

# **Lebanese American University**

The Impact of Personal Values on Innovative Behavior, The Mediating Role Of Engagement

By

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A thesis

Submitted in partial fulfillment of the requirements

for the degree of Master of Science in Human Resources Management

Adnan Kassar School of Business

May 2021

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Thesis Title: The impact of personal values on innovative behavior, the mediating role of engagement

Program: MS in Human Resources Mgt.

Department: Management Studies

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## **Dedication**

This thesis is wholeheartedly dedicated to my beloved family (father, mother and brothers), who have been my source of inspiration and strength, and who continually provided their spiritual, emotional, moral and financial support.

To my husband who shared his words of advice and encouragement to finish this study.

To my gorgeous girls Julia and Taj.

## **Acknowledgement**

I would like to express the deepest appreciation to my advisor, Dr. Silva Karkoulian, who has the attitude and the substance of a genius; without her guidance and persistent help, this dissertation would not have been possible.

Also thanks to my committee members, Dr. Leila Messarra and Dr. Hussein Ismail who offered guidance and support.

And finally, thanks to my family and friends who endured this long process with me, always offering support and love.

# The Impact of Personal Values on Innovative Behavior, The Mediating Role Of Engagement

Mariam Ammar

## ABSTRACT

Person-job fit is a vital term that requires matching an individual's experience, skills, and abilities to the role specifications. Person-to-job fit is often viewed as an important element in the workplace. Employees that match the work requirements have more opportunities to apply for employment, resulting in improved job engagement and productivity. Employee satisfaction will only be reached at work if the employee is the right fit for the role and if the employees' values match the values of the company he is working in. Employees want a match of beliefs, ambitions, and desires. The nature of this research is quantitative analysis in which the relationship between the chosen variables for this research has been measured using a self-administered questionnaire. The distribution of surveys is selected as a tool of this analysis since it is considered to be the most efficient way to collect data. The surveys have been distributed using Google forms through emails and social media for data collection. The results found a positive relationship between personal values and innovative behavior and that engagement mediates the relationship among these variables.

Keywords: Engagement, Innovative Working Behavior, Performance, Creativity

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# Chapter One

## Introduction

### 1.1 Introduction

Person-job fit is a vital term that requires matching an individual's experience, skills, and abilities to the role specifications. Person-to-job fit is often viewed as an important element in the workplace. Staffs that are ideally matched to the work requirements have more opportunities to apply for employment, resulting in improved job engagement and productivity (Zhao & Han, 2016).

Employee satisfaction will only be reached at work if the employee is the right fit for the role and if the employees' values match the values of the company he is working in. Employees want a match of beliefs, ambitions, and desires, according to Boon and Biron (2016).

An employee's priorities include concentrating on the job at hand, enjoying it, and knowing the roles and effects of the work. The degree to which specific talents match the need for work is known as demand-abilities appropriate (D-A fit). Awareness, experience, and other personalities are used in the D-A match method to assess how well an employee will complete the role for their work.

The higher the employees' values match the workplace values, the more creative work conduct the employee may demonstrate in terms of expertise and skills applicable to the task. In reality, it is believed that employees whose abilities are strongly matched with their work values have adequate experience and expertise to satisfy their job requirements, as well as a stronger proclivity to navigate the innovation phase (Zhao & Han, 2016).

As a consequence, a greater fit between a person values and their work atmosphere facilitates innovation and embraces the implementation of creative solutions to others, and those workers are more inclined to participate in workplace innovation. Workers with a higher degree of match add to organizations' dedication and justice by compensating, for example, innovative job actions in the sense of meaningful work interactions.

At work, innovation typically involves investigating different options and coming up with new solutions, but it may also include behaviors aimed at initiating reform, adapting to new knowledge, or speeding up processes in order to boost personal or company results.

The bulk of current practice centers on employee innovation and the creation of new concepts. Exploration and creation of ideas and methods that are ever new or embraced are the origins of a person's creativity. Following that, an innovative employee finds sponsorship for a proposal and tries to obtain support by creating an alliance. Finally, the creative employee can bring the principle into motion by designing a form of model of creativity or otherwise working on bringing the idea into action.

Employee innovation activity is important in day-to-day operations and commitments whether an organization wants to protect its competitive edge and organizational survival in today's dynamic market climate (Herrmann & Felfe, 2013). Employees with high levels of innovation can be able to respond to the workplace rapidly and correctly, propose new ideas, and deliver goods and services (Afsar et al., 2018).

A variety of study reports have looked at ways to cope with worker innovation, which is seen as a major determinant of organizational performance, competitive advantage, and long-term survival furthermore few reports have looked at the impact of empowerment (Afsar et al., 2015).

## **1.2 Research Problem and Research Questions Development**

The existing literature ignores the mediating role of engagement on personal values and innovation. The current study aims to develop a new model that explains the mediating effect of engagement on personal values and innovation in the workplace. Nonetheless, in the field of retail little is known about the relationship between innovative behavior and organizational success. Positive innovation and engaging employees in daily decisions are becoming increasingly important in the retail sector according to Poley (2020).

When managers recognize that innovative work behavior is a key component of thriving organizations, they must use motivating strategies to encourage employees' innovative behavior by increasing their decision-making flexibility in terms of role and task organization. There is a need to study deeper the mediating effect of employee engagement on personal values and innovation. The goal of this study was to look into the factors that contribute to the development and increase of innovative work behavior among employees, resulting in increased organizational success.

## **1.3 Significance of the Study**

Organizational success is dependent not only on workers' in-role behavior, but also on companies' extra-role behavior in delivering innovative and autonomous resources and going beyond formal job criteria (Jiang & Cheng, 2003).

Cable and DeRue (2002) argue that management should pay close attention to employees' unique characteristics in order to select the best employees for specific jobs or tasks. (Brkish et al., 2002; Singh and Greenhaus, 2004)

To improve employees' understanding of personal values, training initiatives, interactive lessons, and conferences will be used with an emphasis on knowledge, abilities, and skills required for the demands of their roles in the company (Hamid & Yahya, 2011).

Organizations must have innovative work behavior in order to succeed and grow. It's especially important in a constantly changing environment, where employees respond to changes in the environment by implementing new strategies (Pietersee, Van Knippenberg, Schippers & Stam, 2010). Recognizing what encourages employees to engage in innovative work behavior is critical for retail managers. Businesses' human resources are becoming more diverse as a result of diverse backgrounds, beliefs, nationalities, and principles.

Management also has the task of hiring employees who share the employee's values. When employees are well-matched to an organization's ideals, they are more likely to share their knowledge and put in extra effort outside of their job description to support and deploy new approaches for the development of the organization. Organizations should use person-organization fit when hiring employees for such a demanding and diverse role (Hoffman & Woehr, 2006).

It has piqued scholarly interest as a way to motivate employees to engage in innovative work practices and share their experiences with their coworkers. Identifying ways to involve employees in innovative behavior is critical for the management of the organization (Knol & Van Linge, 2009). Organizations rely on the experience, values and innovative dedication of employees to deliver the best performance (Brown et al., 2006).

As a result, learning what it takes to improve employees' innovative behavior at work is critical. Employees, in fact, require daily organizational feedback from their supervisors, as employees who do not receive direct guidance feel less connected to their organization. The most recent developments in the organization, as well as the aspirations and values of the employees, must be communicated to them on a regular basis by their supervisors.

Employees should be trusted and encouraged to share their knowledge without fear by increasing employees' propensity for innovative work behavior by focusing more on extrinsic



and intrinsic motivators like recognition, suitable workplace values and by providing the suitable innovation environment.

## **1.4 Organization of the Research**

The research will be structured into six chapters:

Chapter one will tackle a brief overview about the topic in addition to the research problem and the development of research questions. Furthermore, this part of the dissertation will tackle the significance of the study, the knowledge gap and the definition of key terms.

Chapter two will be divided into two big parts. The first part will tackle the theoretical framework including the social exchange theory, the social capital theory, the Schwartz theory of value and the role theory. As for the second part, it will tackle the previous literature review on the research variables which are employee innovation, employee engagement and personal values in the workplace.

Chapter three of the research will tackle hypothesis development based on previous literature review, in which hypothesis will be supported by previous literature.

Chapter four of the research will tackle the methodology that will be implemented in the research for data collection. The quantitative methodology will be implemented throughout distributing it using google forms for data collection, and then the collected data will be treated using SPSS statistical tool to validate the research hypotheses.

Chapter Five will tackle the analysis of the collected data using SPSS tool several tests will be implemented for hypotheses validation including descriptive statistics, regression analysis, Pearson Correlations, and Validity & Reliability analysis. In this part, the research hypothesis will be validated based on the collected data.

Chapter Six will compare the research findings with the previous studies mentioned in the literature review in addition to recommendations of the research in addition to the research limitations which are considered the barriers which faced the researcher while conducting the study.

# **Chapter Two**

## **Literature Review**

### **2.1 Theoretical Framework**

#### **2.1.1 Social Capital Theory**

Lin (2004) notes that "objects in a social capital obtained and mobilized by concerted intervention are considered social capital. Social capital theory serves employees goals and in its absence goals cannot be accomplished (Coleman, 1988). Researchers explored social capital impacts on business success (Stamet al., 2014), service creativity (Petrou et al., 2013), corporate learning (Dong, 2013), foreign market share (Castro and Roldán, 2013), buyer performance (Villena et al., 2011) and client satisfaction (Zheng et al., 2011).

This research explores social capital in the recovery of services and determines the effect on partnership satisfaction in bank industries of the three facets of social capital: systemic social capital, emotional social capital and cognitive social capital. Social capital supports knowledge sharing, affects relationships creates credentials and enhances identity and acceptance in order to improve imbalanced links (Lin, 2004).

Accordingly, it is justifiable to include social resources in service rehabilitation. Next, the topic would concentrate on systemic social capital, behavioral social capital, cognitive social capital, and their impact on relationship satisfaction. Structural social capital is a productive force rooted in mutual patterns of ties according to Nahapiet and Ghoshal (1998). Those connection trends are formed by the number of connections, the length of relationships and the level of consumer and employee contact (Jones and Taylor, 2012).

This research suggests that systemic social relationships in banks may account for service recovery satisfaction. In banks, workers often offer to consumers' credit cards, personal loans, home finance and many other financial goods (Jones and Taylor, 2012).

Therefore the same employee sells extra financial items under the heading of cross-sales, based on the financial power of the client. These deals are mostly welcomed in terms of customer service and financial incentives. Such features often reflect a high degree of partnership interdependency and are necessary to maintain advantages such as data sharing. An increased amount of customers' experiences was rendered to feel welcome, relaxed and satisfied (Barnes, 1997). In addition, a beneficial influence of systemic social capital on the partnership satisfaction in the service recovery sense is likely to be mutual, as consumers are closely connected to personal service provision; bank workers receive prolonged treatment and economic benefits during regular market activities (Sharma Bhaskar and N. Khera, 2014).

### **2.1.2 Schwartz Theory of Values**

The theory of basic employees' values separated the region into ten different values (Schwartz, 1992). That was a scientific benefit subjective. Nevertheless, scholars have been utilizing this Division for over 20 years and the four higher values nearly without difficulties are summarizing the 10 values.

The center of the theory is the argument that all beliefs are arranged on a circular spectrum of motivation. In the circular spectrum, words describing beliefs (value items) are placed depending on the compatibility or clash between motives conveyed by them. There are thousands of value words in most, if not all, languages to convey motivating nuances. The meaning theory shows these words of values as filling a two-dimensional or higher space without any breaks. All the values objects in a double-dimensional space can be described by

Multi-dimensional Scaling (MDS). The further clustered objects are in this space and the closer they are, the more comparable are their associations with other items.

“Values are described by Schwartz (1992, 1994) by connecting cognitive and motivational groups. Values are, thus, in his approach principles (cognitive aspect), which position this idea in the cognitive tradition of Rokeach.”

“Values as values concern desired objectives that people set themselves, but they are aspirations that go beyond tangible acts and circumstances. These objectives inspire people to behave and the option of these goals-values by an individual is designated by their basic motivational dispositions (motivational aspect) (motivational aspect). In integrating these dimensions, Schwartz also calls principles cognitive versions of the motivating targets (Schwartz & Bilsky, 1994) (Schwartz & Bilsky, 1994) The most important feature of the proposal of Schwartz (1992, 1994, 2006) is the clear separation of the significance catalogue from the structure of values. In conventional methods, for instance in that of Rokeach, as well as in the Schelerian meaning principle of Brzozowski (2007), two characteristics of the value system are emphasised.”

“The second, historically emphasised belief structure characteristic being the finite catalogue of beliefs. The number of values is not very high and is relatively universal. Thus, individuals vary amongst themselves not in terms of the number or kinds of chosen ideals, but in terms of their hierarchy. Problems in each definition emerge, though, as this worth catalogue needs to be established. In the method of Schwartz, human value preferences often take a hierarchical structure. Therefore, individuals vary between themselves in terms of what is more or less significant to them, therefore, the importance hierarchy is a person distinction. However, Schwartz (1992, 1994, 2006) formulates two more powerful theses. The first of them concerns the hierarchy: human value hierarchies are formulated according to the principles of a fundamental value structure. This system takes a spherical continuum form”. “The second thesis concerns the catalogue: The meaning catalogue is basic, finite and exhaustive; it is

composed of 10 categories of values. The catalogue propounded by Schwartz represents, thus, a suggestion of a systematic definition of human beliefs. The distribution of the value types on the circle is organised by the concept of similarity and dissimilarity of motivating targets that are at the base of defined value types. On the opposite sides of the circle are opposing values (e.g. stimulation and security), that cannot be satisfied at the same time in one activity, hence, their simultaneous high preference is also difficult. Values are placed beside each other on the circle (e.g. stimulation and self-direction) and founded on identical motivations and can be realised in one behaviour (Schwartz, 1992, 1994)”

“The ten styles of values that have been found may on a more general level - be defined in two dimensions that generate four meta categories. These dimensions and the higher order values generated by them constitute: self-enhancement (achievements, power) versus self-transcendence (universalism, benevolence) and conservation (security, conformity, tradition) versus openness to change (stimulation, self-direction) (stimulation, self-direction). Hedonism belongs to two higher order ideals at the same time: tolerance to transformation and self-enhancement. The ambitions of the universalism of the catalogue and the circular form have clear confirmation in the wide in scope cross-cultural studies”.

“However, alternate conceptualisations of ideals and competitive value catalogues still occur in psychology. They thus represent a major obstacle for the Schwartz model. The competitive value principle of Schwartz does not address any specific problems for the principle of Schelerian values introduced by Brzozowski (1995, 2007). The fact that two alternate frameworks to explain a certain phenomena occur is a perfectly natural condition in the social sciences. From the point of view of Schwartz’s paradigm, though, the case seems quite different, since it follows the universalism of both the catalogue and the framework. Therefore, it is a technical problem to have an option. More focus is focused on the first study of the recently updated Schwartz VAT theory (Schwartz, et al. 2011) emphasizing that values shape a spectrum”.

This implies that, to a certain degree, the split of the circular spectrum into meaning forms is random. The circular spectrum can therefore be divided into 4 higher order values, 10 value categories and 15 types of data obtained using the PVQ-40 to quantify 10 types, as shown by Ciecuch and Schwartz (2012). In Schwartz's updated value theory, the circular spectrum is divided into 19 groups with the help of the latest instrument (PVQ-5x) (Schwartz et al., 2011). In this case, it is still more fascinating to ask whether the ideals of other concepts can be found on Schwartz's circular spectrum. The Brzozowski Schelerian value definition (1995, 2007) is very common among the investigators in Polish literature on the topic, and it would therefore be useful to try and incorporate these approaches, and that is the aim of the next part of this paper

There are six main features of values

1. "Values are beliefs linked inextricably to affect. When values are activated, they become infused with feeling".
2. "Values refer to desirable goals that motivate action."
3. "Values transcend specific actions and situations. ... This feature distinguishes values from norms and attitudes that usually refer to specific actions, objects, or situations."
4. "Values serve as standards or criteria. Values guide the selection or evaluation of actions, policies, people, and events. People decide what is good or bad, justified or illegitimate, worth doing or avoiding, based on possible consequences for their cherished values. But the impact of values in everyday decisions is rarely conscious. Values enter awareness when the actions or judgments one is considering have conflicting implications for different values one cherishes."
5. "Values are ordered by importance relative to one another. People's values form an ordered system of priorities that characterize them as individuals."

6. “The relative importance of multiple values guides action. Any attitude or behaviour typically has implications for more than one value. ... The tradeoff among relevant, competing values guides attitudes and behaviors... Values influence action when they are relevant in the context (hence likely to be activated) and important to the actor.”

These six features are relevant to all values.

#### *Ten basic personal values*

“The Schwartz theory of basic values identifies ten broad personal values, which are differentiated by the underlying goal or motivation. These values are likely to be universal because they help humans cope with one or more of the following three universal requirements of existence”:

- needs of individuals as biological organisms
- requisites of coordinated social interaction
- survival and welfare needs of groups.

The ten broad personal values are:

1. “Self-Direction – Defining goal: independent thought and action—choosing, creating, exploring.”
2. “Stimulation – Defining goal: excitement, novelty, and challenge in life.”
3. “Hedonism – Defining goal: pleasure or sensuous gratification for oneself.”
4. “Achievement – Defining goal: personal success through demonstrating competence according to social standards.”
5. “Power – Defining goal: social status and prestige, control or dominance over people and resources.”
6. “Security – Defining goal: safety, harmony, and stability of society, of relationships, and of self.”



7. “Conformity – Defining goal: restraint of actions, inclinations, and impulses likely to upset or harm others and violate social expectations or norms.”
8. “Tradition – Defining goal: respect, commitment, and acceptance of the customs and ideas that one’s culture or religion provides.”
9. “Benevolence – Defining goal: preserving and enhancing the welfare of those with whom one is in frequent personal contact (the ‘in-group’).”
10. “Universalism – Defining goal: understanding, appreciation, tolerance, and protection for the welfare of all people and for nature.”

### *Dynamic relations among the values*

Relations among these 10 broad personal values are dynamic. Actions pursuing one value “have consequences that conflict with some values but are congruent with others.” This has “practical, psychological, and social consequences.” “Of course, people can and do pursue competing values, but not in a single act. Rather, they do so through different acts, at different times, and in different settings.”

The figure below provides a quick guide to values that conflict and those that are congruent. There are two bipolar dimensions. One “contrasts ‘openness to change’ and ‘conservation’ values.

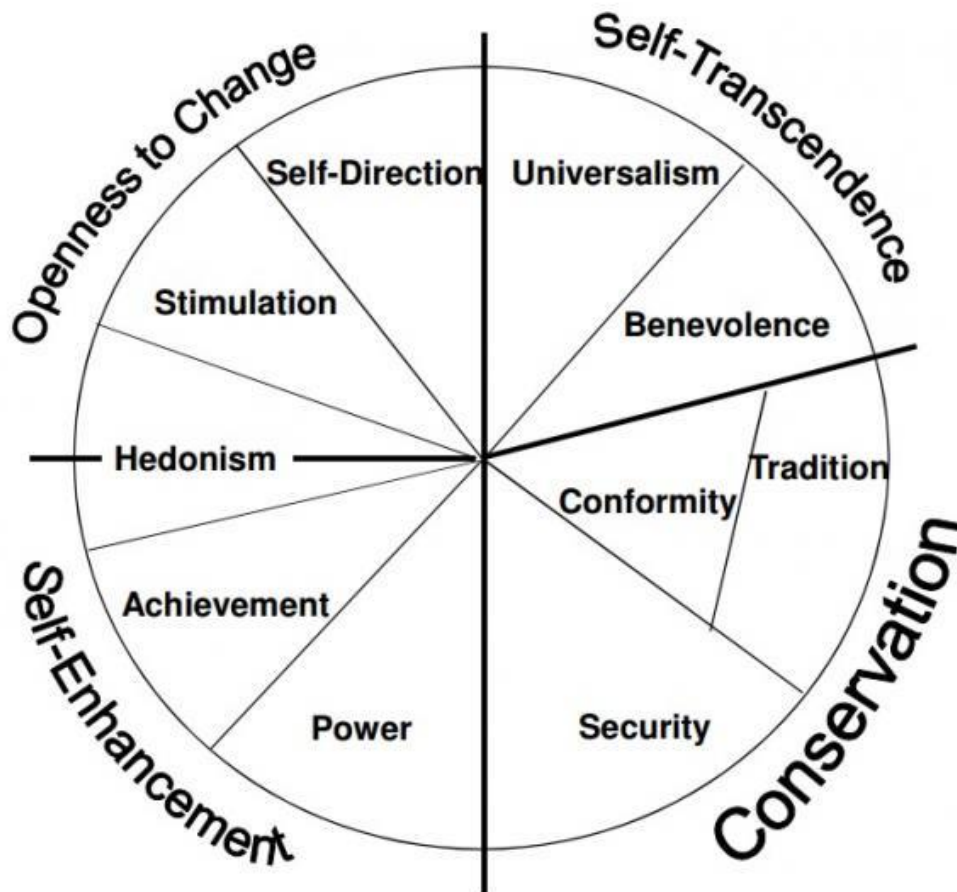
This dimension captures the conflict between values that emphasize independence of thought, action, and feelings and readiness for change (self-direction, stimulation) and values that emphasize order, self-restriction, preservation of the past, and resistance to change (security, conformity, tradition).”

Tradition and conformity are located in a single wedge because they share the same broad motivational goal. Tradition is on the periphery because it conflicts more strongly with the opposing values.

“The second dimension contrasts ‘self-enhancement’ and ‘self-transcendence’ values. This dimension captures the conflict between values that emphasize concern for the welfare and

interests of others (universalism, benevolence) and values that emphasize pursuit of one's own interests and relative success and dominance over others (power, achievement).”

“Hedonism shares elements of both openness to change and self-enhancement.”



“There are two major methods for measuring the basic values: the Schwartz Value Survey and the Portrait Values Questionnaire”.

“Schwartz’ work also examines relationships between different values in more detail, which is useful for a richer analysis of how values affect behaviour and attitudes, as well as the interests that they express”.

## 2.2 Personal Values

A broad spectrum of investigations have examined individual characteristics related to innovative creativity and behavior (Breuer and Ludeke-Freund, 2015; Hutter et al., 2015; Saraç, Efil and Eryilmaz, 2014; Sousa and Coelho, 2011). In addition, one of the main drivers

of creativity and innovative behavior has been shown to be intrinsic motivation. This is because the inner motivation that can be drawn from individual values increases the risk-taking, curiosity and flexibility of an individual's way of working (Devloo et al., 2015).

Nevertheless, few researches had investigated the relationship between personal values and innovative behaviour. This is surprising as it is common to think that personal values are a major building block for human behaviour (Schwartz, 2007). In addition, Roccas and Sagiv (2010) argue that their significant effects on the individual behavior are one of the central reasons to study personal values.

They used Schwartz's (1992) Theory of values in this study to postulate fundamental values which motivate human behaviour. The value theory for Schwartz (1992) defines broad values according to their basis of motivation. These values are presumed to include the range of separate culturally recognized values. Schwartz (1992), which has been confirmed in a number of studies with ten values, lists self-orientation, stimulation, hedonism, achievement, power, universalism, benevolence, tradition, accordance and security (Schwartz et al., 2012).

Previous theory and research have shown that independence and conformity are the most relevant values of creativity and compliance for the two work outcomes (Rice, 2006). Autonomy includes independent thinking, creativity, curiosity and the choice of one's own objectives as guiding principles. People who value self-management are able to do a job new ways and prefer to do things in unconventional ways (Schwartz et al., 2012). They like to create and innovate more specifically (Lonnqvist et al., 2013). They are therefore more adaptable to changing situations and willing to develop new ways to complete a task or challenge the status quo (George and Zhou, 2001).

In an organizational environment, employees who embody self-direct values are more likely to innovate in their roles, because they are curious, want to do things in a creative way and find independent thinking out of the box solutions (Cokpekin and Knudsen, 2012). Personal

values provide a direction, as Breuer and Ludeke-Freund (2015) argue, that can turn creative ideas into innovative actions. We argue, therefore, that staff with self-administration values is more likely to become innovative.

Conformity, however, prevents creative behavior (Rice, 2006). Conformity values include qualities such as restraint, obedience, politeness and a desire not to violate social expectations or standards (Schwartz et al., 2012). Employees of these principles should rather follow community expectations than think beyond the square (Miron, Erez, and Naveh, 2004). As Bardi and Schwartz (2003) demonstrated in a study, individuals who valued compliance generally met the expectations and wishes of their friends.

Workers who value conformity tend to seek consensus among their team members and supervisors in an organizational environment (Schwartz et al. 2012) and prefer to adhere to rules and regulations set by the organization (MironSpektor, Erez and Naveh, 2011).

People who conform to values are less willing, because they do not comply with the established organization norms, to extract knowledge and new perspectives from others not in their network (Zhou et al., 2009). As compliance is characterized as thorough, detailed and rules and procedural compliance (Anderson and Johnson, 2005), we argue that employees who appreciate compliance are more likely to show compliance at work.

## **2.3 Innovative Behavior**

Innovations are based on the good ideas of individuals and therefore the role of individuals and their features in innovative initiatives needs to be better understood. The objective of the present study was to test the relationships between the personal values and the innovative behavior of employees. These relationships were assumed to be mediated by the involvement of an employee. We have integrated Schwartz' fundamental theory of human values with the idea that commitment to employees is a major job characteristic which can be restructured to better fit the preferences of employees.

Study findings (recognized from 263 employees in different industries) showed that openness to change and value for themselves has a positive relation to employee engagement, while the values of conservation and transcendence have a negative connection to employee engagement. The personal values are also positively linked to employees' innovative behaviors.

A study has shown that employee participation is a significant mediator between employee's personal beliefs and their creative actions, with the exception of the willingness to transition. The research broadens the principle of basic human principles to show that values are a personal basis for creative action. The results further lead to research into creativity by highlighting the role of individual principles and employee participation in creative organizational behaviour.

Siddiqi (2015) says that the compensation system has an important impact on the attitude of the employee. Recognition and feedback play an important role in improving and consistently improving the working environment of employees. The author says that the positive feedback from the service manager to employees improves cohesion and desire for work compared with negative feedback.

Presslee, Vance, & Webb (2013) reports that goal theory suggests that employees are more likely to be motivated by their objectives, which are linked to certain rewards

HBR (2015) claimed that, in the name of awards, it is necessary to provide an employee with intrinsic motivation to be innovative rather than the external motivation of the management. Incentives can easily undermine motivation, even creativity, if they recompense wrong results or conduct. But they can certainly enhance creativity when they reward the right ones.

However, Sauermann & Cohen (2010) carried out an empirical study showed a positive relationship between employee awards and inherent motivation, and companies threaten their competitive advantage in ignoring investment for their staff (Bassi & Daniel, 2007). Google

and 3M have a management system that financially rewards employees for innovative ideas to make them more profitable (Baumann & Stieglitz, 2014). In its empirical research, Baumann & Stieglitz (2014) found that basic rewards are more profitable than high-performing rewards because they tend to raise competition between employees and there are more projects that can de-motivate employees. The incentives, however, depend on the organization and environment, i.e., smaller companies can be motivated as each employee's efforts can change.

Thiele (2011) reported that high-performance benefits motivate employees to innovate and perform. While many authors argue that innovation and performance are directly rewarded. The efforts of employees were reverse-proposal to the number of participants, according to Hellmann & Thiele (2011). Greater the rewards are the efforts of the employee to achieve the aim, but lower is the number of participants.

Training is a form of organization that enables its staff to become aware of new technologies, of their processing effectiveness and is also a gesture of care for employees (Chen and Jing-Wen, 2009). Various authors have carried out empiric studies on training and development impacts on the productiveness, financial gain and motivation of employees (Glaveli & Karassavidou 2011; Castellanos & Martín 2011). Technology and training are two key factors that enhance business competitiveness. It promotes innovative work that helps to reach organizational objectives, even though it puts more pressure on the organization.

If cost-saving strategies are adopted within companies, the first and easiest option for most of them is to reduce the costs of training (Glaveli & Karassavidou, 2011). A study by a company that encourages training and invests in it has shown greater benefits in its company.

The amount of training however depends on the organization's need and willingness to invest in it (Huerta, Audet, & Peregort, 2006). Training helps to improve an organisation's emotional attitude which in turn helps the employees to act well toward their corporate goals.

It also increases loyalty, the want to remain in the organization, offers a better working life and a chance to socialize with others (Glaveli & Karassavidou, 2011).

Sung & Choi (2014) pointed out that financial support, such as tuition reimbursement, has an effect on the positive behavior of the workforce and decreases the turnover intention. The author also said that collective organizational learning, i.e. distributed expertise and the relationship between people contributes to innovation, is not just individual learning.

### **2.3.1 Creativity**

Employees Creativity means creating new strategies or alternatives to employee issues. The literature demonstrates how imagination affects operational innovation or business success significantly [Lu, 2020]. Creativity is a unique, unfavorable and unreplaceable ability which can be a beneficial competition and a lasting Competitive Advantage to companies [Bani, 2018]. Ta<sub>3</sub>stan [2015] for example, argued that human imagination is predicted by personality, neural functions, inherent and prosocial motivation, efficiency, affects and meaningful works.

All these variables vary between people in that some factors are more likely than others. Despite the complexities of the contextual influences, imagination would generally differ from individual to person. Whether or not aspects of a working atmosphere promote innovation, an employee with more of these innovative features will also be more likely to demonstrate creative skills.

Finally, a support agency that manages the services of exceptionally imaginative people, retains and maintains them will be financially superior than its competitors with fewer innovative staff.

### **2.3.2 Knowledge sharing**

Knowledge sharing often encourages social connections, and will provide users with valuable tools for employees' innovative behaviors (Chatzoglou, 2018). Individual creativity occurs if subordinates and managers help workers, especially when new information, resources and understanding are generated. Access to this kind of information involves official and informal contacts (Bani-Melhem, 2018), and knowledge exchange is especially powerful since it puts shared expectations on the recipients (Rousseau, 2016). The theory of social capital suggests, social relations are governed by defined standards to enhance organizational performance.

Thus an individual generates a feeling among the recipients by sharing the corresponding information (Storey, 2020). This leads in workers exchanging more skills reciprocating and gaining fresh insights and encouragement from others, offering them more chances to participate in creative behavior. Bäckström (2019) propose that workers 'share not but merchant' their skills, because in future they are clearly expecting a profit. As such, the reciprocation of information constitutes an immediate process by which people enter and utilize foreign knowledge to promote creativity.

## **2.4 Employee Engagement**

Researchers say that one of the most alarming global economic problems is the low level of employee engagement at the workplace. A declining work performance is potentially the result of this phenomenon. The concept of employee engagement, its significance for employees, and the implications for employers is therefore important to understand. The research presents the results of research on the association of employee engagement with various performance categories.

The research aimed to summarize previous studies based on the organization and classification of these studies, identify gaps in existing knowledge and propose a future research agenda. The research synthesizes these findings, with practical as well as academic



implications. The results of the review indicate that the statistic relationship between employee engagement and many categories and sub-categories of performance has been confirmed among the majority of peer reviewed publications.

Employee engagement has emerged in recent years as a popular organization. It is the degree of engagement and participation of employees in their organization and in their values and beliefs. The initiative on employee engagement directly affects the productivity of the organization. Every organization wishes to involve its employees. It plans the impact of employee participation on the productivity of the organization. It also describes the factors affecting the commitment of employees and organizational results (Patro, 2013).

Dedicated staff is more active in their work, healthy and efficient (Susana et al., 2007). Increased work satisfaction, organizational commitment and lower organizational willingness to leave the organization, compared to non-employees (Yang, 2005). Dedicated staff had a positive conduct (Wilmar & Arnold, 2006). In general, dedicated employees have more active business behaviors and are prepared to pay more. This is validated in the study of Dutch employees with more overtime than disengaged employees (Sonntag, 2003).

Salanova et al. (2005) found that employee engagement levels can affect the organization's working climate by studying hotel and restaurant quality services, thereby affecting employee performance and customer loyalty. Research by Wyatt Consulting has shown that the engagement of employees is closely associated with shareholder returns. Employees with a lower level of commitment, medium commitment and high commitment average income to shareholders within the next three years are 76% 90% and 112% respectively (Zhao & Sun, 2010). Xanthopoulou et al. (2009) stated that a commitment to employees could have a positive impact on the organization's financial performance. On the basis of human strength, Harter et al. (2002) proved following years of empirical analysis that the involvement of employees has an impact on organizational performance and that it has to do with the five

key indicators of organizational efficiency: productivity, profitability, customer loyalty, employee retention and security.

There is no significant link between role culture and employee involvement. Jena and Pradhan (2017) study took a literature-based exploratory approach to employee involvement and presented a conceptual model of employee participation and argued that employee involvement is a positive attitude towards their own organization and culture.

In the study on organizational culture and employees' engagement among employees in the hospitality sector, Kalia and Verma (2017) found that corporate culture is an important factor promoting employee participation. Among the various dimensions of corporate culture, autonomy and experimentation were significantly linked to all dimensions of employee engagement. In comparison to an absorption parameter for employee engagement, different dimensions of the organizational culture have been found more related to vigor and devotion.

Trust has forecast dedication and absorption, while cooperation has influenced only the absorption of employees in the workplace. The study of 39 bankers by Shehri et al. (2017) examined the organizing culture enables and employee engagement in Saudi banks with the use of structured interview techniques. The study of Shehri (2017) showed that training and development, organizational communication, rewards and recognition are the main contributors to employee engagement. Results also showed that Islamic culture influences staff participation in Saudi banks.

## **2.5 Relationship between research variables**

### **2.5.1 Relationships between Employees' Personal Values and Innovative Behavior**

Innovation is essential for business performance and it is described as creating or implementing useful and innovative ideas into the organizations (Rosenbusch et al., 2011). Organizational creativity does not only entail implementing broad ideas that alter the current

processes dramatically, but also minor, gradual changes in solving everyday problems at work. Innovative behaviors of the small scale innovations are based on creative ideas (Weinberger et al., 2018).

However, innovative practice involves not just the advancement of innovations and their application in organizations. In the following sections we use creativity and innovation literature to construct our points and assumptions about the relationship between employees' personal principles and creative behaviour, since creativity is considered a first move in innovation. We use imagination and invention literature in the following pages.

Schwartz concluded that values are "wishful transitional objectives which vary in importance and serve as guiding principles in a person's or other social entity's life". Values provide driving influence through the provision of motivation and emotional strength to action and by socialization in conjunction with prevailing community beliefs and individual learning (Schwartz, 2013).

"The theory's main assumption is that fundamental values constitute a universal circular continuum and are organized according to the motivation they express. Motivational relations may be mutually compatible, conflictual or irrelevant (Sagly et al, 2018). The value continuum can be divided in various ways thanks to its structure (Sagiv and Roccas, 2017)".

"Baseline values, initially described, may be structured into two dimensions: (1) opening to change (self-guidance and stimulation) versus preservation (tradition, conformity and security), and (2) self-transcending (universality and benevolence). A distinction is also made from and is introduced in research (e.g., in Vecchione etc. 2015, Cieciuch et al. 2016) between four higher-order qualities that reflect the endpoints of these two dimensions (i.e. resistance to change, preservation, self-enhancement, and self-transcendence). Personal values contribute directly to motivation and therefore tend to understand behavior (Cieciuch, 2017)".

People have a sense of coherence between their convictions and their behavior, so they seek to be consistent with their ideals. Employees are also ready for choices, behaviors and behavioral justifications to depend on their personal principles (Arieli and Tenne-Gazit, 2017). There has been a strong link between the failure to implement and achieve individual values on the job market (Retowski and Podsiadły 2016) and the lack of job satisfaction (Amos and Weathington, 2008).

Personal values may also influence imagination and creative actions through driving life concepts (Anderson et al., 2014). In reality, some studies have shown such relationships (Sousa and Coelho, 2011).

These evidence, however, are relative restricted and are partly derived from student samples (Dollinger et al., 2007; Kasof et al., 2007). It is therefore necessary to study carefully how personal values directly lead to innovative workplace behavior (Anderson et al, 2018). Bardi and Schwartz (2002), said, "The natural way significant principles are reached is to act in ways that reflect or encourage them.

Therefore, we expect that some value will encourage innovative actions among employees and others. Since very little study has been carried out on scientific connections, our theories are primarily focused on metaphysical conclusions taken from the philosophy of Schwartz' values and on innovation results. The higher value of openness to change includes autonomy and encouragement (Edghiem, 2018). The driving aims of openness to change are, according to the theory of the fundamental human principles, the will for choice, growth, discovery and desires for creativity and change (Sanz et al., 2018).

For at least two reasons self-direction has been arguing as the most significant value for creativity.

The first was that creativity was one of Schwartz's specific values.

Secondly, because the objective of self-orientation involve independence in thought and activity, self-orientation in individual interests, which are considered crucial to creative individuals, can be expressed through exploration and free choice.

Because self-directed individuals enjoy autonomous thinking and behaving, this value is not only conducive to innovative thoughts, but also to the application of creativity.

The motivational purpose of stimulation is to find novelty, excitement and challenges in life in Schwartz's theory. Consequently, the importance of relaxation often tends to foster creative behavior. These features cause one to assume that openness to alter values over all other higher values would be the most desirable for inventive actions. Indeed, researchers have ranked how openness to alter values is correlated with progress and imagination because of their inspiring sense (Arieli and Tenne-Gazit 2017), which has been verified by previous observational studies.

“Kasof et al. (2007) observed that the autonomy and enhancement of human artistic output are positively related. Another research found that imagination is positive for openness to alter values (Dollinger et al., 2007). Employees with poor openness to adapt find themselves less innovative (Sousa and Coelho, 2011) with a favorable connection of self-direction to the creative actions of employees (Rice, 2006). Based on Schwartz’s theory, we can expect that when employees strongly value novelty, experimentation, and exploration (typical for people with openness to change values), they will be willing to behave in an innovative way”.

Because of these theoretical assumptions and previous research findings, we developed the following hypothesis.

**Hypothesis 1: Employees’ personal values are positively related to their innovative behavior.**

### **2.5.2 Relationships between Employees' Personal Values and Engagement**

The central personal values, which influence behaviors, appraisals and decisions (Odoard, 2018) and serve as a guide to peoples' expectations and behavior are seen as personal values (Xerri, 2018). Values may also often be attributed to employee participation. We suggest that a certain collection of values will predispose people in their work to proactively pursue engagement when other values cannot encourage that.

Engagement is considered to be one of the most highly researched job and organizational phenomena (Ansari, 2018). It is a motivating device that contributes to beneficial results such as innovation and creativity (Hammond et al. 2011; Liu et al., 2011; de Spiegelaere et al. 2014).

Engagement is conceptualized in several of those researchers which categorizes engagement as one of the key job properties and describes it as the degree of freedom and independence that a job offers. These freedoms can be expressed in the decision-making, preparation and commitment of operating processes and techniques used in an organisation.

The principle of self-determination (Ryan and Deci, 2000) is another meaningful method. It considers sovereignty to be one of three fundamental psychological needs and implies that people ought to satisfy these needs to succeed (Deci and Ryan, 2000). Engagement, in this respect, is understood to be assisted by managers and the activities of their human resources (Park and Jang, 2015), while engagement is regarded as an empirical activity that can even be supplied by the work itself in the principle of job characteristics (van Esch, 2018).

We suggest a common viewpoint for combining these methods, which will also help to provide insights into emerging ideas that describe the constructive working of workers (Tims and Bakker, 2010). We propose that (1) employee loyalty is, as postulated in the theory of job characteristics (Chatzoglou, 2018), to some extent contingent upon the atmosphere and supervisory behaviors, such as human resource practice; (2) moreover, employee

involvement may also be determined to some extent by the employee's own function. This claim is compatible with the conception of constructive behavior "in the work or relations hip limits of physical and cognitive modification of individuals" (Anning, 2018). Employees adjust their work roles and conforms them to their talents, passions and motivations.

Traditional work design theories, including the Hackman and Oldham theory of job characteristics, regard managers as job designers because they design their subordinates' roles and therefore may adjust their motives and their satisfaction (Song, 2018).

Employees are nevertheless willing to proactively re-design their roles alone and certain self-financing improvements are postulated to help them meet or boost their work objectives (Tims et al., 2012). Analysis has shown that after 2 months of worker participation has improved for staff who engaged in career redesign initiatives (Tims et al., 2013). Therefore, the theoretical postulates are endorsed that employee engagement may be affected by not only administrators, but also workers themselves by top-down procedures. By incorporating current theoretical conceptions, we characterize employee participation.

Engagement plays a key position in motivational job methods, as stated by Morgeson and Humphrey (2006). It is also the most powerful work function, besides being the most widely studied (Humphrey and Morgeson, 2008). Employee Commitment is also the hallmark of creative conduct, and appears to be linked to personal beliefs (Liu et al., 2011; de Spiegelaere et al., 2014; Orth and Volmer, 2017). So, they insisted on the participation of workers in jobs. In conjunction with his personal beliefs, we believe that an employee should aim for more autonomy at work. As personal principles have proven to evolve early in existence and are then reasonably constant over time (Vecchione et al, 2016; Cieciuch et al., 2016) and as employee involvement in the organizational setting, the role itself and the interaction between the boss and the subordinate are more likely to change.

A individual may be strongly driven to take decisions to be self-employed because they are vital for him/her, while another person may concentrate on other attributes of the job and not aspire for autonomy because they don't feel it essential to his/her career. As Sagiv and Roccas (2017) observed, values "represent desirable aims and reflects what is considered important and worthy by the people." We would assume, for example, whether an employee attaches great significance of the opening-up to change values that are autonomous in thinking and behavior, novelty and challenges; but if an employee stresses conservation principles, the center of which is the preservation of the status quo and conformity with laws and regulations, he/she would not be as guided by self-employment.

Certainly, when a position is self-employing even to any degree is decided by the essence of the job itself, for example by supervisors who may encourage their dependants to take decisions or plan or select their own working practices, as well as by the nature or autonomy of the work (i.e. creative careers are naturally more independent as receptionist or cashier employees). Nonetheless, we consider employee engagement to be predicted by workers' personal beliefs on the basis of the principle of fundamental human values (Schwartz 1992).

Having respect to each of the four higher order values below, we formulate hypothesis. Schwartz' theory (1992), which focuses on "independent thinking, perception, feeling, and preparation for new experiences" characterizes openness to improvements values which involve self-direction and stimulation" (Murphy, 2018). The core purpose of self-management, in thought and in behaving, is the dignity of an individual.

Schwartz claims that self-direction is focused on the organic needs of power and control on the one side and liberty and freedom on the other (Schwartz, 1992). Stimulation is defined as concentrating on news, problems and arousal. This form of value is extracted from the need to induce and sustain a high degree of stimulation (Schwartz, 1992).



These psychological theories regarding self-orientation and stimulation, which are the openness of shifting values, suppose that these principles lead to workers participation. Sagiv and Schwartz (2004) submitted that self-direction is essential for career counselling clients when it comes to initiating acts, autonomy and freedom. In reality, the results showed that self-determination was positively connected to its autonomous actions by priority consumers, as measured by career counselors. The importance of personal principles in professional decisions is also illustrated. Strengthening the emphasis on tolerance to transition predicts creative and study professions and entrepreneurial job plans. (Gorgievski et al., 2017)

We conclude that the relevance of employees' responsiveness to shifting beliefs is positively correlated with working freedom, centered on certain theoretical and analytical premises.

**Hypothesis 2: Employees' values are positively related to their employee Engagement.**

### **2.5.3 Relationship between Employee Engagement and Innovative Behavior**

The commitment of employees is considered a significant contextual history of creativity and imagination. All the predictors examined in their survey were shown to be the strongest predictors of creativeness and innovation in a meta-analysis by Hammond et al. (2011), job characteristics and involvement of employees. Workers will find and develop work practices which serve them better with the right to their jobs (De Spiegelaere et al., 2015).

Such a "room" must be ambitious and adventurous because these actions are designed to test and find the best ways to solve problem areas (De Spiegelaere et al., 2015). Thus Dierdorff and Morgeson (2013) argued: By freedom in the role of the workplace (autonomy), individuals may take the lead and act creatively, because of the lower limitation on their tasks. Employees have been supportive for their role in creative work (Spiegelaere et al., 2016) and career development (Liu et al., 2011). We suggest a creative correlation of employee engagement with employee innovative behavior based on the principle of working characteristics, which stress the motivational role of employee involvement.

**Hypothesis 3: Employees' Engagement is positively related to their innovative behavior.**

#### **2.5.4 Employee Engagement as a Mediator between Personal Values and Innovative Behavior**

Though in many studies (Jaiswal and Tyagi, 2019), personal values as an indicator of creativities and inventions are studied, how precisely such relationships exist is still unclear. For example, the mechanism that indicates that innovative corporate culture is connected to action in use of innovation by innovative values has not been verified in the Bäckström and Bengtsson (2019).

Therefore, other frameworks that clarify human creativity need to be pursued. We therefore suggest that employee involvement can mediate these relationships not only in reacting to this need, but also in postulating direct connection between employees' personal values and creative actions. Some previous research had considered employee engagement as a moderator of interactions between personal beliefs and job results, rather than as a mediator (e.g., Sousa et al., 2012; Sousa and Coelho, 2013).

But we propose to go deeper than this trend and check whether employee involvement will act as a mediator. It is on recognizing the employees' engagement as not only "dispensed" or derived by supervisors, but also reinforced by our own employees, which is compatible with the proactivity conception, which is the standard basis for job creation (Lee, 2019).

Morgeson and Humphrey (2008) agree that managers frequently plan or redesign the jobs of their subordinates and often have to tailor the design of their work to particular abilities of their workers. They emphasize, though, that employees often play the position of constructive 'workers' in their jobs by dynamically restructuring work in accordance with their particular ability, desires or circumstance (Karatepe, 2019).

“They accepted this claim and expect workers to be dedicated to their personal beliefs which reflect cognitive representations of their fundamental motives and therefore influence their choices, decisions and behaviours (Arieli and Tenne-Gazit, 2017; Sagiv and Roccas, 2017)”.

Thus, they proposed testing whether employee Engagement mediates the relationship between personal values and employees’ innovative behavior.

**Hypothesis 4: Employees’ Engagement mediates positively the relationship between personal values and innovative behavior.**

### **2.5.5 Creativity as a mediator between personal values and innovation**

The research of (Sousa & Coelho 2011) examines how creativity motivates the relationship between personal values and its impact on job innovation. In specific, the research provided a context which demonstrates that creativity is a function for the personal values of the employee, the dedication of businesses, and the attention of employees.

In addition, the research discussed the moderating effect on the relationship between personal values and employee innovative behavior in the workplace. The conceptual model was empirically tested in a study of 266 bank workers utilizing data gathered by the questionnaire. The research based on multiple regression studies to test the tested model. The findings indicated that the creativity of the frontline staff is motivated by personal values, organizational commitment and employee perception. Moreover, several measuring and mediation effects have been noted. The research investigated the effect of creativity on the relationship of personal values and innovative behavior of an employee.

Based on the above study, the following hypothesis can be generated:

**Hypothesis 5: Creativity mediates positively the relationship between personal values and innovative behavior.**

### **2.5.6 Knowledge sharing as a mediator between personal values and innovation**

Based on the above, the following hypothesis can be generated:

Knowledge sharing is known as the principal weapon for competitive advantage with reference to a research carried out by Al Ahmad et al., 2020. The enhancement of the service level and prospects for innovative behavior are accomplished by encouragement for a knowledge-sharing community inside the organization. Al Ahmad et al (2020) aimed to study the moderating impact of KS's on the relationship between personal values and innovative behavior through conducting a quantitative and explanatory methodology using structural equations modeling (SEM). The survey approach has been used to gather analysis results over 310 workers at 27 banks in Lebanon decided the sampling outcome. The results verified KS's critical position in boosting the relationship between personal values and innovative behavior in a positive way. The key effects of the study stress that the exchange of experience is the main indicator of process innovation and product innovation. The results show how KS delivers better results for banks by mobilizing workers for product and process creativity. Banks should encourage KS by providing an optimal environment to enable workers meet and easily exchange ideas.

Thus, based on the above study the following hypothesis can be formulated:

**Hypothesis 6: Knowledge sharing mediates positively the relationship between personal values and innovative behavior.**

### **2.6 Previous Studies about Person-job Fit and Innovative Work Behavior**

Wong and Tetric (2017) described personal-job fit as the degree that the employee and the work connect. Personal fitness is connected to the relationship between the work improvement mechanism and the worker's needs framework (Xie et al., 2016). PJ fit is characterized as corresponding to the needs of the individual with the criteria for

employment. So if congruence is formed between personal interests and skills and knowledge, it can help to maximize excitement and performance (Bhat & Rainayee, 2019).

The association between PJ fitness and individual performance is strong (Li & Hung, 2010). PJ fit was found to be linked to happiness, sales and performance. Fitness for work leads also to personal involvement, decreased workload and retention (Hussain & Mohtar, 2017).

Persons who recognize that the job fulfills their needs are involved in their work (Kanungo, 1979). This approach will attract their relational love and motivate them to show good behaviour and productivity in their work (Mowday, Porter & Steers, 1982).

As for Drucker(1955), any worker is able to gather wishes, values, ways of understanding the world and the character he holds at work in a crystallized and complex way. Personal fitness is achieved when an individual is in accordance with a specific career. i.e., the individual is competent, competent and capable to meet his or her job requirements.

Personal fitness is an excellent predictor of career performance, as the good outcomes of people who are well fit for work are seen (Edwards, 1991). The researchers obtained substantial interest in understanding the behavior and behaviors of an individual fitness theory (Bui et al., 2017).

Personal fitness centers, ensuring that employees' have the expertise to execute the duties delegated and to have increased feedback (Werbel & De Marie, 2005). It was made up of two elements. The first is additional fit when employees have the same features and conditions.

The second kind is complementary match in which the features of individuals and the world are different, but central to each other, such that organizational objectives are achieved.

In fact, Lawrence (2004) describes fitness for employment as the harmony between the desires and job needs of the individuals. Therefore the match between the option and the results of KSA results and job performance must be improved (Edwards, 1991). Furthermore,

a growing amount of study has shown that people's fitness for successful results at work is critical. The degree of worker success according to Bhat(2014) will probably transform into a person's improved fitness for the workplace. The employee's creative working habits are "the deliberate implementation of fresh and beneficial concepts, techniques, goods or procedures within his/her job position" (Farr & Ford, 1990).

The creative conduct of working actions described by Kanter (1988) is considered multi-stage. It involves identifying the issue, creating solutions, building support and implementing ideas.

The inspiration is innovative job behaviour. (Encyclopedia, 1998). Innovative behaviour is a way of doing the organisation's job well. Several employee behaviors could help companies to become more creative, so IWB is seen as "a building which captures all behaviors through which employees may contribute to the innovation process" (De Jong & Hartog, 2007). Today's dynamic and volatile market world has rendered businesses' survival and development challenges (Chowhan, Pries & Mann, 2016).

It is increasingly necessary for enterprises to focus on creativity to be competitive in this sort of situation. Innovation is a key factor in encouraging technological progress and market strategies in challenging situations (Wan, William & Yin, 2015). The creation, promotion and introduction of new ideas are core components of employee imagination innovation (Janssen, 2000). Innovative work action may be used as a supplementary task for employees that can be shown in a dynamic work setting.

It will thus allow an organization to fulfill new demands in a diverse world (Scott & Bruce, 1998). Employees may take chances by introducing innovative proposals, all of which can lead to the organisation's collapse if they are adopted. New ideas would be more risky to develop and apply (Ellen, 2012). There is significant evidence that companies would depend on any employee's creative ability to become more productive. The creation and realization of

concepts are two phases that are generally essential in the period of creativity. Idea development involves the creation of new concepts, particularly new ones in the sense in which they are to be implemented or a remedy or way out of the employees' problems.

Ideas are then tied to creativity and both activities are linked to the promotion of new ideas (West, 2002). Ideas are adapted and linked up with daily job procedures. Ideas are executed. The combination of employee opinions on jobs and their working conditions and personal inclination contributes to the results of promoting creativity (Kim et al., 2009). PJ fit plays an important role in influencing the creative behaviour of employees, as demonstrated by (Afsar et al, 2018).

PJ fit is considered a key element in improving the performance of the company. In recent years, the philosophy of personal fitness for the world has attracted increasing scholarly interest. This stresses that an individual's conduct is the role of communication between the individual and the group where a fair balance between the individual and the interpersonal environment will lead to healthier attitudes and behaviour.

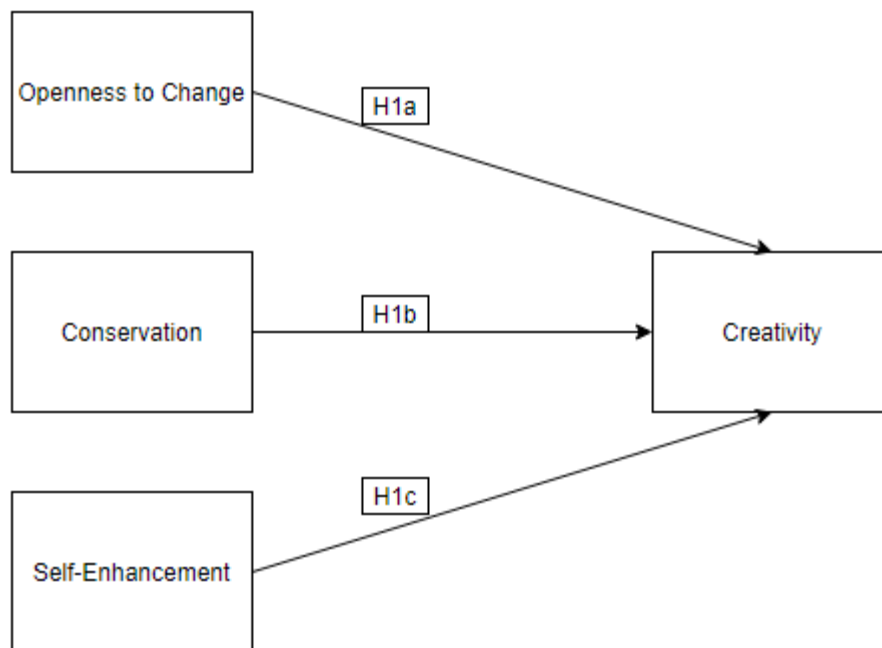
A strong fit between employees and their jobs means that they have more money to assign to their jobs (Zhao & Han, 2016) and staff who are highly engaged often participate more often in creative activities (Gu et al., 2014). Accessible employment options in turn will promote ingenuity by encouraging employers to spend additional creativity and resources to effectively meet job criteria that favor individuals and grow them (Sun et al., 2018).

In the following cases, the researchers argue that the workplace suits the worker's creative behaviour is constructive. When employees realize that they should meet their needs, they build a good attitude, motivation and achievement (Xie & Johns, 1995). Employees trust their ability to pursue new ideas more often without fear of errors (Cerne et al., 2013). The positive perception of fitness for people affects employees' expectations regarding new testing and

research results. Positive opportunities enable employees to learn new things, ideas and procedures (Cerne et al., 2013).

The constructive assessment of employees' ability to address employment needs therefore promotes agile and innovative thinking as a core component of creativity behaviour. Employees are more creative and more flexible and they trust their skills and they are less exposed to competence issues (Avolio et al., 2004)

## 2.7 Research Model

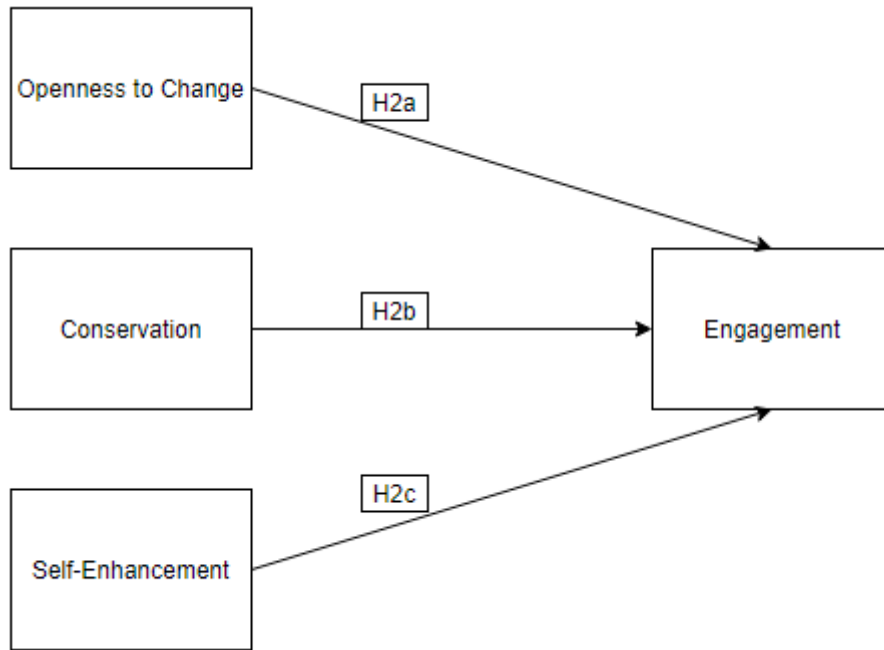


H1a: Employees openness to change values are positively related to creativity

H1b: Employees conservation values are negatively related to creativity

H1c: Employees self-enhancement values are positively related to creativity

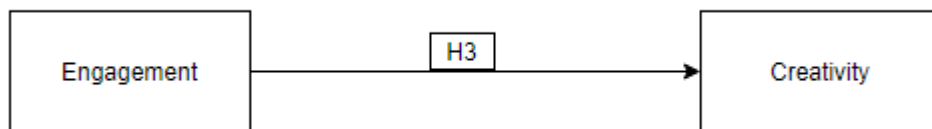




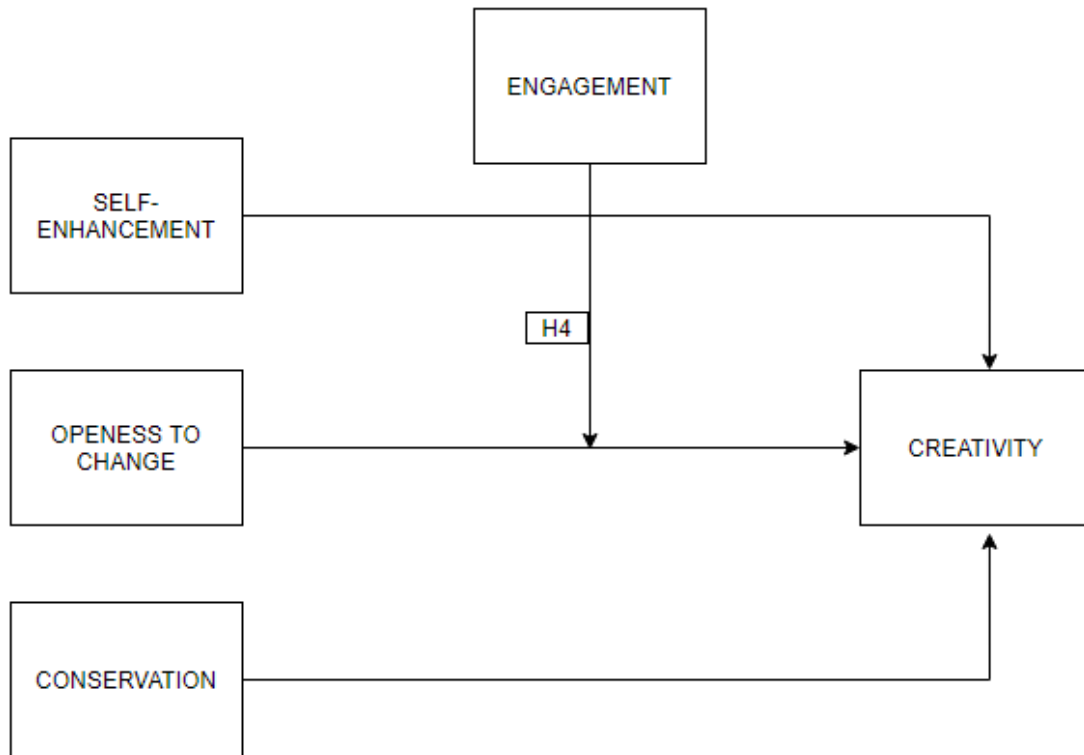
H2a: Employees openness to change values are positively related to engagement

H2b: Employees conservation values are negatively related to engagement

H2c: Employees self-enhancement values are positively related to engagement



H3: Employee engagement is positively related to creativity



H4: Employee engagement mediates the relationship between openness to change, conservation, self enhancement and creativity

# Chapter Three

## Methodology

### 3.1. Construct Operationalization

The nature of this research is quantitative analysis in which the relationship between the chosen variables for this research has been measured using a self-administered questionnaire.

The construction and distribution of surveys is selected as a tool of this analysis since it is considered to be the most efficient way to collect data. The surveys have been distributed using Google forms through emails and social media for data collection.

The thesis was carried out by faculty members of a leading higher education institution in Lebanon. The fact that there is very few studies on the «Effect of personal Values on innovative behavior by taking employee engagement as a mediator»

The survey was voluntary and participants were given the choice of answering the questionnaire. The questionnaire was divided into five sections: the consent process, the demographic variables, personal values, innovative behavior and employee engagement. This study included 58 closed questions to the Faculty members.

The first section was the consent to participate in the survey where participants were given the choice to whether participate in this study or not.

The second section included the demographics section which was required for the participants to fill, where it consisted of six general demographic questions regarding their age, educational level, years of experience, gender, number of employees in the workplace and the organizational level.

The third section investigated the role of personal values on employees' performance in the workplace.

The fourth section investigated the effect of innovative behavior on employees' performance.

The fifth section was based on the engagement level in the workplace.

A pilot study was applied to seven random participants to ensure that the content of the questionnaires is well constructed, understood, and free of mistakes and it is easy for the participants to read and answer it.

### **3.1.1 Section one: Consent**

Given the nature of this study, ethical considerations have been implemented, such as ensuring an informed consent, optional participation and protection of the privacy of the researcher. This section thus contained an introduction to the study objective and statements to remind participants that their contribution is of highly confidential. Finally, participants were granted the choice of participating or leaving the survey after reading the survey.

### **3.1.2 Section two: Demographics**

This section required the participants to fill six questions in order to obtain data regarding their age, educational level, years of experience, gender in addition to respondents' age and number of employees working in the company.

### **3.1.3 Sections three: Personal Values**

This third section consisted of 21 questions to measure personal values in the workplace; it was introduced with "The questions in this section aim to measure impact of personal values on employees' performance. Please remember that your responses are completely confidential."

The questionnaire is measured at a 5-point scale where participants will respond to questions in a form of a scale from 1 to 5 in which "1" means strongly Agree and "5" means Strongly Disagree.

### **3.1.4 Section Four: Innovative Behavior**

The fourth part consisted of 19 questions to measure the level of innovative behavior in the workplace. It was also introduced with “The questions in this section aim to measure the employees’ innovative behavior in the workplace. Please remember that your responses are completely confidential.”

The questionnaire is measured at a 5-point scale in which “1” means “Strongly Agree” and “5” means “Strongly Disagree” where participants will respond to questions to analyze them later using SPSS statistical tool.

### **3.1.5 Section five: Employee Engagement**

This section was also introduced with “The questions in this section aim to measure the effect of employee engagement in the workplace. Please remember that your responses are completely confidential.”

The questions used where 12 questions were selected to measure the level of the participants’ job engagement in the workplace.

## **3.2. Scale Development**

### **3.2.1 Personal Values and Employees Performance**

The 21-item questionnaire of personal values was developed and validated by Schwartz in 1992 to measure personal values on a five-point scale ranging from 1 (Strongly Agree) to 5 (Strongly Disagree).

An example of the questionnaires used to measure personal values include are “Thinking up new ideas and being creative is important to him/her. He/she likes to do things in his/her own original way.” and “It is important to him/her to be rich. He/she wants to have a lot of money and expensive things”.

Several studies such as the research conducted by Weinberger et al (2018), Rosembush et al. (2011) & Sagiv et al., (2011) demonstrated the reliability, validity and consistency of this scale.

### **3.2.2 Innovative behavior Scale Development**

In this study done by Karkoulian et al (2019) the innovation scale was used. The original scale was developed by Rogers (1962) which consisted of 19 items to measure all dimensions of innovative behavior in the workplace, on a 5-point scale ranging from 1 (Strongly Agree) to 5 (Strongly Disagree). The job involvement survey has been widely used and known for its reliability and validity. Researchers such as Sidduqqi (2013), Presslee, Vance, & Webb (2013) demonstrated the reliability and validity of this scale.

### **3.2.2 Engagement scale development**

A 24-item scale developed by Kahn (1990) was used to measure employee engagement. The employee engagement questionnaire consists of 12 questions and is measured on a 5-point scale ranging from 1 (Strongly Agree) to (Strongly Disagree).

Examples of items included “I know what is expected of me at work.” and “I have the materials and equipment to do my work right.” This scale had been validated by Pressley (2013).

## **3.3. Research Objectives and Hypothesis Development**

The objectives of this research will be listed as follows

- To study the effect of personal values on innovative behavior
- To study the mediating effect of employee engagement on personal values and innovative behavior

### **3.3.1 Hypotheses:**

The researcher hypothesizes the following:

H1a: Employees openness to change values are positively related to creativity

H1b: Employees conservation values are negatively related to creativity

H1c: Employees self-enhancement values are positively related to creativity

H2a: Employees openness to change values are positively related to engagement

H2b: Employees conservation values are negatively related to engagement

H2c: Employees self-enhancement values are positively related to engagement

H3: Employee engagement is positively related to creativity

H4: Employee engagement mediates the relationship between openness to change, conservation, self enhancement and creativity

### **3.4. Data Collection**

The data for this research were obtained upon inviting the faculty members of a leading university in Lebanon to reply to the questionnaires. Data obtained between February and March 2021, when the questionnaires had been distributed using google forms using social media and emails, and in turn the respondents circulated the survey to their friends and by that using the Snow-Balling sampling technique.

# Chapter Four

## Findings

### 4.0 Introduction

The following chapter will address the analysis of the data collected through the means of google forms using the SPSS statistical tool to validate the research hypothesis. The results will be analyzed and viewed using different methods including descriptive statistics, regression analysis, Pearson Correlations and Validity and reliability analysis for hypothesis validation.

This chapter is made up of the following sections:

**Section One:** Descriptive statistics including demographic variables and the answers of the respondents for each variable based on a five point Likert scale

**Section Two:** Addresses the validity and reliability analysis of the collected data based on Cronbach Alpha Indicator.

**Section Three:** Addresses the regression analysis to study the relationship between dependent and independent variables of the research and to study the role of employee engagement in mediating the relationship between the variables. In this section, the hypothesis will be validated.

**Section Four:** Addresses the Pearson Correlations to study the correlations between the variables whether it is positive or negative.

### 4.1 Descriptive Statistics

#### 4.1.1 Demographic variables

This section of the research will address the demographic variables of the research

**What is your gender?**



	Frequency	Percent	Valid Percent	Cumulative Percent
Female	295	72.8	72.8	72.8
Valid Male	110	27.2	27.2	100.0
Total	405	100.0	100.0	

**Table 1 Gender**

Referring to the above table, 295 respondents who replied to the questionnaires are females while 110 of the respondents are males.

**What is your age?**

	Frequency	Percent	Valid Percent	Cumulative Percent
20-29	142	35.1	35.1	35.1
30-39	212	52.3	52.3	87.4
Valid 40-49	45	11.1	11.1	98.5
50-59	6	1.5	1.5	100.0
Total	405	100.0	100.0	

**Table 2 Age**

Referring to the above table, 142 of the respondents have an age range of 20 to 29 years old, and 212 of the respondents have an age range of 30 to 39 years old, and 45 of the respondents falls in the age range of 40 to 49 years old and 6 of the respondents fall in the age range of 50 to 59 years old.

**What is your educational level?**

	Frequency	Percent	Valid Percent	Cumulative Percent
BS/BA	269	66.4	66.4	66.4
DDS	1	.2	.2	66.7
Doctor of Physical Therapy	1	.2	.2	66.9
Valid Doctorate	4	1.0	1.0	67.9
High School	19	4.7	4.7	72.6
Masters	110	27.2	27.2	99.8
Ts2	1	.2	.2	100.0
Total	405	100.0	100.0	

**Table 3 Educational Level**

Referring to the above table, 269 of the respondents hold the BS/BA degree, 19 of the respondents holds a high school degree and 110 of the respondents hold a Masters degree.

**How many years of work experience do you have?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1-5 years	336	83.0	83.0	83.0
Valid 15+	46	11.4	11.4	94.3
Valid Less than a year	23	5.7	5.7	100.0
Total	405	100.0	100.0	

**Table 4 Experience Level**

Referring to the above table, 336 of the respondents have between 1 to 5 years of experience, 46 of the respondents have over 15 years of experience and 23 respondents have less than one year experience.

### 4.1.2 Personal Values Descriptive Statistics

**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
Thinking up new ideas and being creative is important to him/her. He/she likes to do things in his/her own original way.	405	1	5	1.89	.798
It is important to him/her to be rich. He/she wants to have a lot of money and expensive things.	405	1	5	2.34	1.040
He/she thinks it is important that every person in the world be treated equally. He/she believes everyone should have equal opportunities in life.	405	1	5	1.94	.841
It's important to him/her to show his/her abilities. He/she wants people to admire what he/she does.	405	1	5	1.94	.820
It is important to him/her to live in secure surroundings. He/she avoids anything that might endanger his/her safety.	405	1	5	1.84	.806
He/she likes surprises and is always looking for new things to do. He/she thinks it is important to do lots of different things in life.	405	1	5	1.89	.787
He/she believes that people should do what they're told. He/she thinks people should follow rules at all times, even when no one is watching.	405	1	5	2.18	1.014

It is important to him/her to listen to people who are different from him/her. Even when she disagrees with them, he/she still wants to understand them.	405	1	5	1.68	.787
It is important for him/her to be humble and modest. He/she tries not to draw attention to himself/herself.	405	1	5	2.03	.820
Having a good time is important to him/her. He/she likes to spoil himself/herself.	405	1	5	1.96	.793
It is important to him/her to make his/her own decisions about what he/she does. He/she likes to be free and not depend on others.	405	1	5	1.85	.809
It's very important to him/her to help the people around him/her. He/she wants to care for their well-being.	405	1	5	1.79	.747
Being very successful is very important to him/her. He/she hopes people will recognize his/her achievements.	405	1	5	1.87	.785
It is important to him/her that the government insure his/her safety against all threats. He/she wants the state to be strong so it can defend its citizens.	405	1	5	1.76	.773
He/she looks for adventures and likes to take risks. He/she wants to have an exciting life.	405	1	4	1.76	.811
It is important to him/her always to behave properly. He/she wants to avoid doing anything people would say is wrong.	405	1	5	2.19	.918
It is important to him/her to get respect from others. He/she wants people to do what he/she says.	405	1	5	2.11	.886
It is important to him/her to be loyal to his/her friends. He/she wants to devote himself/herself to people close to him/her.	405	1	5	1.97	.781
He/she strongly believes that people should care for nature. Looking after the environment is important to him/her.	405	1	5	1.93	.753
Tradition is important to him/her. He/she tries to follow the customs handed down by the religion on his/her family.	405	1	5	2.22	.969
He/she seeks every chance he/she can to have fun. It is important to him/her to do things that give he/her pleasure.	405	1	5	1.77	.746
Valid N (listwise)	405				

**Table 5 Descriptive Statistics of Personal Values**

Referring to the above descriptive statistics, the statement which states “Thinking up new ideas and being creative is important to him/her. He/she likes to do things in his/her own original way” scored a mean of 1.89 which falls under the strongly agree scale, meaning that

the higher the innovation and creativity is in the workplace, the better the performance will be.

As for the statement which states that “It is important to him/her to live in secure surroundings. He/she avoids anything that might endanger his/her safety” scored a mean of 1.84 which falls under the strongly agree scale in the implemented research. This can lead us to the conclusion of the importance of employees’ values in boosting performance in the workplace and maximizing productivity.

Furthermore, the respondents replied by agree to the statement which stated that “He/she wants people to do what he/she says” since it scored a mean of 2.11 which falls under the agree scale.

The respondents strongly agree to the statements “He/she wants to devote himself/herself to people close to him/her” and “He/she strongly believes that people should care for nature. Looking after the environment is important to him/her” since both scored a mean of 1.97 and 1.93 respectively falling under the strongly agree scale.

At last, the respondents strongly agree to the statements “Tradition is important to him/her. He/she tries to follow the customs handed down by the religion on his/her family” and “He/she seeks every chance he/she can to have fun. It is important to him/her to do things that give he/her pleasure” since they scored a mean of 2.22 and 1.77 respectively

### 4.1.3 Innovative Behavior Descriptive Statistics

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
I actively think along concerning improvements in the work of direct colleagues.	405	1	5	1.91	.699
Generate ideas to improve or renew services your department provides.	405	1	5	1.79	.793
Generate ideas on how to optimize knowledge and skills within your department.	405	1	5	1.92	.726
Generate new solutions to old problems.	405	1	5	1.99	.738
Discuss matters with direct colleagues concerning your/their work.	405	1	5	1.95	.748
Suggest new ways of communicating within your department?	405	1	5	1.94	.832
Generate ideas concerning the distribution of tasks and work activities within your department?	405	1	5	1.99	.763
Actively engage in the thinking of which knowledge and skills are required within your department?	405	1	5	1.87	.743
Try to detect impediments/barriers to collaboration and coordination?	405	1	5	1.92	.683
Actively engage in gathering information to identify deviations within your department?	405	1	5	2.04	.693
In collaboration with colleagues, get to transform new ideas in a way that they become applicable in practice?	405	1	5	1.92	.752
With persistence realize ideas within your department/organization?	405	1	5	1.94	.734
Get to transform new ideas in a way that they become applicable in practice?	405	1	4	1.78	.665
Mobilize support from colleagues for your ideas and solutions?	405	1	5	1.98	.780
Eliminate obstacles in the process of idea implementation?	405	1	5	1.86	.703
Make your supervisor enthusiastic for your ideas?	405	1	4	1.89	.732
Sort out new ways to use computer technology more effectively in your work?	405	1	5	2.10	.799
Independently sort out and deploy new computer applications into your work situations?	405	1	5	2.06	.874
Valid N (listwise)	405				

Table 6 Descriptive Statistics of Innovative Behavior

Referring to the above descriptive statistics, the respondents replied by strongly agree to the statement “With persistence realize ideas within your department/organization?” since it

scored a mean of 1.94 which falls under the strongly agree scale. This means that the higher the innovative behavior is in the workplace, the higher the performance will be.

Furthermore, the respondents replied by strongly agree to the question which states “Get to transform new ideas in a way that they become applicable in practice?” and scored a mean of 1.78 which falls under the strongly agree scale, and by that the respondents agree that the organization supports them with new ideas in the workplace to become applicable in practice, and by that enhancing employee engagement and creativity.

As for the statement which states “Mobilize support from colleagues for your ideas and solutions?” scored a mean of 1.98 which falls under the strongly agree scale, meaning that the higher the support from colleagues is in the workplace, the higher the performance will be.

#### 4.1.4 Employee Engagement Descriptive Statistics

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Keep yourself informed with your financial situation?	405	1	5	1.91	.784
I know what is expected of me at work.	405	1	5	1.89	.700
I have the materials and equipment to do my work right.	405	1	5	1.83	.724
At work, I have the opportunity to do what I do best every day.	405	1	5	1.99	.866
In the last seven days, I have received recognition or praise for doing good work.	405	1	5	2.13	.931
My supervisor, or someone at work, seems to care about me as a person.	405	1	5	2.11	.868
There is someone at work who encourages my development.	405	1	5	2.01	.738
At work, my opinions seem to count.	405	1	4	1.97	.729
The mission or purpose of my company makes me feel my job is important.	405	1	5	1.81	.774
My associates or fellow employees are committed to doing quality work.	405	1	5	2.08	.836
I have a best friend at work.	405	1	5	2.07	.883
In the last six months, someone at work has talked to me about my progress.	405	1	5	2.09	.818

This last year, I have had opportunities at work to learn and grow.	405	1	5	2.07	.894
Valid N (listwise)	405				

**Table 7 Descriptive Statistics of Employee Engagement**

The above descriptive statistics showed that respondents agree to the statement “My associates or fellow employees are committed to doing quality work” which scored a mean of 2.08 which falls under the agree scale. As for the statement which states that “I have a best friend at work.” since it scored a mean of 2.07

As for the statement which states “In the last six months, someone at work has talked to me about my progress” and “This last year, I have had opportunities at work to learn and grow” scored a mean of 2.09 and 2.07 consecutively.

## 4.2 Regression Analysis

The following section will address the analysis of the regression to validate the research hypothesis. The regression is an inferential statistic method aims to validate the research hypothesis based on a margin error 5%.

### 4.2.1 Regression One: Relationship between conservation, OTC, self enhancement with respect to engagement

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.806 <sup>a</sup>	.650	.647	.00453

a. Predictors: (Constant), Self Enhancement, Openness To Change, Conservation

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.014	.001		17.084	.000
	Conservation	-.004	.000	-.398	12.208	.000
	Openness To Change	.004	.000	.411	12.691	.000
	Self Enhancement	.003	.000	.310	10.205	.000

a. Dependent Variable: Engagement

**Table 8 Regression One**

Referring to the above regression analysis, the engagement is considered as dependent variable. For instance all the three variables “Conservation” scored a P-Value of “0.00”, T-Test of “12.208” and a Beta of “-0.398”, “openness to change” scored a P-Value of “0.00” a T-Test of “12.691” and a Beta of “0.411”, “Self-Enhancement” scored a P-Value of 0.00, T-Test of “10.205” and Beta of “0.310” which are lower than 0.05 which means that there is a direct relationship between the three independent variables and the dependent variable which is engagement.

It can be noted that the R is 80.6% which means that these variables represent 80.6% of the variables which affect engagement and that 19.4% of the variables are not addressed in this study, and scored R<sup>2</sup> of 65%, which means that the independent variables affect engagement by 65%.

However, the following equation can be concluded:

Engagement = 0.00 + (-0.398) Conservation + 0.411 Openness to Change + 0.310 Self-Enhancement

This means that:

- For everyone unit increase in conservation, engagement will be affected by 39.8 units negatively
- For everyone unit increase in openness to change, engagement will be affected by 41.1 units.
- For everyone unit increase in self-enhancement, engagement will be affected by 31 units.

The researcher hypothesizes the following:

H1a: Employees openness to change values are positively related to creativity is accepted

H1b: Employees conservation values are negatively related to creativity is accepted



H1c: Employees self-enhancement values are positively related to creativity is accepted

#### 4.2.2 Regression Two: Relationship between Conservation, Openness to Change, Self Enhancement & Creativity

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.400 <sup>a</sup>	.160	.153	.753

a. Predictors: (Constant), Self Enhancement, Openness To Change, Conservation



**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.075	.132		8.163	.000
	Conservation	-.290	.053	-.274	5.427	.000
	OPENNESS TO CHANGE	.235	.049	.236	4.795	.001
	Self Enhancement	.203	.044	.220	4.666	.000

a. Dependent Variable: Creativity

**Table 9 Regression Two**

Referring to the above regression analysis, the engagement is considered as dependent variable. For instance all the three variables “Conservation” scored a P-Value of “0.00”, T-Test of “5.427” and a Betta of “-0.274”, “openness to change” scored a P-Value of “0.001” a T-Test of “4.795” and a Beta of “0.236”, “Self-Enhancement” scored a P-Value of 0.00, T-Test of “4.666” and Beta of “0.220” since the P-Value are lower than 0.05 which means that there is a direct relationship between the three independent variables and the dependent variable which is engagement.

It can be noted that the R is 40.6% which means that these variables represent 40.6% of the variables which affect engagement and that 59.4% of the variables are not addressed in this study, and scored R<sup>2</sup> of 16%, which means that the independent variables affect engagement by 16%.

However, the following equation can be concluded:

Creativity = 0.00 + (-0.427) Conservation + 0.236 Openness to Change + 0.466 Self-Enhancement

This means that:

- For every one unit increase in conservation, creativity will be affected by 4.27 units negatively.
- For every one unit increase in openness to change, creativity will be affected by 23.6 units.
- For every one unit increase in self-enhancement, creativity will be affected by 46.6 units.

Thus, the following hypotheses are tested:

H2a: Employees openness to change values are positively related to engagement is accepted

H2b: Employees conservation values are negatively related to engagement is accepted

H2c: Employees self-enhancement values are positively related to engagement is accepted

### 4.2.3 Regression Three: Relationship between Engagement and Creativity

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.566 <sup>a</sup>	.321	.319	.675

a. Predictors: (Constant), Engagement

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.029	.153		.188	.851
	Engagement	60.777	4.407	.566	13.790	.000

a. Dependent Variable: Creativity

Table 10 Regression Three

Referring to the above regression analysis, the creativity is considered as dependent variable. For instance “engagement” scored a P-Value of “0.00”, T-Test of “13.790” and a Beta of

“0.566”, since the P-Value are lower than 0.05 which means that there is a direct relationship between the engagement and dependent variable which is creativity.

It can be noted that the R is 56.6% which means that these variables represent 56.6% of the variables which affect creativity and that 43.3% of the variables are not addressed in this study, and scored R<sup>2</sup> of 32.1%, which means that the independent variables affect creativity by 32.1%.

However, the following equation can be concluded:

$$\text{Creativity} = 0.851 + 0.566 \text{ engagement}$$

This means that:

- For every one unit increase in engagement, creativity will be affected by 56.6 units.

Thus, the hypothesis which states:

H3: Employee engagement is positively related to creativity is accepted

#### 4.2.4 Regression Four: Relationship between Conservation, OTC, Conservation, Self Enhancement and Creativity

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.607 <sup>a</sup>	.369	.363	.653

a. Predictors: (Constant), Engagement, Self Enhancement, Conservation, Openness To Change

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
	(Constant)	.248	.050		4.96	.750
1	Conservation	.236	.054	.234	4.370	.012
	Openness To Change	.277	.050	.283	5.478	.000
	Self Enhancement	.219	.042	.220	22.83	.001
	Engagement	83.020	7.207	.773	11.519	.000

a. Dependent Variable: Creativity

**Table 11 Regression Four**

Referring to the above regression analysis, the creativity is considered as dependent variable. For instance all the three variables “Conservation” scored a P-Value of “0.012”, T-Test of “4.370” and a Beta of “0.234”, “openness to change” scored a P-Value of “0.000” a T-Test of “5.478” and a Beta of “0.283”, “Self-Enhancement” scored a P-Value of 0.001, T-Test of “22.83” and Beta of “0.220”, “Engagement” scored a P-Value of “0.00”, T-Test of “11.51”, and Beta of “0.773” since the P-Value are lower than 0.05 which means that there is a direct relationship between the three independent variables and the dependent variable which is creativity.

It can be noted that the R is 60.7% which means that these variables represent 39.3% of the variables which affect engagement and that 60.7% of the variables are not addressed in this study, and scored R<sup>2</sup> of 36.9%, which means that the independent variables affect creativity by 39.9%.

However, the following equation can be concluded:

$$\text{Creativity} = 0.012 + 0.234 \text{ Conservation} + 0.283 \text{ Openness to Change} + 0.220 \text{ Self-Enhancement} + 0.773 \text{ engagement}$$

This means that:

- For everyone unit increase in conservation, creativity will be affected by 23.4 units.
- For everyone unit increase in openness to change, creativity will be affected by 28.3 units.
- For everyone unit increase in self-enhancement, creativity will be affected by 22 units.
- For everyone unit increase in engagement, creativity will be affected by 22 units.

Thus, it can be noted that the engagement have a mediating effect on the dependent and independent variables since the R increased from 40% in regression two to 60.7% in

regression four, which means that the engagement tend to have a mediating effect on creativity of employees in the workplace.

Thus, the researcher hypothesizes the following:

H4: Employee engagement mediates the relationship between openness to change, conservation, self enhancement and creativity is accepted

### 4.3 Structure Equation Modeling Analysis

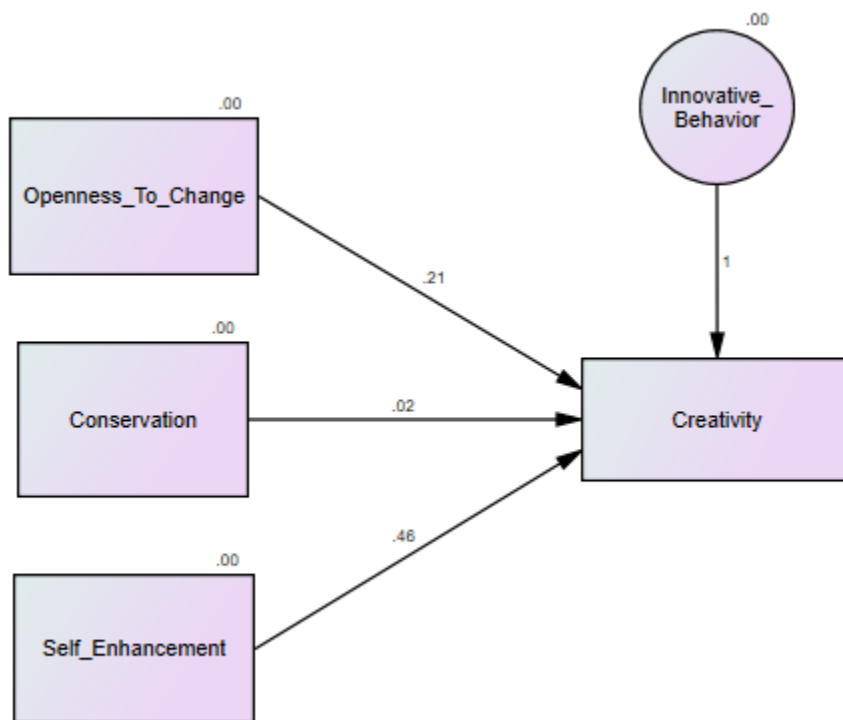
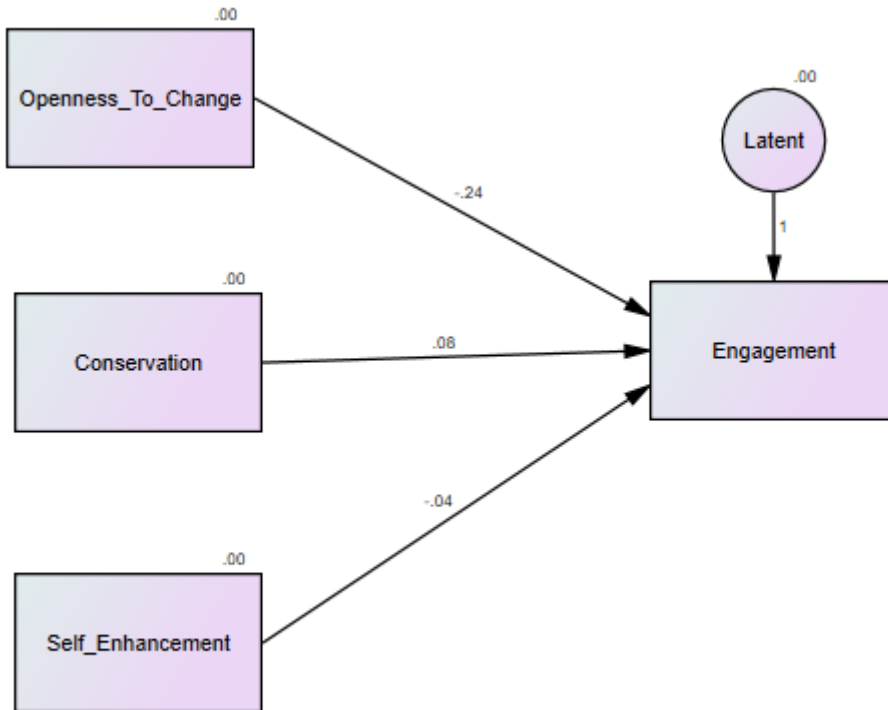


Figure 1 Structure Equation 1

Referring to the above structure equation modeling analysis to study the relationship between openness to change, conservation, self-enhancement and creativity, it can be noted that the Openness to change scored a path way of 0.21 with respect to creativity and conservation scored 0.02 with respect to creativity and self-enhancement scored 0.46 with respect to creativity.



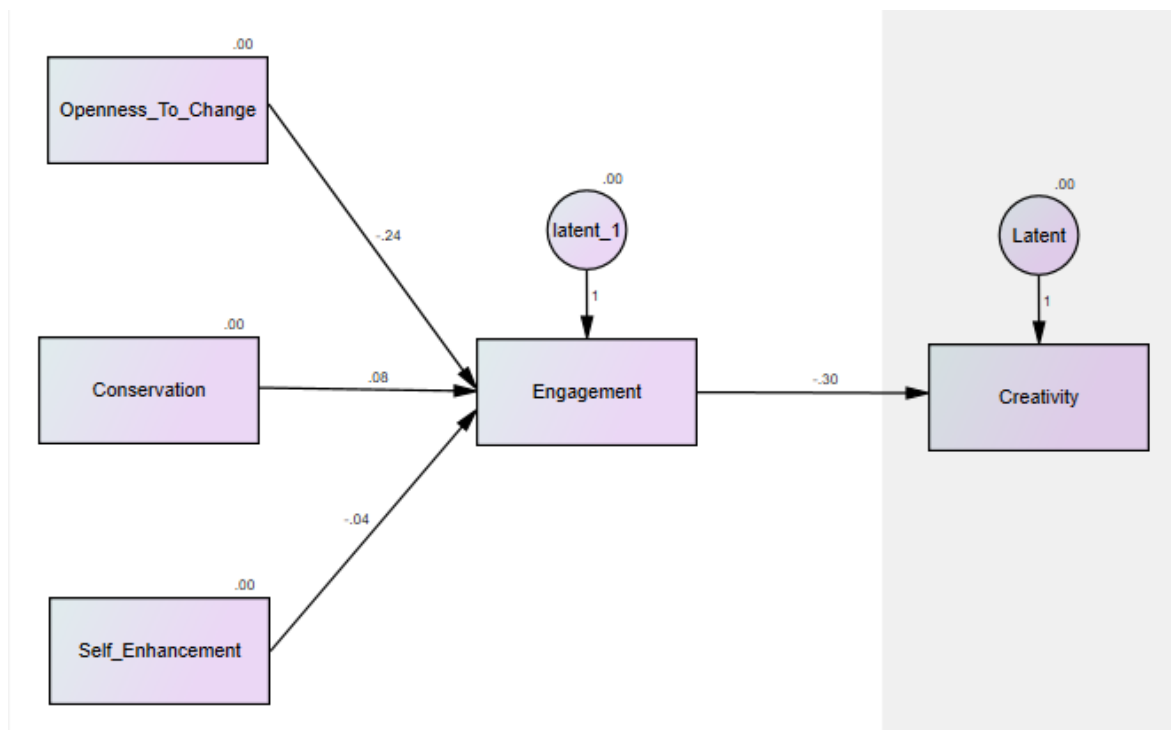
**Figure 2 Structure Equation 2**

Referring to the above structure equation modeling analysis to study the relationship between openness to change, conservation, self-enhancement and engagement, it can be noted that the Openness to change scored a path way of -0.24 with respect to engagement and conservation scored 0.08 with respect to engagement and self-enhancement scored -0.04 with respect to engagement.



**Figure 3 Structure Equation 3**

Referring to the above structure equation modeling analysis to study the relationship between engagement and creativity, it can be noted that engagement scored a pathway of -0.30 with respect to creativity.



**Figure 4 Structure Equation 4**

Referring to the above structure equation modeling analysis to study the relationship between openness to change, conservation, self-enhancement and creativity taking into consideration engagement as a mediator, it can be noted that the Openness to change scored a path way of - 0.24 with engagement, as for conservation and awareness they scored 0.08 and -0.04

respectively with engagement. At last, engagement serves to act as a mediator between these independent variables and the dependent variable creativity it scored a path way of -0.30.

#### 4.4 Pearson Correlations

		Openness To Change	Self Enhanceme nt	Creativity	Conservati on	Engagement
Openness to Change	Pearson Correlation	1	.180**	.184**	-.388**	.626**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	405	405	405	405	405
Self Enhancement	Pearson Correlation	.180**	1	.282**	-.289**	.465**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	405	405	405	405	405
Creativity	Pearson Correlation	.184**	.282**	1	-.255**	.566**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	405	405	405	405	405
Conservation	Pearson Correlation	-.388**	-.289**	-.255**	1	-.510**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	405	405	405	405	405
Engagement	Pearson Correlation	.626**	.465**	.566**	-.510**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	405	405	405	405	405

Table 12 Pearson Correlations

Pearson Correlations had been conducted to test the relationship between the variables and the following results had been maintained:

- There is a positive relationship between openness to change and creativity, the higher the openness to change, creativity will increase by 18.4%
- There is a positive relationship between self-enhancement and creativity, creativity will increase by 28.2%
- There is a negative relationship between conservation and creativity, creativity will decrease by 25.5%
- There is a positive relationship between engagement and creativity, creativity will increase by 56.6%



# Chapter Five

## Conclusion and Recommendations

### 5.1 Discussion

The research results backed the initial theory. It was agreed that there is an important and beneficial association between personal fitness and creative working behavior. Results of previous literature are focused and endorsed. **The study findings are consistent** with the observations of Choi et al. (2017), Suwanti et al. (2018), Afsar et al. (2014) and Ying (2011), which demonstrated a groundbreaking work-related fitness impact.

Person-fitness depends on the basis of the individual and ensures that employees will do the necessary jobs and make improved efforts (Werbel & De Marie, 2005).

Coherence between workers' understanding and their working conditions and their personal desires influences the consequences of career innovation promotion (Kim, Hon & Crant, 2009). Afsar et al. (2018) have said that the function of fitness in shaping creative behaviour among employees is very important.

Innovative behavior and creativity refers to the coherence of staff skills and employment requirements. If employees have the correct qualifications at work, they would be immersed in the excitement of the profession that leads to positive work outcomes. If workers are more fit for work, they can improve work performance, as their efforts will provide the necessary rewards in the form of organizational incentives (Astakhova & Porter, 2015; Greguras & Diefendorff, 2009).

Accordingly, the aforementioned results further demonstrate the favorable association between fitness and psychological significance based on previous research. More data on the relationship between innovative behavior and personal values significance is available in Jacob (2013), Wildermuth et al. (2013). This study, which reveals individuals who perceive a

more powerful relationship to their self-conception and job status, is further predicted to view the work as significant, supported by previous findings in other research (May et al., 2004; Oliver & Rothmann, 2007).

A broad variety of researchers believe that a perceived 'fit' from self-conception to role contribute to a sense of meaning because of the capacity of people to express principles and convictions (Strumpfer, 2003). If the demands of the personal values fit the capabilities of the person, meaning would be more expected. Compatibility between the job requirements and one's qualifications can help the individual believe that the work and the whole organisation will have a difference.

Research has shown that the sense of purpose in the workplace allows employees to fulfill their goals and take part in fruitful activity (Steger & Dik, 2010; Martela & Pessi, 2018).

Studies show in particular that people are also inspired by positive work (Amabile & Pratt, 2016), such that creative answers to challenges and problems can be invoked in an imaginative way (Amabile et al., 1996; Tu & Lu, 2013).

Experiencing meaningful job, for example, may inspire employees to feel inspired to assist the organization in taking part in innovations and thereby help (Wrzesniewski & Dutton, 2001).

They are also likely to participate in artistic and imaginative workplaces (Grant & Berry, 2011).

In accordance with past research suggesting that meaningful work is a predictor of favorable employee work outcomes (Steger et., 2012), this study highlighted the positive link between meaningful work and creative work behaviour, defined as a whole phase in which thinking for technologies, processes, strategies or items develops, introduces and applies (Yuan & Woodman, 2010).

The inevitable challenge of the technological innovation phase Employees with meaningful jobs will personally be motivated to solve the problems caused by this confusion (Simonton,1990). Many researchers have confirmed that people who see their role as important will take an active part in their work (May et al., 2004)

For instance, a sense of purpose shows that employees are mentally motivated (Amabile & Pratt, 2014) to do their job, seeing cause, interest and importance. Since they are self-motivated, employees can continue to make more effort to help the organization in its innovative achievements (e.g., create, execute and carry out their creative activities) (Tu & Lu,2013).

## **5.2 Theoretical contributions**

As an essential aspect of the human-environment, personal-employment fit has shown a strong predictive effect on innovative behavior of employees. But the process of influence of employees in creative employment has received lower interest from the academic community. There was no comprehensive analysis of the mediating influence of engagement on personal values and innovative behavior had not been addressed before.

Thus, the research aims to provide a detailed study about the importance of engagement on mediating the relationship between personal values and innovative behavior taking creativity as an indicator to measure innovative behavior.

## **5.3 Managerial Implications**

For the company, innovative behavior is of high importance. Companies should spend mainly on recruiting and choosing the highly suitable staff. Employees are more effective and better suited to the demands of their organizations by providing the business with its talents and resources. Managers may create careers by taking advantage of employees' abilities, skills, strengths and characteristics of their individual jobs.

Managers can ensure a compromise between employee needs and corporate capital and the understanding that the person has of job and abilities.

This match offers promising results and an innovative working behavior is one of the results contained in this study. Managers want their employees to create not only ideas, but also to apply their innovative techniques. Actions should be undertaken to acquire awareness of and take part in positions which allow employees to better communicate themselves and their individual interests. In addition, managers can use resources for selecting organizations like a practical career preview not only to suit people, but also to improve the match between employees and their preferences.

It has raised the practical importance in study on creative actions together with its precedents to balance the personal values of employees with work and organizational standards.

Managers must try to promote sense by working successfully. The findings of this study also show that recruiting the right employees for various jobs will optimize meaning. Innovative behavior at work is ensured not only by the relationship between an individual and a career, but also by the environment of mutual trust within a person and its managers.

Though workers rely on guidance and motivation from their managers, the uncertainty and concern for intimidation on their part can decrease the instability of IWB efforts. Managers should inspire workers to create ideas and not to reflect about their consequences. Workers are normally unable to speak for companies when the initiator would be blamed and insulted if the idea was ineffective. Managers can support their employees and accept the blame easily if the strategy does not provide the required results. Even if the model is effective, employees sometimes would not talk; the rewards are directed to unworthy people rather than to the inventor. Building and maintaining managers' morale is an important way to encourage people to work.

This trust would help organisations create an energy that increases the productivity of employees and that is constructive and efficient. Therefore, the realistic impact of this research concerns the position of organisations and in the development of an educated and creative working climate, in particular HR managers.

## **5.4 Limitations**

The current thesis has significant theoretical and practical consequences, but it has some limitations. This study does not, however, explore the effect of employee-commitment on creative working behaviour.

Sampling and data processing were another limitation. The survey was long enough that some respondents couldn't fill the whole questionnaires since it is time consuming. Other organizations through participate in future studies in the resolution of heterogeneity in creative business industries. The sample size can also be enhanced in future research. The comfort sampling used in this research was further restricted because of restrictions on time and resources.

To assess IWB, the research currently being conducted was based on supervisors, as ranking by supervisors is deemed to be successful actions, while the perceptual method is still biased. In future studies, scores of both managers and staff will also address this problem.

## **5.4 Future Research**

Guidance Future studies may find such mediating factors, including work creativity, organizational environment. Future research would also reinforce the model by defining other moderator factors, which better reflect the IWB, including personal well-being, supervisor and coworker support, cultural aspects and personality characteristics.

Any mediating factors, including work designs and organizational climates may be included in future studies, since the present analysis just explored psychological significance. Future

research may also improve the model by identifying other moderator variables which more adequately represent the IWB, including individual well-being, moral responsibilities, perceived organizational help, cultural aspects and individual characteristics.

During the current era, the worth and importance of creative job activity is increasingly evolving and nobody overlooks it. The present research incorporates the principle of fitness to the personal context, and provides an extensive overview, to encourage creative job behavior. The goal of this research is to broaden current person-fit and creative literature.

This research has also show the impact of personal values on innovative behavior. It also examines the mediating impact of personal values on innovative behavior using engagement as a mediator and as an indicator for creative job performance.

At least 650 questionnaires have been distributed, but only 405 have been completed and used for investigation.

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# APPENDIX

## The Effect of Personal Values on Innovative Behavior, mediated by Employee Engagement

### Consent to participate in a Survey

I am a M. Sc. student at the Lebanese American University, and I would like to invite you to participate in my thesis research. The purpose of this study is to measure the effect of personal values on innovative behavior mediated by employee engagement. I would highly appreciate your input to my thesis by completing this survey. Kindly note that it will take approximately 20 minutes to complete the survey.

*By continuing with the questionnaire, you agree with the following statements:*

- 1. I have been given sufficient information about this research project.*
- 2. I understand that my answers will not be released to anyone and my identity will remain anonymous.*
- 3. I understand that all responses I provide for this study will remain confidential. When the results of the study are reported, I will not be identified by name or any other information that could be used to infer my identity. Only researchers will have access to view any data collected during this research however, data cannot be linked to me.*
- 4. I understand that I may withdraw from this research any time I wish and that I have the right to skip any question I don't want to answer*
- 5. I understand that my refusal to participate will not result in any penalty or loss of benefits to which I otherwise am entitled to.*
- 6. I have been informed that the research abides by all commonly acknowledged ethical codes and that the research project has been reviewed and approved by the Institutional Review Board at the Lebanese American University*
- 7. I understand that if I have any additional questions, I can ask the research team listed below.*
- 8. I have read and understood all statements on this form.*
- 9. I voluntarily agree to take part in this research project by completing the following questionnaire.*

*If you have any questions, you may contact:*

<i>Name (PI)</i>	<i>Phone number</i>	<i>Email address</i>
<i>Mariam Ammar</i>	<i>+961 70765941</i>	<i>Mariam.ammar@lau.edu</i>

*If you have any further questions about your rights as a participant in this study, or you want to talk to someone outside the research, please contact the:*

#### **IRB Office**

*Lebanese American University  
3<sup>rd</sup> floor, Dorm A, Byblos Campus  
Tel: 00 961 1 786456 ext. 2546*

## Demographic and Personal Data

Age	20-29	30-39	40-49	50-59	60+
Gender	Male	Female			
Your Educational Level	High School	BS/BA	Masters	Doctorate	Others
Years of Work Experience	Less than a year	1-5	6-10	11-15	15+
Organizational Level	Non-Management	Operational Management	Middle Management	Senior Management	
Company Size	Less than 50	50-249	250-500	Over 500	

## Personal Values

How much like you is this person?	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
Thinking up new ideas and being creative is important to him/her. He/she likes to do things in his/her own original way.					
It is important to him/her to be rich. He/she wants to have a lot of money and expensive things.					
He/she thinks it is important that every person in the world be treated equally. He/she believes everyone should have equal opportunities in life.					
It's important to him/her to show his/her abilities. He/she wants people to admire what he/she does.					
It is important to him/her to live in secure surroundings. He/she avoids anything that might endanger his/her safety.					
He/she likes surprises and is always looking for new things to do. He/she thinks it is important to do lots of different things in life.					
He/she believes that people should do what they're told. He/she thinks people should follow rules at all times, even when no one is watching.					

It is important to him/her to listen to people who are different from him/her. Even when she disagrees with them, he/she still wants to understand them.					
It is important for him/her to be humble and modest. He/she tries not to draw attention to himself/herself.					
Having a good time is important to him/her. He/she likes to spoil himself/herself.					
It is important to him/her to make his/her own decisions about what he/she does. He/she likes to be free and not depend on others.					
It's very important to him/her to help the people around him/her. He/she wants to care for their well-being.					
Being very successful is very important to him/her. He/she hopes people will recognize his/her achievements.					
It is important to him/her that the government insure his/her safety against all threats. He/she wants the state to be strong so it can defend its citizens.					
He/she looks for adventures and likes to take risks. He/she wants to have an exciting life.					
It is important to him/her always to behave properly. He/she wants to avoid doing anything people would say is wrong.					
It is important to him/her to get respect from others. He/she wants people to do what he/she says.					
It is important to him/her to be loyal to his/her friends. He/she wants to devote himself/herself to people close to him/her.					
He/she strongly believes that people should care for nature. Looking after the environment is important to him/her.					
Tradition is important to him/her. He/she tries to follow the customs handed down by the religion on his/her family.					
He/she seeks every chance he/she can to have fun. It is important to him/her to do things that give he/her pleasure.					

### Innovative Behavior

	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
<b>Creativity-oriented work behavior</b>					
I actively think along concerning improvements in the work of direct colleagues.					

Generate ideas to improve or renew services your department provides.					
Generate ideas on how to optimize knowledge and skills within your department.					
Generate new solutions to old problems.					
Discuss matters with direct colleagues concerning your/their work.					
Suggest new ways of communicating within your department.					
Generate ideas concerning the distribution of tasks and work activities within your department.					
Actively engage in the thinking of which knowledge and skills are required within your department.					
Try to detect impediments/barriers to collaboration and coordination.					
Actively engage in gathering information to identify deviations within your department.					
<b>Implementation-oriented work-behavior:</b>					
In collaboration with colleagues, get to transform new ideas in a way that they become applicable in practice.					
With persistence realize ideas within your department/organization.					
Get to transform new ideas in a way that they become applicable in practice.					
Mobilize support from colleagues for your ideas and solutions.					
Eliminate obstacles in the process of idea implementation.					
Make your supervisor enthusiastic for your ideas.					
<b>Innovative behavior towards the use of computer technology</b>					
Sort out new ways to use computer technology more effectively in your work.					
Independently sort out and deploy new computer applications into your work situations.					
Keep yourself informed with your department's financial situation.					

## Employee Engagement

	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
I know what is expected of me at work.					

I have the materials and equipment to do my work right.					
At work, I have the opportunity to do what I do best every day.					
In the last seven days, I have received recognition or praise for doing good work.					
My supervisor, or someone at work, seems to care about me as a person.					
There is someone at work who encourages my development.					
At work, my opinions seem to count.					
The mission or purpose of my company makes me feel my job is important.					
My associates or fellow employees are committed to doing quality work.					
I have a best friend at work.					
In the last six months, someone at work has talked to me about my progress.					
This last year, I have had opportunities at work to learn and grow.					