correlation analysis was carried out to check if there is significant relation between the variables of study.

7. Confirmatory factor analysis was carried out by using AMOS software for the justification of model.

8. By using Preacher and Hayes mediation and moderation between the variables was checked.

9. The proposed hypotheses were checked by correlation and Preacher and Hayes method to verify the rejection and acceptance of hypotheses.

3.11 Research Ethics

Research ethics are closely practiced throughout the execution of the research, in particular with data collection. Respondents were issued a short description of researcher's intent and after the supervisor and employee agreement; questionnaires were handled to be filled in. The confidentiality of the survey was assured to the respondents under study. The survey response is to be used exclusively for academic purposes. Additionally responses were gathered in realistic environments, workers were not compelled to fill out a questionnaire if it was not a desire. Respondents were given sufficient time to read every item properly and respond accordingly and were not compelled to carry out the survey in short time. Although there was a lot of collaboration with the respondents, some of them also had irresponsible conduct as they didn't return questionnaire or filled the items without reading properly. But that may be ignored, because their conduct was not unethical or used no bad words.

Chapter 4

Analysis and Findings

4.1 Confirmatory Factor Analysis

Before testing our hypotheses, the first step which we have conducted was CFA. This process was done to test the model fitness. The comparative fit index (CFI) should be 0.9 or greater (Byrne, 1994).The incremental fit index (IFI) value greater than 0.9 is considered acceptable (Byrne, 1994).The value of Tucker-Lewis index (TLI) 0.9 or 0.95 is regarded as acceptable (Hu & Bentler, 1999).The Chi-square often called goodness of fit calculates the discrepancy between the covariance matrix measured and the expected model of covariance matrix. The relative chi-square value must be less than 2 or 3(Kline, 1998; Ullman, 2001).The root mean square error of approximation(RMSEA)must be smaller than 0.8(Browne & Cudeck,1993) and more preferably lower than 0.5 (Stieger,1990).

TABLE 4.1: Confirmatory factor analysis

	Chi square	DF	CMIN/DF	IFI	TLI	CFI	RMSEA
Initial Model	4.026	588	4.026	0.767	0.749	0.766	0.105
Modified Model	2.25	563	2.25	0.908	0.896	0.907	0.068

Table 4.1 shows that values before and after covariance of the items in the model. The table displays that before drawing covariance the value dont lie in range

however after drawing covariance in the model the values were improved, moreover none of the items were deleted. All the values lie in acceptable range except TLI value is bit lower than 0.9,but overall model is fit so further analysis can be conducted to find whether different paths are significant or not.
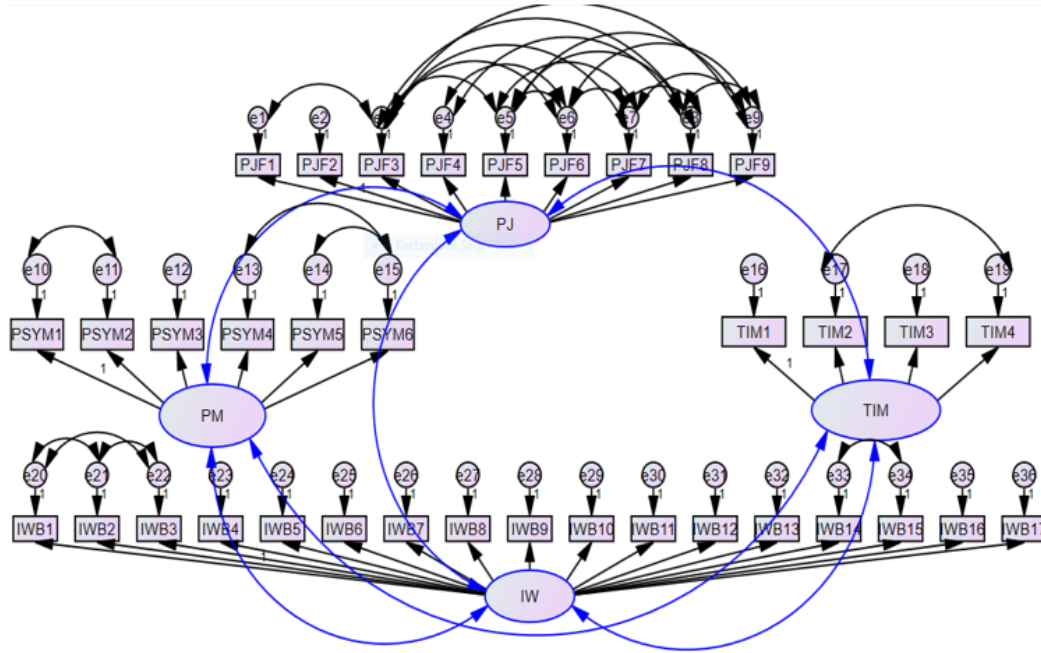
FIGURE 4.1: Confirmatory factor analysis (Path diagram)

4.2 Descriptive Statistics

Descriptive statistics enable us to manage large data in practical manner (McDowall & Saunders, 2010).The mean value explains the central tendency of responses, shows where the average response falls while the standard deviation let us understand deviation from average point. All the variables have mean value approximately 3 which indicates that majority of response is toward neutral, and for person-job fit it is 2.86 indicating that major response is toward very often. The standard deviation tells us how many responses deviate from mean value. When there is high deviation it indicates outliers are present in the data. The standard deviation value must be less than 1; here the table 4.2 given below shows all the variables have standard deviation value less than 1 and falls between 0.75-0.87.

TABLE 4.2: Descriptive Statistics

Variables	Sample size	Minimum	Maximum	Mean	Standard Deviation
Person-job fit	297	1	5	2.86	0.75
Psychological meaningfulness	297	1	5	3.51	0.79
Trust in management	297	1	5	3.11	0.87
Innovative work behavior	297	1.24	5	3.53	0.83

Table 4.2 displays variables that are included in the research with their corresponding statistics. The table's first column provides description of variables. The second one tells of sample size. The third column displays the minimum values. Maximum values are shown in fourth column. The last column shows the values of standard deviation. A 5-Likert scale was used to measure each variable. The size of sample was 297. All variables were measured on a 5-point Likert scale. The independent variable person-job fit indicates mean value=2.86 and SD=0.75 respectively. The Psychological meaningfulness, mediator shows mean value of 3.51 and SD=0.79.Likewise the moderator, trust in management represents the mean =3.11 and SD=0.87.At last the dependent variable innovative work behavior reveals value of mean=3.53 and SD=0.83

4.3 Correlation Analysis

Correlation analysis reveals how one variable is dependent on another one. Orodho (2009) describes the correlation as it demonstrates the link or connection between two continuous statistical variables. The correlation of variables along with the significance level is clarified under the listed table 4.3 .Positive sign implies movement of both variables in same direction. While negative sign is an indication of negative association and it shows that variables are moving in opposite direction. The correlation value +1 to -1 is an acceptable range. The presence of zero means

no correlation exists between the variables. The correlation values 0.10 to 0.29 represents weak correlation, the value 0.30 and 0.49 represents moderate correlation and if there is a value ranging from 0.5 to 0.8 then it reflects a strong correlation (Cohen, West & Aiken, 2014).

Table 4.3 displays person-job fit and psychological meaningfulness has a correlation of 0.263 which signifies positive and weak correlation. This means increase in person-job fit also increases psychological meaningfulness. The value among person-job fit and trust in management is 0.340 which indicates correlation is positive and moderate. This means when there is person-job fit trust in management also increases. The correlation between psychological meaningfulness and trust in management is 0.627, representing a positive and strong correlation. Person-job fit and innovative work behavior shows a correlation value of 0.380 that is positive and moderate. Psychological meaningfulness and innovative work behavior shows a correlation value of 0.535, it's a positive and moderate value, it explains that higher level of psychological meaningfulness will lead to increased innovative work behavior. The value of correlation linking trust in management and innovative work behavior is 0.552 which means a positive and strong correlation value.

The p-value is significance value, if it is less than or equal to 0.01, then the hypothesis is accepted at 1% which means there is 1% chance of error in results whereas if p-value is less or equal to 0.05 then it means there is 5% chance of error in results. The table 4.3 indicates that all the values of correlation are significant at 1% chance of error.

TABLE 4.3: Correlation Analysis

Sr. No.	Variables	1	2	3	4
1	Person-job fit	1			
2	Psychological meaningfulness	0.263**	1		
3	Trust in Management	0.340**	0.627**	1	
4	Innovative work behavior	0.380**	0.535**	0.552**	1

*Correlation is significant at the 0.05 level (2-tailed)
**Correlation is significant at the 0.01 level (2-tailed)

4.4 Regression Analysis

Regression analysis is often used to determine the association between the variables that exists actually. Altman and Krzywinski (2015) introduced the quantitative method for measuring the association among variables and named the process as regression. Numerous methods involve evaluating the interaction among variables. To anticipate the relationship between variables correlation is not enough, which shows the true association between the variables, up to which extent one variable relies on another. There is no multi co linearity as demonstrated by the findings of the correlation study that the coefficients of correlation were smaller than 1. The

TABLE 4.4: Person-job fit and Innovative work behavior

Predictor	B	R^2	Adjusted R^2	Significance
Person-job fit	0.28	0.3796	0.1441	0.0000

results are listed out in Table 4.4.It shows the model summary which is actuallyR^2, modified R^2 and B. The B co-efficient shows the per unit change in one variable caused by another variable. The R^2 shows the change in dependent variable which is caused by independent variable. Newly updated form of R^2 is defined as modified R^2 and is optimized for the number of predictors inside the model. In this research R^2 is 0.3796 this signify about 38% variation in the innovative work behavior is explained by person-job fit. The significance value shows that person-job fit is significantly associated to innovative work behavior.

TABLE 4.5: Person-job fit and Psychological meaningfulness

Predictor	B	R^2	Adjusted R^2	Significance
Person-job fit	0.3809	0.2627	0.069	0.0000

From the results of regression analysis it is concluded person-job fit has a positive and significant association with psychological meaningfulness where the value of B is 0.38 and it demonstrate one unit change in person-job fit psychological meaningfulness will be increased by 38%.The value of R^2 shows 26% variation in

psychological meaningfulness caused by person-job fit. The value of significance also reveals both variables have positive and significant association.

TABLE 4.6: Psychological meaningfulness and Innovative work behavior

Predictor	B	R^2	Adjusted R^2	Significance
Psychological meaningfulness	0.3568	0.5897	0.3478	0.0000

The Table 4.6 shows psychological meaningfulness was positively associated with innovative work behavior at the significance level of p=0.0000.This association was clearly described by the results of the study where B is 0.35 and explains if there is one unit change in psychological meaningfulness innovative work behavior will be increased by 35%. R^2 value shows 58% variation in innovative work behavior caused due to psychological meaningfulness.

4.5 Testing Theoretical Relationships

The process of regression is conducted by numerous methods (for example, Baron & Kenny, 1986) however in this study Hayes (2008) method is used to carry out analysis due to its appropriateness. Hayes (2008) stated Baron and Kenny (1986) approach is obsolete as it applies a requirement of complete influence of mediation causation although, from the view point of some researchers, it is not required, and even a barrier to measure the true impact (Preacher & Hayes, 2008).According to these researchers, even if no hints of direct influence are identified between the predictor and outcome variable, the indirect impact through mediation is also probable. Furthermore, because social sciences data is often troublesome due to the circumstances, structure and background of respondents, the bootstrapping strategy for mediation in Hayes (2008) method improves the probability of reliable outcomes as the sample is separated into several tiny bits and pieces and analysis are carried out on smaller sub-samples.

4.5.1 Mediation Analysis

TABLE 4.7: Direct and Mediation analysis results

Effect of IV on M		Effect of M on DV		Direct effect of IV on DV in presence of M		Total effect of IV on DV		Bootstrap results for Indirect Effects		
B	t	B	t	B	t	B	t	B	LL	UL
0.381	4.483	0.357	9.183	0.284	5.040	0.419	6.755	0.13	95% CI 0.06	95% CI 0.22

N=297 IV=Person job fit M= Psychological Meaningfulness MOD=Trust in Management DV=Innovative work behavior.

Table 4.7 indicates person-job fit has a direct positive and significant relationship with innovative work behavior, accordingly the un-standardized regression coefficient indicates (B=0.28, t=5.04, p=0.00), therefore a clear justification was provided by the findings for the acceptance of hypothesis. So, H1 i.e. "Person-job fit have positive impact on innovative work behavior" was accepted.

The results in the above table also confirm a positive and significant association of person-job fit with psychological meaningfulness. As shown by the values of un-standardized regression co-efficient (B=0.38, t=4.48, p=0.00) thus, H2 .i.e. "Person-job fit have positive impact on psychological meaningfulness" was accepted.

It is indicated from the Table 4.7 a significant association exists between psychological meaningfulness and innovative work behavior. The un-standardized regression co-efficient also provides evidence (B=0.36, t=9.18, p=0.00).Therefore it was inferred that H3 i.e. "Psychological meaningfulness has positive impact on innovative work behavior" was also accepted.

Results reveal psychological meaningfulness partially mediates the association between person-job fit and innovative work behavior. Because the overall indirect

effect of person-job fit on innovative work behavior through psychological meaningfulness is significant as the values of lower limit and upper limit are 0.06 and 0.22 respectively. As the signs are same, and there is no zero in between them, therefore mediation is present. Moreover, both direct and indirect effects are significant so this is an indication of partial mediation. Hence it is inferred that H4 i.e. "Psychological meaningfulness mediates the relationship between person-job fit and innovative work behavior" was accepted.

4.5.2 Moderation Analysis

By using Model 14 the moderating role of trust in management between psychological meaningfulness and innovative work behavior was analyzed. It has been concluded from Table 4.8 that trust in management doesn't act as moderator as the $p > 0.05$ and the value of $p = 0.63$ is indicating an insignificant value. The lower and upper limit are -0.06 and 0.09 respectively and contains opposite signs which shows the presence of zero between them and this leads to the rejection of hypothesis. Hence H5 i.e. "Trust in management moderates the positive relationship between psychological meaningfulness and innovative work behavior, such that the positive relationship will be strengthened when trust in management is high and weakened when trust in management is low" was rejected

TABLE 4.8: Moderation analysis results for Trust in Management on relationship of Psychological meaningfulness and Innovative work behavior.

Variables	*B*	SE	T	P	LL 95%	UL 95%
PSYM*Trust in Management →Innovative work behavior	0.0185	0.0387	0.4789	0.6324	-0.0577	0.0948

TABLE 4.9: Moderation Analysis

Moderator	*B*	SE	LLCI	ULCI
Innovative work behavior	0.2277	0.1381	-0.0442	0.4996

The above table shows the results of moderation analysis. The LLCI and ULCI both have opposite signs and indicate the presence of zero between them. Therefore the effect of trust in management on innovative work behavior was insignificant.

4.6 Summary of Accepted/Rejected Hypothesis

Table 4.10 given below will show the summarized results of the hypotheses under this study.

TABLE 4.10: Hypotheses summarized results

Hypothesis	Statement	Results
H1	Person-job fit have positive impact on innovative work behavior.	Accepted
H2	Person-job fit have positive impact on psychological meaningfulness.	Accepted
H3	Psychological meaningfulness has positive impact on innovative work behavior.	Accepted
H4	Psychological meaningfulness mediates the relationship between person-job fit and innovative work behavior.	Accepted
H5	Trust in management moderates the positive relationship between psychological meaningfulness and innovative work behavior; such that the positive relationship will be strengthened when trust in management is high and weakened when trust in management is low.	Rejected

Chapter 5

Discussion and Conclusion

5.1 Discussion

This chapter will examine the results reported in chapter 4 as highlighted earlier on the basis of different statistical procedures and analysis with the use of SPSS. Mainly this section will focus to evaluate and explain the reported outcomes and subsequent relationships. It will also explain the depicted relationships with previous studies, to find out the consistencies and deviations among the various concepts. The earlier portrayed questions will guide the discussion under the proposed hypotheses, for the study to reach the possible implications.

5.1.1 Hypothesis 1

H1: Person-job fit have positive impact on innovative work behavior.

The findings of the study supported the first hypothesis .The assumption was accepted that person-job fit and innovative work behavior has significant and positive relationship. Results are based and supported by previous literature. The results of our study are compatible with the observations from Choi et al. (2017), Suwanti et al. (2018) ,Afsar et al. (2014) and Ying (2011), which established person-job fit effect on innovative work behavior.

Person-job fit relies on personal level and guarantees that workers hold the professional skills to do the required jobs and produce upgraded efforts (Werbel & De Marie,2005).Consistency between the perception of employees and the circumstances under which they operate and their specific preferences determines the effects of promoting job innovation (Kim, Hon & Crant, 2009). Afsar et al. (2018) stated that person-job fit plays a major role in shaping workers innovative behavior.

Person-job fit relates to consistency with employee expertise and demands of work. If workers are equipped with the right skills in the job, they would be engaged with joy in the job which contributes to better results in the work. If employees have greater degree of person-job fit, they will increase the efficiency of job as they feel assured that their actions can deliver required benefits in the shape of corporate incentives (Astakhova & Porter,2015;Greguras & Diefendorff, 2009).

5.1.2 Hypothesis 2

H2: Person-job fit have positive impact on psychological meaningfulness.

The above hypothesis was accepted. Consequently based on previous studies, the above mentioned findings also offer evidence of the positive relationship of person-job fit and psychological meaningfulness.

The Jacob (2013) and Wildermuth et al. (2013) research further offers evidence for the association between person-job fit and psychological meaningfulness. The results support previous observations of other studies (May et al., 2004; Oliver & Rothmann, 2007) and this analysis which indicates individuals who recognize a stronger match with their self-concept and position in job are further expected to consider their work as meaningful. A wide range of scholar's claim that a perceived "fit" between the self-concept of and his/her position would contribute to feeling

of meaningfulness because of the persons capability to communicate his/her values and beliefs (Strumpfer, 2003).If the demands of the work matches with the skills of the person will be more expected to experience meaningfulness. A compatibility between the work demands and ones skills will make the person feel as though they can make a difference to the work and organization as a whole.

5.1.3 Hypothesis 3

H3: Psychological meaningfulness has positive impact on innovative work behavior.

Hypothesis 3 also comes out to be accepted. The present research is aligned with Cai et al. (2018) findings that meaningful work has been reported as being favorably linked to IWB.

Studies have found that feeling meaningfulness in the job allow workers to achieve their job priorities and participate in productive practices (Steger & Dik, 2010; Martela & Pessi, 2018).In particular, studies suggest individuals that encounter meaningful work often become emotionally motivated (Amabile & Pratt, 2016), as a consequence constructive responses to obstacles and issues may be invoked in an innovative manner (Amabile et al., 1996; Tu & Lu, 2013).Experiencing meaningful work, for instance may encourage workers to feel more motivated to support the company as they participate in innovation and thereby make a contribution (Wrzesniewski & Dutton,2001).Additionally they are inclined to involve in creative and innovative behavior in the work setting(Grant & Berry,2011).

Consistent with past studies that suggests that meaningful work is an indicator of favorable results of employees job (Steger et., 2012) this study put forward the positive relationship between meaningful work and innovative work behavior, described as a set of process for the development, introduction and application of thoughts for technology, methods, strategies or item (Yuan & Woodman,2010).In

the face of unavoidable difficulty of the technical process of innovation workers who feel their job is meaningful can be personally encouraged to address the problems that arise due to this uncertainty(Simonton,1990).

A large number of researches have confirmed the finding that individuals who view their job as meaningful may actively engage in their job (May et al., 2004).A sense of meaningfulness for example indicates that workers are psychologically inspired to function(Amabile & Pratt,2014) as they see reason, interest and significance in their assignments. Because they are self-motivated, workers may continue to turn their enthusiasm into a higher degree of commitment (e.g. creating, implementing and carrying out their creative activities)to support the company in its innovative accomplishments(Tu & Lu,2013).

5.1.4   Hypothesis 4

H4: Psychological meaningfulness mediates the relationship between person-job fit and innovative work behavior.

The assumed hypothesis was accepted.

If work is in accordance with workers self-concept, the work is expected to be meaningful. Studies by May, Gilson and Hater (2004) support the claim that a perceived connection between the person and his work is directly linked to meaningfulness. This relationship exists as the fit perceiving persons will communicate their ideals and values in their job (Kira & Balkin, 2014).By ensuring that the employee's competencies, values and purpose match with the job meaningful work can be created (Chalofsky,2003).The creation of person-job fit is embedded in the existence of meaningful work (Scroggins,2008).

According to the componential model of creativity and innovation (Amabile & Pratt, 2016) meaningful work act as a mechanism linking situational determinants and workers IWB. The willingness of employees to use their skills and abilities to

accomplish innovation (Kashdan et al., 2004) may be increased by experience of meaningful work, which may require recognizing the importance of a greater good by a person (Steger et al., 2012).When the individual values are compatible with the principles of job, where work is designed as an opportunity to correspond with others and achieve favorable outcomes they will comprehend the job in a better way. Workers with great extent of person-job fit view difficult tasks, flexibility and values as more important. If job is in line with person individuality subsequently the job becomes more important (Tims et al., 2016) therefore individuals integrate and implement innovative ideas into their career (Afsar et al., 2016).

5.1.5 Hypothesis 5

H5: Trust in management moderates the positive relationship between psychological meaningfulness and innovative work behavior; such that the positive relationship will be strengthened when trust in management is high and weakened when trust in management is low.

The above assumption was rejected. The findings of present study didnt reveal consistent results with the previous study conducted by (Tastan & Davoudi, 2015) i.e. Trust in management play an important role in influencing employee innovative work behavior.

Firstly workers under the guidance of a trustworthy supervisor seem to have a greater degree of self-assurance to do their work, which determines the success of their jobs. Secondly, trust in managers decreases fears regarding societal instability and relational risk, which in effect improves work results. As a consequence, management trust offers the individuals room for self-actualization in developing a relationship that permits for secure self-expression and increases confidence through results.

The reason for rejection of the hypothesis could be explained from different factors. Firstly trust in management is differently viewed in different cultures. Schoorman

et al. (2007) identify this as an important extension and development of their model and argue culture affects the propensity to trust. They suggest task-oriented cultures accepting top down leadership may be more likely to trust of strangers and high uncertainty avoidance cultures are less likely to take risk implying lower propensity trust.

Schoorman and colleagues (2007: 351) note that power distance and asymmetry of information have important implications for how trust might develop. In Pakistan power distance is high and employees face high job insecurity as a result trust in management is not developed in cultures like Pakistan. Due to fear of uncertainty employees hesitate to share their innovative ideas. They are more likely to believe their effort is not related to reward and that their trust in their manager does not affect their effort level. So employees are less innovative when they have lack of trust in management.

5.2   Theoretical contributions

Since Woodman et al. (1993) proposed the interface model of innovation, the issue about how and why person-job fit impacts innovative work behavior became a big subject .Person-job fit has shown to have an important predictive impact on workers innovative behavior, as a vital element of person-environment. However, the influence mechanism of person-job fit on innovative work behavior has gained less scholarly attention. The mediating effect of psychological meaningfulness in this relationship has not been extensively examined. Hence based on person-environment fit theory; we examined the influence mechanism of person-job fit and innovative work behavior. The mediating role of psychological meaningfulness between the positive effect of person-job fit and innovative work behavior was supported by this research.

The findings not only expand the literature on person-job fit and innovative work behavior but also strengthen person-environment fit theory. The moderator trust in management indicates a requirement on the degree to which innovative work behavior of employees may be elevated and strengthened. The results present a theoretical foundation for opening the "black box" regarding person-job fit and innovative work behavior thus providing a clearer understanding of the influence mechanism of person-job fit and innovative work behavior.

5.3 Managerial Implications

Person-job fit is very important for the organization. Companies must focus more in recruitment and selection of those employees which are highly fit for the job. Employee becomes more likely to be efficient and provide the company with his best when his talents and abilities suit the needs of organization. Managers must develop employment by taking into account the experience, expertise, talents and personality characteristics of the people doing those specific jobs. A balance between workers interests and organizational resources, and individuals' perception of work and skills should be maintained by managers. This match promises positive outcomes, and one of the results found in this analysis is innovative work behavior.

Person-job fit may be a substitute for wide-level domain-related abilities that Amabile (1996) claims as an inventiveness prerequisite. However, managers expect their workers not only to produce concepts, but to implement their creative methods. Our findings indicate that a good fit between the individuals and their work would possibly enhance innovative work behaviors that merge instigation with execution of innovative concepts. Measures should be taken to gain knowledge about employees' personal interests and expectations and incorporate them into

positions which will enable them and convey themselves better. Furthermore managers should use organization selection tools including a realistic job preview not just to get a good person-job fit but also to render upcoming workers to help enhance match with colleagues and their expectations.

The significance of balancing the personal beliefs of workers with the job and corporate principles has increased the realistic interest of research on the innovative behavior as well as its antecedents. This ensures that management will promote the innovative work behavior of workers by choosing and maintaining certain people that match best into the principles and environment of organization. They must be mindful though that selecting of the workers on the basis of their organization match merely won't assure innovative work behavior. Managers must strive to encourage meaningfulness through successful work design. The study's results also indicate that hiring the best workers for different job positions would maximize meaningfulness.

Not just the connection between a person with job and organization ensures innovative behavior at work but also the atmosphere of shared confidence between a person and his or her managers. While staff trusts their supervisors for support and inspiration, insecurity and fear of coercion on the part of employees will possibly be lessened due ambiguity regarding IWB efforts. Managers can encourage employees to implement creative thoughts and not think about the consequences of those innovations. Workers are usually reluctant to talk in organizations because of the fact that if the concept was unsuccessful, the initiator would be criticized and threatened.

Managers should give their workers faith to trust them, and must take the responsibility readily if the plan doesn't yield the required outcome. Likewise, workers often will not talk when the plan is successful; the incentives go to unworthy individuals rather than the inventor. Building and preserving confidence in managers is a significant way by which workers may be inspired to work. This confidence

brings benefit to organizations in terms of creating a positive and effective energy that improves the job efficiency of workers. Maintaining employees to foster innovation is necessary if managers want to access the maximum innovative capacity of our work environments (Shipton et al.,2005).Thus, the practical implications of this research relate to the role of organizations, and in particular HR managers, in developing a motivating, informed and innovative environment at work.

5.4   Limitations

Though the present study has notable theoretical and practical implications, it also has some limitations:

First, the present research is cross-sectional rather than longitudinal, and the longitudinal studies require more time spans and energy that offer a comparatively clearer view. However, this research doesn't analyze the influence of person-job fit in a time continuum on innovative work behavior.

Second limitation was related to sampling and data collection. The research sample was small so it cannot represent the whole population. Furthermore data were collected from private hospitals only. Future studies can involve other organizations to resolve the heterogeneity within industries related to innovative activities. Future studies should also increase the sample size. Another limitation was convenience sampling used in this study because of time and resource constraints.

Third, the data were collected only from employees and their supervisors from private hospitals from Islamabad and Rawalpindi, whereas it can be collected from other employees working in private hospitals in different cities of Pakistan, which may facilitate to make the present research more reliable. To measure IWB the present research depended on supervisors, as ratings from supervisors are considered to be good measures, while there is still possibility of biasness in

perceptual process. Thus future research may also tackle this problem by using ratings from both supervisors and employees.

Last, the present research used SPSS for analysis, further studies can use advance analysis tools like M plus or Smart PLS to handle complex models.

5.5   Future Research Directions

Future research can find certain mediating variables such as job design, organizational climate because the present study has only examined psychological meaningfulness. Future studies will also strengthen the model by establishing other moderator variables that will more accurately depict IWB, including the well-being of individual, moral obligations, perceived organization support, cultural dimensions and personality traits.

5.6   Conclusion

In the current period as the technology was evolving rapidly the value and significance of innovative work behavior is not overlooked by anybody. To promote innovative work behavior the present research incorporates theory of person-environment fit which offers a comprehensive outline. This research is aimed at extending existing literature on person-job fit and innovative work behavior. Psychological meaningfulness as a mediator between person-job fit and innovative work behavior has also been demonstrated in this study. It further addresses the moderating effect of trust in management between psychological meaningfulness and innovative work behavior.

Data were collected through questionnaires, which were circulated to the private hospitals of Rawalpindi and Islamabad. This study and the hypotheses proposed are being supported through person environment fit theory. A minimum of 450

questionnaires were circulated, but only 297 were completed and used for research. This research contributed to the literature by studying psychological meaningfulness as a mediator and trust in management as a moderator. Five hypotheses based on the context of Pakistan are examined. The result indicated H1, H2, H3, H4 are accepted while H5 was rejected.

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Appendix A

Dear Respondent,

My name is Sana Samson. As a MS research student at Capital University of Sciences And Technology, Islamabad, I am collecting data for my research paper titled as "**Impact of Person-job fit on Innovative work behavior with Mediating Role of Psychological meaningfulness and Moderating Role of Trust in Management, in the contextual setting of Pakistan**". It will take your 10-15 minutes to answer the questions and to provide the valuable information. I assure you that data will be kept confidential and will only be used for academic purpose. You may contact me at sana_samson18@yahoo.com for any information.

Thanks a lot for your help and support!

Sincerely,

Sana Samson

Capital University of Sciences and Technology,

Islamabad.

Section I

Gender

1	2
Male	Female

Age

1	2	3	4	5
18-25	26-33	34-41	42-49	50 and above

Qualification

1	2	3	4	5	6	7
Matric	Intermediate	Bachelor	Master	MS/M.Phil.	PhD	Post PhD

Experience

1	2	3	4	5	6
0-5	06-10	11-16	17-22	23-28	29 and above

Employee ID ....

PART- I

Section II: Person-job fit; 1= Always, 2=Very Often, 3= Sometimes, 4= Rarely, 5= Never

1	My current job is not really me.	1	2	3	4	5
2	This job is not really what I would like to be doing.	1	2	3	4	5
3	All things considered; this job suits me.	1	2	3	4	5
4	I feel like this is not the right type of work for me.	1	2	3	4	5
5	I feel that my goals and needs are met in this job.	1	2	3	4	5
6	I find my current job motivating.	1	2	3	4	5
7	My abilities, skills, and talents are the right type for this job	1	2	3	4	5
8	I am sure there must be another job for which I am better suited.	1	2	3	4	5
9	I am able to use my talents, skills and competencies in my current job.	1	2	3	4	5

Section III: Psychological meaningfulness; 1= Strongly Disagree, 2= Disagree, 3= Neither Agree/nor Disagree, 4= Agree, 5= Strongly Agree

1	My job activities are personally meaningful to me.	1	2	3	4	5
2	The work I do on this job is meaningful to me.	1	2	3	4	5
3	My job activities are significant to me.	1	2	3	4	5
4	The work I do on this job is worthwhile.	1	2	3	4	5
5	I feel that the work I do on the job is valuable.	1	2	3	4	5
6	The work I do is very important to me.	1	2	3	4	5

Section IV: Trust in Management; 1= Strongly Disagree, 2= Disagree, 3= Neither Agree/nor Disagree, 4= Agree, 5= Strongly Agree

1	If I had my way, I wouldn't let top management have any influence over issues that are important to me. *	1	2	3	4	5
2	I would be willing to let top management have complete control over my future in this company	1	2	3	4	5
3	I really wish I had a good way to keep an eye on top management. *	1	2	3	4	5
4	I would be comfortable giving top management a task or problem which was critical to me, even if I could not monitor their actions.	1	2	3	4	5

Questionnaire (Supervisor rated)

Dear Respondent,

My name is Sana Samson. As a MS research student at Capital University of Sciences And Technology, Islamabad, I am collecting data for my research paper titled as "**Impact of Person-job fit on Innovative work behavior with Mediating Role of Psychological meaningfulness and Moderating Role of Trust in Management, in the contextual setting of Pakistan**". It will take your 10-15 minutes to answer the questions and to provide the valuable information. I assure you that data will be kept confidential and will only be used for academic purpose. You may contact me at sana_samson18@yahoo.com for any information.

Thanks a lot for your help and support!

Sincerely,

Sana Samson

Capital University of Sciences and Technology,

Islamabad.

Section I

Gender

1	2
Male	Female

Age

1	2	3	4	5
18-25	26-33	34-41	42-49	50 and above

Qualification

1	2	3	4	5	6	7
Matric	Intermediate	Bachelor	Master	MS/M.Phil.	PhD	Post PhD

Experience

1	2	3	4	5	6
0-5	06-10	11-16	17-22	23-28	29 and above

Employee ID ....

PART II

Section II : Innovative work behavior; 1= Strongly Disagree, 2= Disagree, 3= Neither Agree/nor Disagree, 4= Agree, 5= Strongly Agree

1	How often does this employee . . . . . . Pay attention to issues that are not part of his daily work?	1	2	3	4	5
2	. . . Look for opportunities to improve things?	1	2	3	4	5
3	. . . Consider innovative opportunities?	1	2	3	4	5
4	. . . Wonder how things can be improved?	1	2	3	4	5
5	. . . Explore new products or services?	1	2	3	4	5
6	. . . Search out new working methods, techniques or instruments?	1	2	3	4	5
7	. . . Generate original solutions for problems?	1	2	3	4	5
8	. . . Create new ideas?	1	2	3	4	5
9	. . . Find new approaches to execute tasks?	1	2	3	4	5
10	. . . Mobilize support for innovative ideas?	1	2	3	4	5
11	...Acquire approval for innovative ideas?	1	2	3	4	5
12	. . . Make important organizational members enthusiastic for innovative ideas?	1	2	3	4	5
13	...Attempt to convince people to support an innovative idea?	1	2	3	4	5
14	. . . Transform innovative ideas into useful applications?	1	2	3	4	5
15	. . . Systematically introduce innovative ideas into work practices?	1	2	3	4	5
16	. . . Contribute to the implementation of new ideas?	1	2	3	4	5
17	. . . Put effort in the development of new things?	1	2	3	4	5