

E-PROCEEDING IC-RISE UKM-GSB 2019

*ROOMS 1-6 UKM-GSB
GRADUATE SCHOOL OF BUSINESS
UNIVERSITI KEBANGSAAN MALAYSIA
17-18 September 2019*

EDITORS:

Dr. Ida Rosnita Ismail
Assoc. Prof. Dr. Rasidah Mohamad Said
Prof. Dr. Low Soo Wah
Dr. Samruhaizad Samian @ Samion

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Graduate School of Business (UKM-GSB)
Universiti Kebangsaan Malaysia
43600 UKM Bangi, Selangor Darul Ehsan

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1

INDUSTRIAL MATURITY DEVELOPMENT INDEX: AN APPROACH FROM TECHNOLOGY-DRIVEN RESOURCES

AFIFI, ABDULLAH A.^{1,2}, ARIFIN, N.², & KISWANTO, G.³

¹ UKM-Graduate School of Business, Universiti Kebangsaan Malaysia

² Darulfunun IDRiS Institute Indonesia

³ Mechanical Engineering Department - Universitas Indonesia

ABSTRACT

The need for measurement to identify the development stage of industries is crucial to compete and leverage on the industrial business environment. Most of the development processes in Indonesia is influenced and supported by regulatory practices by the authority, and many development plans were based on capital investment rather than stage by stage development which based on industrial ground capabilities. On the other side, the sustainability of industries can be tracked from the competitiveness of its processes, technical methods, and machines. This will lead to better efficiency of its processes which will affect the cost of the products or services and also improve the industrial performance. This paper tries to: (1) use a perspective where the industrial historical momentum can be seen as a benchmark of development stages and give alternatives to focus on technology-driven resources, (2) adopt simple measurement calculations that can be used for comparing one of the industries to another, and also can be used as a benchmarking stage of a group of industries, (3) explain how product specification was related to technical capabilities and how it can be used as competitiveness measurement.

Keywords: *industrial maturity, competitiveness, sustainability, entrepreneurship, industrial revolution*

INTRODUCTION

The technology already become the main topic in development, this is because of its roles as principal driven innovations and game-changer for competition among industries (Porter 1980; Sharif & Ramanathan 1991), the technology development will not end and will give more significant impact for next future challenges (Timings & Tooley 2001). Even more, in 2016 after the promotion of the fourth industrial revolution in world economic forum, the frontier technology was predicted to influence the entire industry and business sectors in general. The fourth industrial revolution with the latest technology will leverage on how we do things. Nowadays a lot of industrial innovation and industry disruptors shape how people conduct business and industries. In Germany, the fourth industrial revolution is known as Industry 4.0 introduced in 2011. This term initially refers to smart digitalization transformation in the manufacturing industry, which indicates most of the technologies

wanted are already tested in manufacturing industries. The future challenges that arise are how to implement the concept in other business sectors and the global value chain of global industries (Drath & Horch 2014; Schwab 2016).

The manufacturing industry is known as processes to produce goods and services in mass-scale used tools and resources, which managed to get optimal results and performance. The optimization activity aided by innovations and an effective-efficient approach. These innovations are known as industrial momentums and this changed the trend in the manufacturing industry. These changes also drive the introduction of new variables to measure industrial performances and product development (Afifi 2011a). Manufacturing management was developed from production management, start by process input and ended by process output. There are differences between them, manufacturing management has a bigger scope than production management, not only on the production process but also on other activity units that support production activities (Indrajit & Pramono 2005).

Like other Southeast Asia countries, Indonesia's national industry development and establishment just begin after WWII. This situation not started neither with establishing nor nationalizing financial companies, but on other real sectors that produce goods and services. The main momentum of Indonesia's industrial development based on technology is recorded by the establishment of IPTN (Industri Pesawat Terbang Nasional) (Sharif 2009). This step of momentum provides the next chapter of the national industrial policies to transform industry manufacture became a world-class industry and increasing SME participation in industrial structure or supply chain (Departemen Perindustrian 2008; Kementerian Perindustrian 2015). With those technology-driven policies, affirmed that the technology approach and gap are identified as one of the main issues of stagnation of industry development nt Organization (Ristekdikti 2017; United Nations Industrial Development Organization 2002).

With more chances of introduction to leverage technology in industry into the next level, researcher convinced this move will bring more opportunities of new industries to grow, either by the industry itself or by industry influence in societies, even though relation between new opportunity and leveraging technology is not yet confirmed a direct relation (Acs & Varga 2005). Most technology innovations in a manufacturing area are shaping other sectors in industries and some of it even embodied in products or services. These influences also will change the perspective of how we deal and organize things with technology adoptions, on how another support technology needs it, and on how we as humans adapt to those changes. On the other side, the backward of innovations will also lead to declining of others that support and interact with it (Suarez-Villa 1989).

INDUSTRIAL CAPABILITIES & COMPETITIVENESS

Capabilities and Business Model Frameworks

The latest research identifies both internal and external factors are influencing the industry's strategic activity and business performance. The external factors are also known as the environment or market (DeSarbo et al. 2005), and internal factors are known as capabilities (Grant 2003). The process input to the output of the business model can be explained by identifying the external environment and internal capabilities, then the strategy can be explored as market strategy and non-market strategy, while the performance itself has financial and non-financial values (Parnell & Brady 2019), as shown in Figure 1.

The strategy can be classified into market strategies and non-market strategies. Non-market strategies are the strategic activity that not administered in market activities, such as attaching top management that has a political advantage, social policy activity, or government meets up that gives benefit to the company. This political non-market strategy is common practices in many countries, and it has proven to give a significant impact on the performance of industries (Okhmatovskiy 2010). Industry circumstances that have political ties with the government benefit the industry performance is present in Indonesia (Apriyani, Ika, & Sarnowo 2019). But interestingly there is research that explains how this situation is different in the UK as a developed market and it indicates that political strategy is one of defensive action rather than an innovative action (Parnell & Brady 2019). Financial in other ways need to be defined as target performance-related or more as initial capital that not yet transform to initial capabilities. Based on Figure 1, we can understand that financial performance is an outcome performance of the industry. By this both policy and financial target, we can see it as a top-down approach to stimulate productivity and performance of the industry.

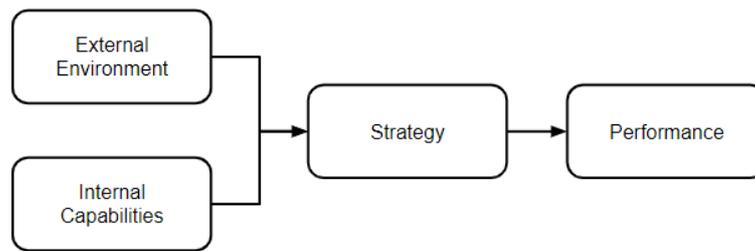


Figure 1. General business model frameworks

Resource-Based View, Technology-Driven Resources and Bottom Up Approach

Resource-based view offers a bottom-up approach since it sees industries as an interactive system that performs well because they rely on respect for their resources to produce quality products (Teece, Pisano & Shuen 1997). Changes and innovations that originated from the optimization of technology-driven resources mostly come from the ground of the work field, despite some of them initiated from top management to introduce a new approach or change direction of industry (Daft 2010).

Technology-driven resources are the most prominent driven capabilities that can change the competition, either as an equalizer, or overtake the competition itself. Any of this technological change is developed from their existing stage of resources and it will change variables of competition (Porter 1985). The gap between one industry with other industries or even developed societies with other non-developed societies is their technological capability for creating wealth (Sharif 2009). To understand how technology-driven resources work, it is easy to understand it into 4 components categories as THIO by Sharif, which are:

1. Technoware – object embodied physical facilities, tools, and artifacts
2. Humanware – person embodied human ingenuity, skills, and talents
3. Infoware – record embodied codified knowledge, facts, and figures
4. Organware – organization embodied operational procedures, steps, and routines

Competitiveness Using Product or Service Specification

With these technology-driven resources, we can try to put our approach on technology view, then lead to another question, how about on our production capacity, machine capability, workers quantity, industrial plants, etc. How we can layout all this variable and direct it in this issue.

Competitive forces by Porter are another strategy approach on how to build competitiveness in the external environment. The threat of substitute products as one of five forces by Porter can be used to understand how it can connect the industry with the market. This can be understood as a product or service specification related. This product or service specification related is something that can associate between the industry's technical capabilities and market needs (Afifi 2011a; Porter 1980). There are so many approaches to identify customer needs and interpreted to the technical specification of product or service at the end of the process. Beyond that is reciprocal communication between customer needs and production capability in which some of it already well establish like DFMA (Design for Manufacturing and Assembly) (Ulrich & Eppinger 2008). The production process in the industry, in general, can be divided into two processes, primary production process, and additional-assembly process. Product and service specifications needed to associate customer needs and production processes in the industry. From product and service specification, we can determine how complex the product, how many sub-products need to produce first and the number of variations of the additional-assembly process needs to be done (Afifi 2011a).

By this, it is important to understand that product and service specifications made by industries are related to the external environment which customer needs. While technology-driven resources related to capabilities, with the assumption the initial financial capital already converted to initial resources. By this, we can show all the assumptions in Figure 2.

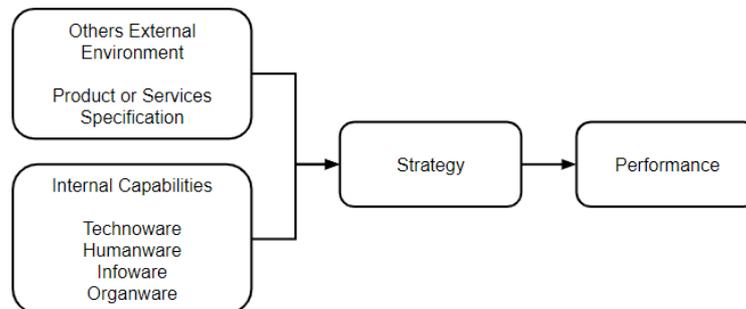


Figure 2. Frameworks for technology-driven resources.

INDUSTRIAL MATURITY DEVELOPMENT INDEX

Industrial Maturity & Industry Historical Momentum

Industrial maturity can be assumed as a state where an industrial system can run optimally to reach their quality purposes. To measure industrial maturity to be scaled and compared, we need to observe it with quantitative tools and approaches. It is also important to understand this matured state can be conditioned by locations and circumstances. That is

why with every nation or regional character most probably we will see a different matured state, start from generating ideas resulting in products or services.

In general, there are a lot of approaches to describe industrial momentums as innovations, some of them by associating it with the present trend and other by concept condition of the future objective. All innovations cannot be detached from history and milestones achievements of previous industries. The fourth industrial revolution comes with a bigger generalization of historical milestones of the industry, leveled into four stages (mechanization, electrification, digitalization, cyber-physical) (Drath & Horch 2014; Schwab 2016). This is similar with THIO concept, with four components and four stages on each component, technoware (manual, powered, automatic, programmable), humanware (operation, setting, adjusting, improvising), infoware (superficial, elementary, fundamental, frontier) and organware (impromptu, orderly, scientific, optimized) (Sharif 2009).

State of the Art of Technology-Driven Approach

The researchers have shown the historical momentums of the industry have a significant influence on the future stages of industrial milestones (Harms, Baetz & Volti 2004; McNeil 2002; Swamidass 2000; Wright 2001). By examining the history of industrial momentum, we can examine how innovations, quality, efficiency, and effectiveness are created by a journey of that momentums. Past research already synthesizes these momentums to develop the industrial maturity index. Below is the result of qualitative research involving experts and present industrial players in the press part automotive manufacturing industries in Indonesia (Afifi 2011b).

Industry 4.0	THIO		Industrial Maturity Index			
Mechanization	Stage 1		1. Manual		7. Data using	
Electrification	T	Manual	T	Basic tools	T	Robotic, multi purpose machine
Digitalization	H	Operation	H	Learn to know	H	Intermediate programmer
Cyberphysical	I	Superficial	I	Paper	I	Design standard
	O	Impromptu	O	Single main work range	O	Product (various) based, flexible manufacturing system
	Stage 2		2. Mechanization		8. Efficiency	
	T	Powered	T	Devices	T	Rapid prototyping, robotic material handling
	H	Setting	H	Technician	H	Advanced programmer
	I	Elementary	I	Paper files	I	Integrated system
	O	Orderly	O	Unique product	O	Taguchi, lean manufacturing
	Stage 3		3. Powered		9. IT Based	
	T	Automatic	T	Machine	T	Distributed control system
	H	Adjusting	H	Mechanic	H	Engineer
	I	Fundamental	I	Files sheet	I	System networking
	O	Scientific	O	Orderly manufacture	O	Supply chain, value chain, customer based
	Stage 4		4. Division of labor		10. Outsource	
	T	Programmable	T	Production assembly line	T	Interfacing technology
	H	Improvising	H	Assembler	H	Intermediate engineer
	I	Frontier	I	Manual instruction	I	Multi user system, cloud
	O	Optimized	O	Management by objective	O	Resizing structure, virtual organization
			5. Numerical Computation		11. E-Industries	
			T	PLC, computer numerical control	T	Monitoring technology
			H	Operator	H	Advanced engineer
			I	Standard operation procedures	I	Dynamic database
			O	Design calculating & analysis, scientific management	O	Dynamic structures, e-organization
			6. Effectiveness			
			T	Machine vision, inspection machine		
			H	Programmer		
			I	Standard quality control		
			O	TQM, kaizen, six sigma, advanced analysis		

Table 1. State of the art of Industrial Maturity Index (Afifi 2011a), compared with Iustry 4.0 and THIO.

Dynamic of Technology-Driven Resources

Technology-driven resources components were interacting dynamically between each other in the industrial system, which means any component of technology-driven resources are influencing each other to reach their optimum condition and advanced to the next stage (Sharif & Ramanathan 1991). It makes sense if each of component technology-driven resources are not on the same initial stage in common circumstances, for example on industrial maturity model T on level 3, H on level 5, I on level 2 and O on level 4, even mostly by time each component interacts dynamic and influencing each other upwards or even downwards.

Dynamic changes and interaction of technology-driven resources will influence the industry strategy, shape their business model dynamically, and give impact to industry performance (Khodaei & Ortt 2019; Osterwalder et al. 2010; Teece 2018; Teece et al. 1997). Hence, we need the industrial maturity index to guide us to distinguish the dynamic changes and recognize the positive transformation of technology-driven resources components. As an example, when we observe manually and simplicity, two terms with the common perceptions, but technically both of them have a different approach, complexity, and values in practices. This is the reason we need this industrial maturity index as an indicator of our dynamic changes and interaction, whether it is in a positive direction to leverage our industrial maturity condition.

Transformation of changes need involvement in any level management and organization, and the main target of changes is not just to jump in to the next level by adjusting equipment or adapting new approach, simply by optimizing current condition until matured and developed using next level of approach (Sausser 2010; Schonberger 1986). By adapting to dynamics and changes, this will motivate industries to find the optimum condition and learn to leverage themselves to improve the industry. This is why the dynamic interaction of technology-driven resources needed by industries today is emerging as they need to become a learning organization (Hayes, Wheelwright & Clark 1988).

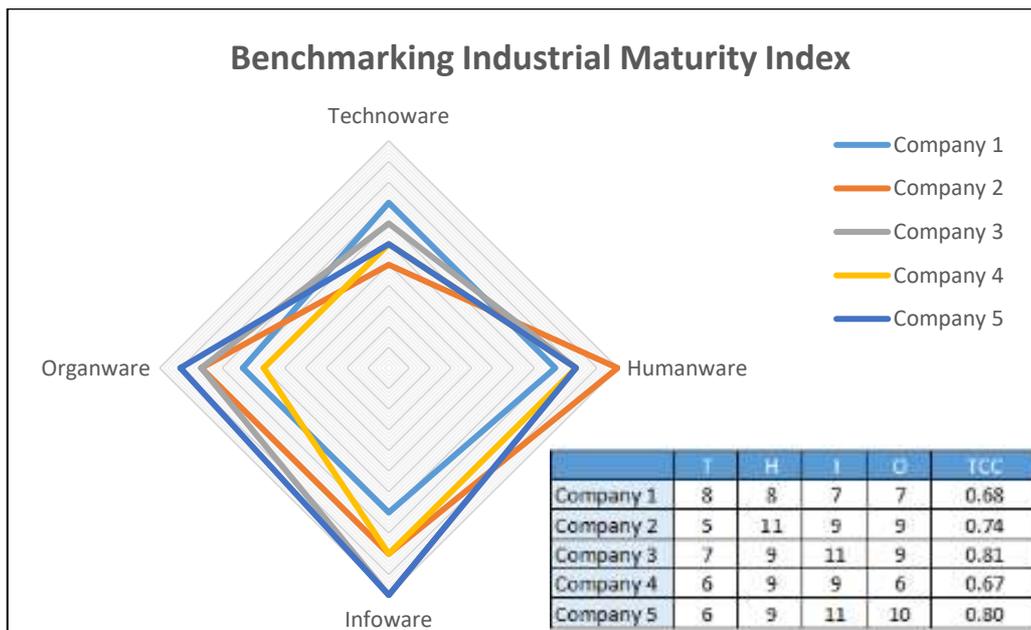


Figure 3. Benchmarking Industrial Maturity Index of Press-part Automotive Industry on radar diagram (Afifi 2011a)

Index Measurement and Techno-Metric

The Industrial maturity index will not complete when we cannot fill the information gap between our initial condition and conceptual ideas. How we can identify the industrial maturity around our group of industry and how we can identify industrial competitiveness between competitors. By adopting simple measurement techno-metric using technology contribution criteria (TCC) function of (T, H, I, O) (Sharif & Ramanathan 1991) tested in iron and steel industry (Ramanathan 1988), and with industrial maturity index values in automotive press part industries as shown in Figure 3 (Afifi 2011a).

$$TCC = \alpha T^{\beta_t} \cdot H^{\beta_h} \cdot I^{\beta_i} \cdot O^{\beta_o}$$

Where β_x is the coefficient of the importance of each component with $\sum\beta=1$, for simple measurement we can assume $\beta_x = 0.25$, which are equal in every component of technology, while α the technology climate factor. For standalone industry or analyzing one sector of industry we can assume $\alpha = 1$, and for advanced analysis of group of industry or multi sectors we can use $\sum\alpha = 1$. In industrial maturity development index measurement we use $\alpha = 0.091$, since it have 11 stages and as normalization to limit $TCC_{max} = 1$ (Afifi 2011a). Using this formula, we can make quantitative measurements for various industries group like (1) standalone industries, (2) industrial sectors, (3) group of industries or competitors, (4) regional Industries, etc.

Company 1			
Machine type	Mechanical	Mechanical	Mechanical
Machine capacity (tonf)	110	250	400
Stroke length (mm)	100	500	600
Stroke speed (stroke/min)	50	24	15
Max die height (mm)	500	650	1000
Bolster area (mm x mm)	1650 x 650	2000 x 1200	2740 x 1800
Slide area (mm x mm)	1250 x 500	2000 x 1200	2740 x 1800
Motor power	7,5 kW	7,5 kW	45 kW

Company 2			
Machine type	Mechanical	Hydraulic	Hydraulic
Machine capacity (tonf)	300	500	600
Stroke length (mm)	500	1100	500
Stroke speed (stroke/min)	15 - 30	15 - 35	15 - 25
Max die height (mm)	650	1500	1120
Bolster area (mm x mm)	2100 x 1350	2740 x 1800	2800 x 1850
Slide area (mm x mm)	2100 x 1350	2740 x 1800	2800 x 1850
Motor power	37 kW	90 kW	75 kW

Company 3		
Machine type	Mechanical	Hydraulic
Machine capacity (tonf)	2000	4000
Stroke length (mm)	500	1000
Stroke speed (stroke/min)	15	15
Max die height (mm)	1000	1000
Bolster area (mm x mm)	8000 x 1800	12000 x 1800
Slide area (mm x mm)	8000 x 1800	12000 x 1800
Motor power		

Table 2. Production Capability of Automotive Press-part Industry (Afifi 2011a)

Technical Capability and Product-Service Specification

As mention above about competitiveness, the market can be explained using product or service specification as an interpretation of customer needs that associate with technical specifications as production capability. Production capability is diverse in industries, some of it relies on one or more of component technology-driven resources. In this manufacturing case in the Automotive Press part Industries, it relies on its machine.

Table 2 provides some data of machines from various companies in Automotive press part Industries in Indonesia which taken in 2011. By identifying each machine's specifications in industries, we can recognize this industry capability. Machine capability defines what product material can be processed. From the data shown, we can classify that company 3 machines with big capacity and hydraulic type were mostly used for chassis production, while machines with medium capacity used for body parts, and small machine capacity for small parts.

CONCLUSION

The industrial maturity development index consist of two approaches; first is by identifying the industrial maturity index from technology-driven resources and second is by identifying production capability and associate it with product or services specification. The technical detail to identify and optimize each stage can be referenced to any studies related to a specific trend in each stage. This Industrial Maturity Development Index can be an alternative to see improvements and innovations with some scaled and stages of the transformation process.

These two approaches are linked to each other, while the development of the industrial maturity index persistently will give benefit to its production capability. Not like the industrial maturity index that can be generalized to many sectors of industries, production capability on the other side are specific by sectors of industries. More research needed on how each sector of industry identify their product or services specification, for an example in postage industry they use distance and weight of goods to correspond with customers. Future research for the industrial maturity index is wide open, from how to identify stages, make optimization on it and an exploration application to identify βx in each sector of industries and α for each sector of group multi sectors of industries.

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2

THE EFFECT OF POLITICAL SKILL, EMOTION REACTIVITY, AND RESILIENCE ON STRESS

ENNY MARLINAH MANGGOR & IDA ROSNITA ISMAIL

UKM-Graduate School of Business
Universiti Kebangsaan Malaysia

ABSTRACT

Political skill represents a set of social effectiveness efficiencies that enable individuals to more effectively overcome the work environment complexity. Despite the richness of empirical studies on the role of political skill as a coping skill, the theoretical mechanism of the coping effect of political skill has not been fully explored to date. Therefore, this cross-sectional research attempt to examine empirically the role of emotion reactivity as an underlying mechanism that explains how employee with political skill overcome stress at workplace. Further, this research also attempts to examine the buffering effects of resilience on the political skill-stress relationship and on the emotion reactivity-stress relationship. Data were obtained from 167 employees in various sector in Klang Valley to support the hypotheses. Our results contribute to an understanding of political skills role in stress management.

Keywords: *political skill, emotion reactivity, stress, resilience.*

INTRODUCTION

Improving the health and well-being of employees in work organizations has become an important area of research recently. Recently, healthy organizations have become a goal for researchers and practitioners worldwide (Di Fabio 2017). However, this primary proposition has its own challenges especially in this current world economic scene when there is changing from developed economy to emerging economies. Under this emerging economy, employees are required to work in a long hour, work more skillfully, harder, and more flexible, thus these matters cause stress to employee. Stressful and demanding situations make employees become uncomfortable, and this circumstance causes negative experiences in the workplace (Christian et al. 2011). Stress has been related to low performance, absenteeism, withdrawal behavior, turnover intentions, and low work engagement (Spector 1985; Martin & Miller 1986; Dupré & Day 2007).

However, stressful event perceived differently by the individual (Ferris et al. 2015; Perrewe et al. 2005; Meadows et al. 2015). Some employee may enjoy a demanding job; some enjoy networking while others are suffering from this kind of commitment. This is due to individual differences particularly skill. Political skill is an individual difference that has been reported to affect strain reactions and reducing the negative effects of a stressor. Ferris et al.

(2015) however argued that the current status of theory in this area has been underdeveloped. Therefore, the purpose of this research is to propose a framework of political skill's relationship with stress that more specifically delineate the intermediate linkages through which political skill's effects operate. Specifically, this research first address how political skill influences individual emotion. Then, attention is focused on how the relationship between political skill and stress are affected by resilience.

This study provides several contributions. First, our study elaborates how political skill influence intrapsychic effects which in turn affects individual perceived stress. Although political skill has been related to both others -evaluated variables (e.g., job performance ratings) and self-evaluated variables, there is not many work on the effects of political skill on self. Second, we underpinned our argument for the relationship between political skill, resilience, and stress based on Conservation resource theory (Hobfoll 1988) which will contribute to a better understanding about how the theory can be applied within this research domain. In the process, we contribute to theory by providing additional evidence of political skill's ability to help employees to manage potential difficult situations. Third, this study also provides substantial evidence on the importance of political skill in reducing stress. Therefore, management should address this issue at both individual and organizational levels.

THEORY AND HYPOTHESES

The overall research framework as depicted in Figure 1. In this study, we contend that political skill, emotion reactivity, and resilience relate to stress. The framework was underpinned by Conservation of resource theory (Hobfoll 1988). The basic premise is that the level of coping resources that individuals possess determines their capacity to deal with stressors. It suggests that individuals strive to acquire, maintain and protect such resources and that stress and strain are experienced when individuals perceive a potential or actual loss of these resources, or when they believe theirs are insufficient and/or inadequate for coping with stressors (Hobfoll 1989, 2002). This study explored the mediating role of emotion reactivity based on Affective events theory. According to Affective events theory (AET), the work environment in general and work events lead to affective reactions experienced at work, which then influence work attitudes and work behaviors (Weiss & Cropanzano 1996). Thus, the theories provide justifications in explaining the relationships between political skill and stress. Next section describes political skill in general and justifications for hypothesis development.

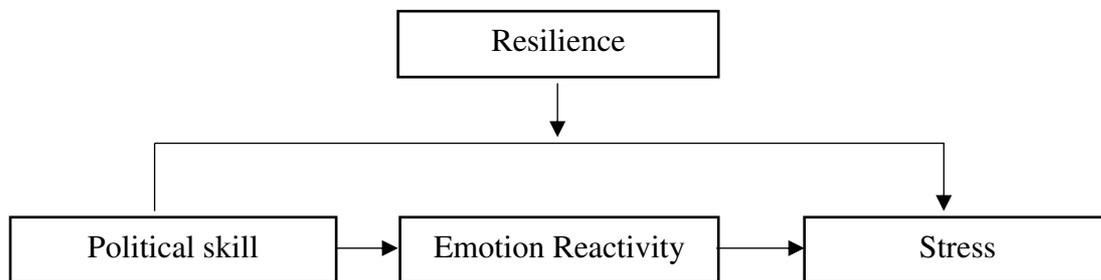


Figure 1: Hypothesized model

Political Skill

Political skill is a set of important personal competencies. The term of Political skill was first introduced by Pfeffer (1981). Pfeffer argued that political skill is needed to be successful in organizations which involving ambiguous and often turbulent environment. Later, Mintzberg (1983) suggested that organizations could be characterized as political arenas, and then acquisition or development of political skill was essential for success and survival. Mintzberg referred political skill to the exercise of influence through persuasion, manipulation, and negotiation. Building on this early work by Pfeffer (1981) and Mintzberg (1983), who coined the term political skill Ferris et al. (2007) proposed a conceptualization of political skill and defined it as the ability to effectively understand others at work and use such knowledge to influence others to act in ways that enhance one's personal and/or organizational objectives.

Ferris et al. argued that political skill construct is composed of four critical underlying dimensions: social astuteness, interpersonal influence, networking ability, and apparent sincerity. Social astuteness is the ability to accurately understand social interactions and interpret one's behavior as well as that of others and to be keenly attuned to diverse social situations. Interpersonal influence incorporates a flexible, adaptive nature that allows people to adjust and calibrate their behavior to different and changing situations, which tends to elicit the targeted and desired behavioral responses from others. Networking ability refers to an individuals' ability to identify and develop diverse networks, contacts, and alliances of people. Politically skilled individuals develop friendships easily, and they effectively build strong and beneficial social ties. Interpersonal ability refers to the ability to influence others' behaviors to obtain desired outcomes. Apparent sincerity is the ability to portray oneself to others as sincere, genuine, authenticity, and integrity (Ferris et al. 2005).

Political Skill and Stress

Political skill is individual ability to understand others and use such knowledge to influence others to get desired outcomes (Perrewé et al. 2004). This ability provided employee with a set of competencies to control stressful event in organizations. Politically skilled individuals understand people, along with a basic belief that they can control the processes and outcomes of interactions with others (Perrewé et al. 2000). Because of their social astuteness and ability in interpersonal influence, politically skilled individuals are more likely to effectively regulate interpersonal interactions. Therefore, when being faced with work-place stressors, politically skilled individuals will perceive high levels of control and, as a result, experience less strain than those unskilled (Perrewé et al. 2005).

Stress was defined as a state that occurs when persons perceive that demands exceed their abilities to cope (Adler et al. 1994). Employees appraise stressor differentially based on their ability to manage them. Owing to their ability in networking and influencing, politically skilled employees tend to acquire the extensive support needed to reduce job demands. Thus, political skill might affect not only the degree to which these stressors are perceived as threats but also the level of the possessors' perceived and actual coping ability (Harvey et al. 2007). Moreover, stressors result in strain only when the exposed person perceives both threat and lack of coping resources. Political skill, a type of personal resource, may serve to counteract the threats of social stressors. Thus, when being exposed to stressors, politically skilled employees perceive relatively lower threat levels and higher levels of coping resources. Therefore, politically skilled individuals are less likely to be affected by stressors.

Brouer et al. (2011) assumed that, when perceived organizational politic is high, individuals may not be assured that hard work will lead to desired outcomes (i.e. expectancy),

that good performance will be recognized (i.e. instrumentality) or that rewards will be desirable (i.e. valance). Political skill enhanced perceived control over events which makes interactions more predictable, thus reducing the pressure caused by the uncertainty. Politically skilled individuals can understand what performance is necessary for this situation, whether performance will be recognized, and how to obtain desirable rewards. Such understanding helps to clarify expectancy, instrumentality, and valence.

Politically skilled individuals are socially perceptive and competent in adjusting their behavior to situational needs (Ferris et al. 2005). Due to their networking ability, politically skilled employees view interpersonal interactions as an opportunity rather than as threats, facilitating the establishment of friendship, connection, and alliance, which in turn ensures favorable identity in their network (Perrewe et al. 2000). Politically skilled individuals not only are successful at regulating interpersonal interactions but also know exactly how to exert such influences in a manner that facilitates interpersonal relationships characterized by confidence, trust, and sincerity (Ferris et al. 2002). Politically skilled individuals may enjoy network centrality, enabling them to gain access to important information. Ferris et al. (1999) argued that politically skilled individuals enjoy a sense of personal security and self-confidence from previous experience in and efficacy within their work environments and the individuals with whom they interact. Such personal security and self-confidence may contribute to politically skilled individuals experiencing lower levels of burnout.

Hypothesis 1. Political skill has a negative relationship on stress

Emotion Reactivity as a Mediator

It seems plausible that some individuals, more than others, might intuitively understand and use the benefits of positive emotions to their advantage. Emotions have been defined as quick-moving reactions that occur when an individual process a meaningful stimulus (e.g., a threatening object). Emotions, either positive or negative are best conceptualized as multi-component response tendencies that unfold over relatively short timespans (Fredrickson 2004). Emotion also is characterized by its tonality (pleasant/unpleasant) and by its intensity (the arousal) (Lang 1995). Every person reacts emotionally different to one another influenced of effortful processes that enable persons to modulate their emotional reactivity (Nigg 2006; Claes et al. 2009).

Positive emotion is important to human well-being (Fredrickson 1998) helps to broaden ones thought and behavior tendencies (Fredrickson 2001, 2004). The positive emotion helps to form a flexible and adaptive pattern of thought and behavior while coping with stress or any constraint. Cognitive flexibility will promote durable emotional regulation and increase psychological resilience (Tugade & Fredrickson 2007). Hence, positive emotion promotes personal well-being and improves one's quality of life (Cohn et al. 2009). Decrease or deficit in positive emotion is associated with increased risk of depression and anxiety (Brown & Barlow 2009; Gruber et al. 2013).

Given the important role of emotion to oneself, the mediation role of emotion reactivity on the relationship between political skill and stress has not yet been tested. Positive emotion has received little focus and under-reviewed as compared to the study of negative emotions (Burgdorf & Panksepp 2006; Carl et al. 2013). Therefore, Affective events theory (AET) (Weiss & Cropanzano 1996) were used to explain the mediation role of emotion in this study. Due to their capacity to better manage their work environment, politically skilled employees should experience positive emotion reactivity. Consequently, it influences employee perceived stress, especially when employees experience positive emotion.

Hypothesis 2. Emotion reactivity mediates the relationship between political skill and stress

Resilience as a Moderator

The proposed framework graphically illustrates political skill as demonstrating main effects on stress. However, it needs to be recognized that political skill also likely influences stress outcomes through its interaction with other individual differences. Other individual differences may attenuate or strengthen the influence of political skill on stress through a moderation effect (Hochwarter et al. 2007). For example, it might be expected that resilience would interact with political skill to influence the rate at which individuals perceived stress. This should deepen our insight into why political skill always influences the way employees' perceived stress.

Resilience refers to the "ability to adjust to adversity" and is related to numerous factors such as emotional insight, life and spiritual balance, reflexivity, being able to resort to a supportive professional network, and being able to remain optimistic and alert to the positive elements of even very difficult and challenging situations (Jackson et al. 2007). Resilient individuals are said to 'bounce back' from stressful experiences quickly and efficiently, just as resilient metals bend, but do not break (Lazarus 1993; Carver 1998). When encountering hindrances or stressful situations, highly resilient employees overcome the crises by exhibiting strategic behaviors (Avey et al. 2010). Facing adversities, optimistic and resilient employees can resist the negative effects of setbacks because of their ability to build positive expectancy. Resilience has been linked to a number of positive outcomes, including improved mental and physical health, increased longevity and decreased incidences of heart disease (Connor 2003, 2006; Lazarus 1993; Tugade, Fredrickson & Barrett 2004), and improved overall employee well-being (Avey et al. 2010).

As suggested by Block and Kremen (1996), to adapt effectively in dynamic situations requires ego-resilience, which is characterized by a tolerance for ambiguity, a capacity to regulate impulse, the capability to psychologically redefine situations in one's mind, and the ability to use cognitive problem solving to adapt one's behavior according to what the situation demands. Based on Conservation of resource theory (Hobfoll 1988), resilience shall facilitate political skill in combat stress at work. Deriving from this assumption, it is expected that politically skilled employees will be better cope with stress compared to those who are not resilience. Therefore, the following hypothesis is proposed:

Hypothesis 3. Resilience moderates the relationship between political skill and stress

METHOD

Data were collected from 200 employees using survey questionnaire. Judgmental and snowball sampling approaches were used to select the respondents for the study. Each respondent must have working experience. The questionnaire were distributed in various sector in Klang Valley. It contained a cover letter of 175 responses received, 8 cases were removed because of the presence of outliers. The total usable number of responses for final data analysis was 167.

Measures

Political skill was measured with the eighteen-item Political Skill Inventory (PSI) developed by Ferris et al. (2005). The Political Skill Inventory includes the four dimensions of network ability, apparent sincerity, social astuteness and interpersonal influence. A sample item

measuring network ability is ‘I spend a lot of time and effort at work networking with others’; a sample item for apparent sincerity is ‘I try to show a genuine interest in other people’; a sample item for social astuteness is ‘I am particularly good at sensing the motivations and hidden agendas of others’; and a sample item for interpersonal influence is ‘I am able to communicate easily and effectively with others.’ Respondents were asked to rate their political skill using a seven-point Likert-type scale ranging from 1 (strongly disagree) to 7 (strongly agree). The internal reliability consistency for this measure was 0.941.

Stress was measured using a five-item developed by Griffin et al. (2010). Respondents were asked to rate their stress using a five-point Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree). A sample item is “Lot of the time my job makes me very frustrated or angry”. The internal reliability consistency for this measure was 0.847.

Emotion reactivity was measured using a fifteen-item The Perth Emotional Reactivity Scale (PERS) developed by Becerra & Campitelli (2013) & Becerra et al. (2017). Respondents were asked to rate their emotion reactivity using a five-point Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree). A sample item is “I tend to get happy very easily”. The internal reliability consistency for this measure was 0.835.

Resilience was measured using six-item developed by Smith et al. (2008). Respondents were asked to rate their resilience using a five-point Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree). A sample item is “I tend to bounce back quickly after hard times”. The internal reliability consistency for this measure was 0.74.

Procedure

Partial least squares structural equation modeling (PLS-SEM) using SmartPLS 3 (Ringle, Wende & Becker 2015) was used to analyze the 167 usable data. This statistical technique was used because the objective of this paper was mainly to identify the predictive effects of political skill, emotion reactivity, resilience on stress, and to identify the magnitude of the variance explained in stress by this set of predictors. Assessment for the path model followed the two-stage procedure as suggested by Hair et al. (2017). First, the measurement model was assessed first. In this study, all variables were modeled reflectively. Therefore, only reflective measurement model assessment was used. Once the reliability and validity of the model have been established, the structural model was evaluated. In addition, we also tested the mediation path between emotional reactivity and stress.

RESULTS

Descriptive Results

Majority of the respondents were female (71.3%), Malay (75.4%), age between 25 and 30 years old (35.9%), and have a Master degree (57.5%). A large number of respondents work in education and manufacturing (36.5%) sectors in Malaysia. Most respondents had less than one year working experience (29.9%).

Inferential Results

As all constructs in this study were modeled reflectively, the first stage of PLS-SEM analysis follows the measurement model assessment. Table 1 shows the results of the reflective measurement model assessment. Some of the values for outer loadings were not above the cut-off value of 0.707. The highest outer loading was 0.853 (S2) and the lowest outer loading value

was 0.514 (PS18). The internal consistency reliability was assessed based on two criteria, which are Cronbach's alpha and composite reliability. As shown in Table 1, Cronbach's alpha values range from 0.74 to 0.941. Similarly, composite reliability values ranged from 0.74 to 0.947. Therefore, both criteria exceeded the cut-off value of 0.7 as recommended by Hair et al. (2017).

Table 1 Results of reflective measurement model

Construct	Items	Outer loading	Cronbach's alpha	Composite reliability	Average variance extracted
Political skill	PS1	0.566	0.941	0.947	0.505
	PS2	0.801			
	PS3	0.769			
	PS4	0.726			
	PS5	0.735			
	PS6	0.769			
	PS7	0.805			
	PS8	0.583			
	PS9	0.629			
	PS10	0.806			
	PS11	0.781			
	PS12	0.751			
	PS13	0.569			
	PS14	0.699			
	PS15	0.711			
	PS16	0.737			
	PS17	0.733			
	PS18	0.514			
Stress	S1	0.824	0.847	0.847	0.624
	S2	0.853			
	S3	0.85			
	S4	0.636			
	S5	0.767			
Emotional reactivity	PE1	0.642	0.835	0.876	0.506
	PE5	0.713			
	PE6	0.846			
	PE7	0.68			
	PE9	0.671			
	PE10	0.783			
	PE13	0.615			
Resilience	R2	0.792	0.74	0.74	0.657
	R4	0.805			
	R6	0.834			

The last criterion displayed in Table 1 is average variance extracted, which is a measure of convergent validity. Results showed that all constructs' values exceeded the cut-off value of 0.50. It means that at least 50 percent of the variance in a construct's indicators was captured by the assigned construct.

The last criterion for a reflective measurement model assessment is heterotrait-monotrait correlation or HTMT. Table 2 shows the results of HTMT for the proposed model. In this study, a conventional cut-off value of 0.85 was chosen. That is, all HTMT values were expected to be below than 0.85 in order to establish the model's discriminant validity. As shown the HTMT reported in this study ranged from 0.153 to 0.649 which is below the recommended cut-off value (Henseler et al. 2014).

Table 2 Results of discriminant validity using HTMT

	Emotion reactivity	Political Skills	Resilience	Stress
Emotion reactivity				
Political Skills	0.623			
Resilience	0.227	0.153		
Stress	0.427	0.309	0.649	

The four assessment criteria at the measurement model stage show that the model is reliable and valid. The next stage in the PLS-SEM analysis involves assessing the structural model, which include assessing the variance in inflation factor (VIF), coefficient of determination (R^2), effect size (f^2), path coefficients and its significance, and predictive relevance (Hair et al. 2017).

Table 3 Results of VIF, coefficient of determination and effect size

Latent variables	Emotion Reactivity ($R^2=0.328$)		Stress ($R^2= 0.391$)	
	VIF	Effect size (f^2)	VIF	Effect size (f^2)
Political skill	1.593	0.031	1.565	0.04
Resilience	1.024	0.018	1.075	0.4

As shown in Table 3, all VIF values were below than 5; hence, it indicates there is no issue of collinearity. In the proposed model, there are two endogenous latent variables, which are emotion reactivity and Stress. The coefficient of determination for stress was 0.391, which means that 39 percent of the variance in stress is explained by political skill and resilience; however, since the effect size of resilience (0.4) is much higher than that of political skill (0.04), the effect of resilience on stress is more important than the effect of political skill on stress. The ultimate endogenous latent variable is emotion reactivity. Exogenous latent variables explained emotion reactivity, and as such its coefficient of determination was 0.324. Thus, it indicates that 32.4 percent of the variance in emotion reactivity was explained by political skill and resilience.

Table 4 shows the magnitude and significance of the path coefficients

Hypothesized relationships	B	p-value	95% CI
Resilience -> Stress	0.101	0.027	[0.009 -0.179]
Political Skills -> Stress	-0.194	0.009	[-0.317, -0.05]
Political Skills -> Emotion reactivity -> Stress	-0.098	0.02	[-0.188, -0.031]

A bootstrapping procedure with 5,000 resampling was used to assess the structural model path coefficients and its significance. Table 4 shows the results of the path coefficients of the study. Results revealed that there was a significant relationship between political skill and stress ($\beta = -0.194, p = 0.009$). Therefore, Hypothesis 1 was supported. On the mediation relationships, emotion reactivity was found to mediate the relationship between political skill and stress ($\beta = -0.098, p = 0.02$). Therefore, Hypothesis 2 was supported. On the moderation relationships, resilience was found to moderate the relationship between political skill and stress ($\beta = -0.0101, p = 0.027$).

DISCUSSION

Stress is prevalent at work. Stress is something we cannot avoid but we can reduce its effects. One of the ways to reduce stress is to have political skill. Political skill helps individual to overcome work environment complexities. Its indeed there is increasing attention on political skill in various research. Political skill has been suggested as an antidote to stress. However, we intended to offer new avenues to how political skill can reduce stress at work and its interactions with another construct. To fill the theoretical gap, this study examined the effects of political skill, emotion reactivity, and resilience on stress.

We tested the direct relationship between political skill and stress. In line with the conservation of resource theory (Hobfoll 1988), this relationship was statistically supported. First and foremost, we found evidence that employee with political skill will likely to experience stress. Through the lens of the COR perspective (Hobfoll 1988), we then argued that employee's capacity to effectively regulate their social resources will determine the perceived stress. Politically skilled employee perceived high levels of control to the processes and outcomes of interactions with others. They also view interpersonal interactions as opportunity rather than as threats. Moreover, under the uncertainty of performance evaluation politically skilled individuals are able to understand what performance is necessary for this situation, whether performance will be recognized, and how to obtain desirable rewards.

Our mediated hypotheses involving emotion reactivity as mediators between political skill and stress were also established. Therefore, this study provides empirical supports not only to the proposed mediated relationships but also to the utility of Affective events theory (AET) (Weiss & Cropanzano 1996) as underpinning theories in this study. Politically skilled employees not only able to cope with stress but also experience emotion reactively positively which in turn makes them better able to cope with stress.

Our moderating hypotheses involving resilience as moderator between political skill and stress were also established. Therefore, this study provides empirical supports not only to the proposed moderating relationships but also to the utility of Conservation of resource theory (Hobfoll 1988) as underpinning theories in this study. As such, the application of Conservation of resource theory allowed us to achieve our third goal, which was to demonstrate other social resource in which influence politically skilled employee respond differently to stress. Based upon Conservation of resource theory, resilience strengthens politically skilled employee to cope with stress.

MANAGERIAL IMPLICATIONS

Our study informs management in organizations that political skill is important at work. Results substantiated that politically skilled employees are better able to deal with stress. As illustrated in this study, political skill plays an important role in influencing employee's reactivity towards stress.

Organizations will reap benefits if executives are better able to communicate, engage in interpersonal interactions, cope with accountabilities, operate in turbulent environments, and be flexible without manifesting strain. Organizations are widely viewed as political arenas and it is long overdue for us to seriously consider the repertoire of skills that contribute to success in such environments. The current study's findings suggest a way for organizations to facilitate employees' coping to stress, that is, to enhance political skill. Organization may provide training programs such as drama-based training, developmental simulations, behavior modeling (Ferris et al. 2002). These process-focused training programs, however, require careful monitoring and evaluation but once they are successfully implemented, they may contribute to increase employee's political skill, thus improve their coping ability on stress.

LIMITATION AND FUTURE RESEARCH

The interesting findings of this study also come with several limitations that provide future research avenues. First, the results provide some theoretical generalization to the emerging phenomenon. Using judgmental sampling, the results were not able to be generalized to the population at large. Therefore, we recommend that future studies replicate our study by using different populations and probability sampling technique, whenever possible. Second, we also encourage future researchers to extend our study by including other predictors, mediators, and moderators to enhance the understanding of political skill. Third, this research studied into stress in the surface without referring to one specific type of stress: e.g ambiguity. Future research could benefit from this research by looking deeply into specific stress situations. It might help us to explain how political skill can be used in certain situations.

CONCLUSION

This study enriches the understanding of political skill in the workplace. Not only does this study suggest that political skill helps employee coping better with stress but also demonstrates political skill stimulate emotion reactivity which in turn affects their perceived stress. By examining the relationships among political skill, emotion reactivity, resilience and stress we add to the existing body of knowledge on political skill. Our study also provides important implications for managers on how to help employee to deal with stress.

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3

**HOW RUDE! ANXIETY AND BELONGINGNESS IN REACTION TO
WORKPLACE INCIVILITY**

NUR FARZANA MOHAMAD NAHAR & IDA ROSNITA ISMAIL

UKM-Graduate School of Business
Universiti Kebangsaan Malaysia

ABSTRACT

Rudeness is rampant and on the rise. Living up with incivility is costly and can bring negative impact to employees as well as organizations. In responding to incivility, employees may respond in a way that is harmful to the organization. Drawing from conservation of resource theory, affective events theory and the group value model, we aim to understand employees' responses to workplace incivility. Participants included 123 non-managerial employees working in Klang Valley, Malaysia. Results showed that participants reported feeling anxiety and reduce their sense of belonging in responding to incivility instigation. Additionally, anxiety and perceived belongingness were not found to mediate the relationship between workplace incivility and work engagement. These findings highlight the importance of managing incivility in the workplace.

Keywords: *anxiety, belongingness, uncivil behavior, workplace incivility, work engagement*

INTRODUCTION

"Where incivility thrives, targets suffer and organizations lose"
Pearson & Porath 2005

Taking over our organization and everyday interaction, workplace incivility that encompass of rude, disrespectful and insensitive deed are becoming more common in today's organization. At work, the act of incivility can be in the form of verbal and non-verbal, such as gossiping, giving sarcastic comments, using demeaning language, making an unpleasant joke and used demeaning gesture to someone. These uncivil behaviors are some of the challenges faced as they may results in higher turnover intention (Sguera et al. 2016), higher employee burnout (Han et al. 2016), lower employee creativity (Hur et al. 2016), greater employee withdrawal behavior (Schilpzand et al. 2016) and encourages employee deviant behavior (Itzkovich 2016).

Despite the growth in workplace incivility research, there are still gaps in the current literature that require further research. Examining incivility as a threat to organizational and employees, few studies have focused on workplace incivility and its impact on employees work engagement. For organization, employee's work engagement is critical to firm performance, success and survival (Anderson, Potocnik & Zhou 2014). Nevertheless, the perpetration of

uncivil behavior at work may jeopardized employees work engagement (Beattie & Griffin 2014; Chen et al. 2013). That is, there is a possibility that experiencing uncivil behavior may result in lowered employees work engagement. However, research examining the relationship between workplace incivility and employees work engagement is still limited. To address this gap, this study aims to investigate the relationship between workplace incivility and employees work engagement.

To understand further on workplace incivility phenomenon, this study attempts to examine the potential underlying mechanisms underlying on the relationship of workplace incivility and work engagement. Further, little is known about the conditions that may mediate the relationship between workplace incivility and its outcome (Schilpzand, De Pater & Erez 2016). Thus, in this study, we focus on examining the role of anxiety and belongingness on the relationship between workplace incivility and work engagement.

In addition, as past studies tend to examine workplace incivility either from the supervisor or coworker (Bunk & Magley 2013; Miner et al. 2014; Itzkovich 2016; Mao et al. 2017), little study focuses on the outcomes of workplace incivility from a single group of perpetrators. Because perpetration of incivility by a supervisor can serve as a means of exercising power, lower social status employees may be prone to experience incivility from higher status employees (Cortina et al. 2001; Torkelson et al. 2016). Schilpzand, De Pater and Erez (2016) argued that incivility initiated from supervisor could be more destructive towards employees. It is because employees who being targeted of such behaviors depend on the supervisor's evaluation and rewards. Therefore, the present study focuses on investigating the consequences of supervisor incivility.

WORKPLACE INCIVILITY AND WORK ENGAGEMENT

The Conservation of Resources Theory (COR) suggests that individual tend to obtain, build, retain and protect their resources, which are valued by them (Hobfoll 1989, 2001). Given that when individuals experiences a threat and/or loss of actual loss of resources, they will likely to experience stress. At work, experiencing uncivil behavior can be a potent stressor, which could threaten an employee's cognitive and emotional resources (Cortina & Magley 2009; Giumetti et al. 2013). Consequently, employees work attitudes can be jeopardized their productivity such as reductions in work engagement.

Because workplace incivility is a form of bad behavior, the perpetration of this uncivil act provide little incentive for employees to become engaged in work. In the workplace, a supervisor is one of the vital resources for employees to be effective and engaged with their work. Supervisors provide employees important information that can assist them to accomplish the work task and meet their job demand (Gilbreath 2004). However, when supervisor behave in uncivil manner, it will interfere with employee's ability to engage with their work. Experiencing uncivil behavior can cause employees to feel distracted at work. That is, the targeted employees of uncivil behavior tend to spend their time worrying about the incidents and future interactions with the offender (Giumetti et al. 2013; Porath & Pearson 2010). Dealing with incivility drain the emotional and cognitive resources of employees (Jawahar & Schreurs 2018). As a result, experiencing incivility cause targets to have less resources available for work activities, which, in turn, lead to decrease work engagement. Empirical evidence showed that higher workplace incivility is likely to associate with reduction in the employee's work engagement (Chen et al. 2013; Giumetti et al. 2013). Thus, the following hypothesis is proposed:

Hypothesis 1. Supervisor incivility is negatively related to work engagement

THE ROLE OF ANXIETY

Drawing from Affective Events Theory (AET) (Weiss & Cropanzano 1996), experiencing a negative event such as workplace incivility is likely to trigger negative emotions such as anxiety. Consequently, this negative emotions is likely to have an effect on one behavior. Specifically, experiencing workplace incivility is expected to elicit anxiety, which then has an effect on employee's work engagement.

According to Spielberger (1983), state anxiety is characterized by subjective feelings of worry, nervousness, tension and uneasiness. The workplace setting can be an anxiety-inducing environment. That is, anxiety responses can occur when someone experiencing negative events in which it reflect individual interpretation of a particular stressful event (Vitasari et al. 2010). Although anxiety is often associated with negative life events such as bullying and sexual harassment (Bendixen, Daveronis & Kennair 2017; Quine 2001), there is also possibility that individual may feel anxious after experiencing negative events such as workplace incivility.

In workplace, experiencing uncivil behavior from the supervisor can be uncontrollable and disruptions of work routine (Abubakar et al. 2017). This perpetration of incivility damages the victim-instigator relationship (Pearson et al. 2001) and undermining target self-worth (Chen et al. 2013). As a result, the perceiver experiences anxiety following workplace incivility instigation.

In responding to uncivil treatment, targets may likely to exhibit negative work attitudes. It is because targets who feel anxious tend to avoid the instigator. When negative emotions occur, the target may be more likely to try to avoid the instigator such as by withdrawing from work (e.g., absenteeism). Consequently, it may influence target attitudes about their job (Porath & Pearson 2012). Thus, we expect that anxiety will act as a mediator in explaining the relationship between supervisor incivility and work engagement. On the basis of AET, the following hypotheses are proposed:

Hypothesis 2a. Supervisor incivility is positively related to anxiety

Hypothesis 2b. Anxiety is negatively related to work engagement

Hypothesis 2c. Anxiety will mediate the relationship between supervisor incivility and work engagement

THE ROLE OF BELONGINGNESS

Based on the group value model, we propose that experiencing uncivil behavior at work can affect targets belongingness. In workplace, respectful and fair treatment demonstrated to the employees that he or she is a valued group member, whereas disrespectful and unfair treatment indicates their marginal position within the group (Restubog et al. 2008). Because workplace incivility is a form of bad behavior, this negative behavior communicates to the perceiver that he or she is less worthy of respect or pride. Regardless of the motives underlying workplace incivility, this uncivil behavior provides less supportive work relationship and a lack of trust between the employee and organization (Chen et al. 2013). Given that, when target experience workplace incivility, particularly from the supervisor, this uncivilized act threatened their sense of belonging. In supporting this assumption, Hershcovis et al. (2017) reports that workplace incivility evoke target concern about belongingness at work.

With respect to work engagement, there is a possibility that threatened belongingness will have a negative effect on targets level of work engagement. When employees feel less belonging, there is a probability that they may become less motivated to being engaged with

their work. Besides, employees may try to withdraw from the situation such as considering to leave the organization (Ferris et al. 2008) in an attempt to protect themselves from further harm and minimize pain associated with the uncivilized behavior. Consequently, their work engagement can be jeopardized. Given that, in the present study, we expect that belongingness will act as a mediator in explaining the relationship between supervisor incivility and work engagement. Thus, the following hypotheses are proposed:

Hypothesis 3a. Supervisor incivility is negatively related to belongingness

Hypothesis 3b. Belongingness is positively related to work engagement

Hypothesis 3c. Belongingness will mediate the relationship between supervisor incivility and work engagement

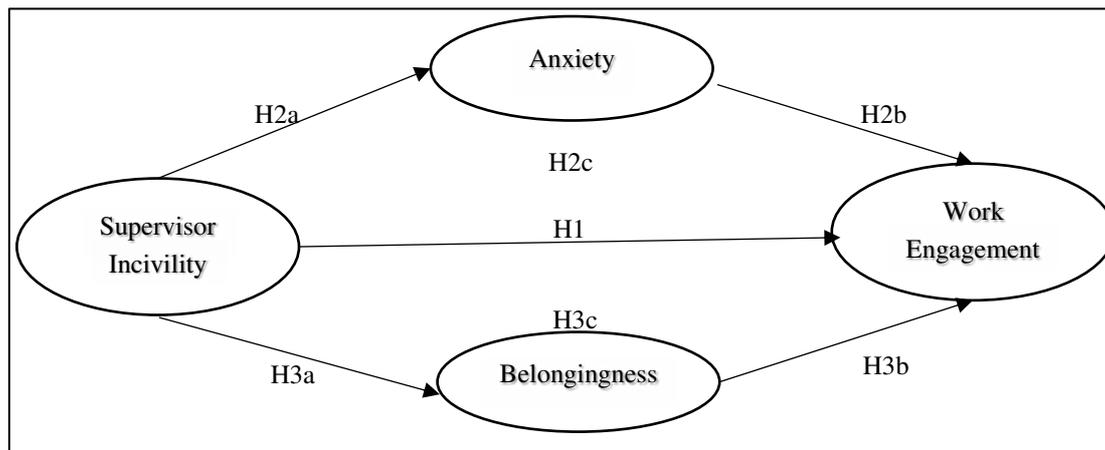


Figure 1: Hypothesized Conceptual Model

RESEARCH METHODS

A set of survey questionnaire was distributed among non-managerial employees working in Klang Valley, Malaysia. Usable responses were obtained from 123 employees. The participants of this study consisted of 51 males (41.5%) and 72 females (58.5%). The racial breakdown of the participants was 106 Malays (86.2%), 12 Indians (9.8%), 3 Bumiputra (2.4%) and 2 others (1.6%). Further, 56 (45.5%) of the participants consisted of employees working in public sector, whereas 67 (54.5%) of the participants consist of employees working in private sector. Based on type of employment, 90 (73.2%) of the participants were permanent employees, 27 (22%) of the participants were contract employees, whereas 6 (4.9%) of the participants were part time employees. The majority of the participants were employees with age 26 to 30 years old (31.7%), followed by employees with age 20 to 25 years old (26%), 31 to 35 years old (25.2%), 36 to 40 years old (7.3%), more than 45 years old (7.3%) and 41 to 45 years old (2.4%). For the education level, majority of the participants were diploma holder (54%), whereas minority 1.6 percent of the participants have master degree or Ph.D/DBA/equivalent.

Workplace incivility was measured using a modified version of Cortina's et al. (2013) updated version of Workplace Incivility Scale. This adapted scale is in contrast to Cortina et al., whereby it does not measure uncivil behaviors acted by either supervisor or coworker. The respondents indicated how often they had experience supervisor incivility using a seven-point Likert-type scale with responses ranging from 0 (never) to 6 (always). A sample item is "Addressed me in unprofessional terms, either publicly or privately".

Anxiety was measured using Buckley's et al. (2004) anxiety adjectives scale such as anxious, nervous, tense and uneasy. The respondents were required to indicate the frequency

of experiencing these anxiety using a seven-point Likert-type scale ranging from 1 (never) to 7 (every time).

Belongingness was measured using a modified version of Godard’s, (2001) belongingness scale. The respondents were required to indicate to what extent did they feel isolated from others where they work following incivility instigation using seven-point Likert-type scale ranging from 1 (never) to 7 (every time).

Work engagement was measured using a shortened version of the original Utrecht Work Engagement Scale (Schaufeli, Bakker & Salanova 2006). The responses were set on a seven-point Likert scale, ranging from 1 (strongly disagree) to 7 (strongly agree). A sample item is “My job inspires me”.

RESULTS

PLS-SEM involves a two-stage approach, which is evaluation of measurement model and evaluation of the structural model. In the present study, all constructs were modelled reflectively. Table 1 shows the results of the reflective measurement model assessment. Values for outer loadings were all above the cut-off value of 0.707. The highest outer loading was 0.954 (B1) and the lowest outer loading value was 0.716 (WE7). The internal consistency reliability was assessed based on two criteria, which were Cronbach’s alpha and composite reliability. As shown in Table 1, Cronbach’s alpha values ranged from 0.794 to 0.895. Similarly, composite reliability values ranged from 0.869 to 0.939. Therefore, both criteria exceeded the cut-off value of 0.7 as recommended by Hair et al. (2018). The last criterion displayed in Table 1 is the average variance extracted, which is a measure of convergent validity. Results showed that all constructs’ values exceeded the cut-off value of 0.50. It indicated that at least 50 percent of the variance in a construct’s indicators was captured by the assigned construct.

Table 1 Results of reflective measurement model

Construct	Items	Outer loading	Cronbach’s alpha	Composite reliability	Average variance extracted
Supervisor incivility	WI3	0.886	0.895	0.921	0.701
	WI4	0.812			
	WI5	0.787			
	WI9	0.871			
	WI12	0.828			
Anxiety	AN1	0.937	0.870	0.939	0.885
	AN3	0.944			
Belongingness	B1	0.954	0.870	0.938	0.884
	B2	0.926			
Work Engagement	WE4	0.820	0.794	0.869	0.671
	WE6	0.910			
	WE7	0.716			

The last criterion for a reflective measurement model assessment is heterotrait-monotrait correlation or HTMT. Table 2 shows the results of HTMT for the proposed model. In this study, a conventional cut-off value of 0.85 was chosen. That is, all HTMT values were expected to be below than 0.85 in order to establish the model’s discriminant validity. The HTMT values reported in this study ranged from 0.105 to 0.648, which was below the recommended cut-off value (Henseler et al. 2015).

Table 2 Results of discriminant validity using HTMT

	Anxiety	Belongingness	Work Engagement	Supervisor Incivility
Anxiety				
Belongingness	0.449			
Work Engagement	0.105	0.119		
Supervisor Incivility	0.648	0.328	0.121	

The four assessment criteria at the measurement model stage showed that the model was reliable and valid. Once a reliable and valid measurement model has been established, the structural model will be evaluated, which include assessing the variance in inflation factor (VIF), coefficient of determination (R^2), effect size (f^2), path coefficients and its significance, and predictive relevance (Hair et al. 2017).

Table 3 Results of VIF, coefficient of determination and effect size

Latent variables	Anxiety ($R^2=0.347$)		Belongingness ($R^2=0.095$)		Work engagement ($R^2=0.042$)	
	VIF	Effect size (f^2)	VIF	Effect size (f^2)	VIF	Effect size (f^2)
Supervisor incivility	1.000	0.532	1.000	0.105	1.548	0.006
Anxiety					1.655	0.010
Belongingness					1.194	0.026

As shown in Table 3, all VIF values were less than 5, which indicated that there was no issue of collinearity. In the proposed model, there are three endogenous latent variables, which are anxiety, belongingness and work engagement. The coefficient of determination for anxiety was 0.347 that indicates 34.7 percent of the variance in anxiety was explained by supervisor incivility, with effect size of ($f^2=0.532$). Meanwhile, the coefficient of determination for belongingness was 0.095 that indicates 9.5 percent of the variance in belongingness was explained by supervisor incivility, with an effect size of ($f^2=0.105$). The ultimate endogenous latent variable is work engagement. All four exogenous latent variables only explained work engagement with coefficient of determination of 0.042. This indicated that only 4.2 percent of the variance in the work engagement was explained by supervisor incivility, anxiety and belongingness. The biggest effect on work engagement was belongingness, which was 0.026, followed by anxiety with effect size of 0.010 and supervisor incivility with effect size of 0.006.

Table 4 shows the hypothesis testing results. Only two of seven hypotheses were significant. Hypothesis 2a, which specifies that supervisor incivility positively relates to anxiety, was significant ($\beta = 0.589, p<0.001$). Similarly, hypothesis 3a was also significant ($\beta = 0.589, p<0.001$), which indicates that supervisor incivility positively relates to belongingness. All other direct relationships were not significant. Because neither the link between anxiety and work engagement nor the link between belongingness and work engagement was significant, the mediation hypotheses were not supported.

Table 4 shows the magnitude and significance of the path coefficients

Hypothesized relationships	β	<i>p</i> -value	95% CI	Result
H1: Supervisor incivility -> Work engagement	-0.093	0.190	[-0.278, 0.067]	Not supported
H2a: Supervisor incivility -> Anxiety	0.589	0.000	[0.498, 0.695]	Supported
H2b: Anxiety -> Work engagement	-0.129	0.146	[-0.326, 0.073]	Not supported
H2c: Supervisor incivility -> Anxiety -> Work engagement	-0.076	0.162	[-0.218, 0.045]	Not supported
H3a: Supervisor incivility -> Belongingness	0.308	0.000	[0.179, 0.438]	Supported
H3b: Belongingness -> Work engagement	0.171	0.059	[-0.017, 0.314]	Not supported
H3c: Supervisor incivility -> Belongingness -> Work engagement	0.053	0.083	[-0.005, 0.110]	Not supported

DISCUSSIONS

This study sought to extend the current body of knowledge on the consequences of workplace incivility. First, finding from this study show that those who experience uncivilized behavior at work tend to trigger feelings of anxiety. This finding is consistent with AET (Weiss & Cropanzano 1996) that experiencing a negative event such as workplace incivility trigger negative emotions. Because a supervisor play an important role in controlling structural aspects of the job (e.g., promotions, performance evaluation & work schedules), interpersonal conflict with the supervisor is likely to affect target's feelings (Lim & Lee 2011). As a result, perceive uncivilized behavior from the supervisor cause feeling anxiety for those targeted.

Second, based on group value model, finding of this study show that uncivilized behavior from the supervisor affect targets sense of belonging. Even though workplace incivility is a low-intensity form of mistreatment, this uncivilized behavior cause targets loss of face. Consequently, it can have negative implication for targets belonging in the workplace (Hershcovis et al. 2017).

Third, this study found that the relationship between supervisor incivility and employees work engagement was not significant. One possible explanation is that work engagement is a more stable attitude in which it do not focusing on any events, individual or behavior to affect targets engagement at work (Beattie & Griffin 2014). Even though a supervisor behaves in uncivil manner, it will not interfere with employee's ability to engage with their work.

Despite the direct effect on supervisor incivility and work engagement, this study also found that anxiety does not affect targets work engagement. This suggests feeling anxiety will not influence targets engagement with their work, even though they are dealing with stressful and challenging situation.

Moreover, this study also found that belongingness did not affect targets work engagement. Although people need to feel belonging to feel connected with other people, yet belonging do not influence one to engage with their work.

In addition, this study demonstrates that both anxiety and belongingness do not mediate the relationship between supervisor incivility and work engagement. Given that bigger sample sizes are required to detect the mediating effect, they may have been a lack of power (Fritz & MacKinnon 2007). Alternatively, there are others mediating mechanism, which might mediate the relationship between workplace incivility and work engagement.

RESEARCH IMPLICATIONS

The current study provides important implications for interventions aimed at minimizing the negative effects of workplace incivility. Because a supervisor plays a pivotal role in supporting the employees, increasing supervisor awareness on incivility is important. The supervisor needs to take steps in reducing incivility, such as by modeling civil behavior and not tolerating uncivil behavior (Porath & Pearson 2009).

In encouraging civility, organizations can invest in civility training to encourage positive interactions between employees. Besides, the organization may also create a guideline for all employees that provide detailed information on workplace incivility, civility, and the escalation of incivility, as well as the resolution process. Such an approach should produce positive outcomes for both organizations and their members.

LIMITATIONS AND CONCLUSION

As with all research, this study has a number of limitations. The use of self-report measures to assess all constructs can be associated with common method bias (Podsakoff et al. 2013). Nevertheless, the use of self-report measures in this study is suitable because workplace incivility occurs based on a target's perception of others' behaviors (Pearson et al. 2000). Relying on a report from others is unsuitable because workplace incivility is experienced directly by the target and not always observable by others (Hershcovis et al. 2012; Welbourne et al. 2016).

Another limitation refers to our sample of employees. Because there is a difficulty in obtaining access to a larger sample size, the present study only examined 123 employees working in various industries located in Klang Valley, Malaysia. Hence, it is not possible to generalize the findings to the population.

Overall, the result suggests that targets' experiences workplace incivility resulted in feeling anxiety and undermining their sense of belonging in the organization. When employees were treated uncivilly, organizations were losing profits and people. Hence, it is important for organization to curtail incivility and foster civility within the organization.

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4

FUTURE CHALLENGE OF KNOWLEDGE TRANSFER IN SHARIAH COMPLIANCE BUSINESS INSTITUTIONS

AFIFI, ABDULLAH A.^{1,2}, & ABBAS, A. FAUZI^{2,3}

¹UKM-Graduate School of Business - Universiti Kebangsaan Malaysia,

²Darulfunun IDRiS Institute, Indonesia,

³Faculty of Shariah, IAIN Bukittinggi, Indonesia

ABSTRACT

The rapid growth of the global halal market makes a positive impact on the development of shariah compliance business institutions. Although many sectors are now involved in the halal business, there is a challenge in understanding how shariah knowledge can assist in the present business environment. Specifically, shariah compliance business institutions that involve in the halal business is required to develop their performance and competitiveness, but the rigid tacit knowledge of shariah knowledge may influence the business. To compete and deal with innovations in a complex and competitive situation, formulation of shariah knowledge transfer into explicit knowledge is required. This, in turn, will ease the distribution of shariah knowledge throughout the whole institution structure. The knowledge distribution also can lead to a better understanding as well as to lead to group performance and innovations. The purpose of this conceptual paper is to provide some insights on how shariah knowledge from the shariah board can be transferred, through standards officer, to the whole organizational structure, which, in turn, may help the team to improve company's performance.

Keywords: *knowledge transfer, Islamic corporate governance, group dynamics, team performance, competitive advantage*

INTRODUCTION

It is estimated halal market that was spent by 1.8 billion Muslims around the world is worth US\$ 2.1 trillion in 2017. The most benefited sectors by the growth of the global halal market are (1) halal food, (2) Islamic finance, (3) halal travel, (4) modest fashion, (5) media and recreation, (6) pharmaceuticals and cosmetics. There are also trends that motivated global market related with ethical economy, especially with shariah compliance is that relevant on this issue, which are: (1) ethical consumption or investment, (2) government ethical regulation, (3) faith-based trends, (4) ethical market profit (Thomson Reuters 2018).

Understanding halal ecosystem penetration in the global market, which is dynamic, is covering infrastructures of business networks and involving governmental or non-governmental institutions. This halal global market start from Islamic finance and its

expansion to global business industries increase demand from global Muslim communities and market about shariah compliance product and services (BNM 2015).

This fascinating growth of the global halal market will give a big impact on the halal business, many shariah compliance business institutions will flourish and take a positive role in this business. In global market halal business, which not only can be done by Muslims, many of corporation will invest to learn and adapting approach how to make their business shariah compliance.

This paper is trying to give an alternative on how shariah knowledge needs to distribute on whole company authority's employer not only stay in shariah board or top management to face the future challenge of shariah compliance business institutions in the global competitive market that demand more of innovations and understanding of shariah knowledge.

SHARIAH KNOWLEDGE AND FUTURE CHALLENGES

Knowledge Transfer and Inclusivity

Organization learning is learning from their experience, even in the global market competition they also learn from their competitors or another organization. The form of learning is affected by some factors: structure, culture, resources, goals, feedback system, power distribution, training system, and another hidden internal condition. Hierarchy structures on a formalization of specialty that not necessary vertical structures are increasing capability of organization learning, while vertical integration which consists of ordinate and sub-ordinate is slowing down the learning process (Argote 2014).

There are also some category of issues that related with knowledge transfer that need to considerate, which are: (1) network structure, (2) generic issue, (3) social issue, (4) language, (5) organizational aspect, and (6) technical issue (Bellini, Aarseth, & Hosseini 2016). From it, we can understand the issue of knowledge transfer in shariah compliance business institutions is not just about the knowledge itself but also structure and distance between actors and authority holder or shariah boards.

Other research also supports this argument and give some engineered solution on how to use knowledge transfer as tools and get a result from it. This research mentions the other factors that influence innovations and creativity are the inclusivity of knowledge sharing. There is an engineered approach to accumulated knowledge and relevant authority indirect actors, so they can come with ideas and solutions (Kremer, Villamor, & Aguinis 2019).

Shariah Compliance and its Advantages

Shariah compliance economic activities is attributed by several features: (1) estimating by real value, (2) every contract is a direct peer-to-peer transaction, (3) assurance of product information or services, (4) clear agreement about profit or loss (Tatiana, Igor, & Liliya, 2015). There is also a major issue that tackled on shariah compliance, which are (1) riba' or usury or interest, (2) maysir or gambling, (3) gharar or uncertainty, and (4) haram or forbidden (Adam & Bakar 2014; F. Khan 2010). All of these features and major issues were discussed in shariah knowledge, along with their derivatives and forms on the present condition.

Some scholars argue that Islamic Banking and Finance, as the most matured sectors of the global halal market, actually just a same with the conventional banking system, and

what makes it different is on the transaction which the contract is documented and agreed as a mutual benefit (F. Khan 2010). Another research also showed the competency of shariah compliance business institutions is shown on how they affected by the crisis, there is some evidence that the approach of shariah compliance is higher on capitalization and asset quality (Beck, Demirgüç-Kunt & Merrouche 2013).

Two mechanisms that worked in governance institutions: internal mechanism and external mechanism, and there are some differences of mechanism worked in general corporate governance, bank governance, and Islamic banking governance. In the scope of the internal mechanism, Islamic banking governance has addition than general corporate governance, Islamic banking governance as the addition of shariah supervisory boards, the shariah review unit and the Islamic Financial Services Board (IFSB) as the main mechanism to monitoring. In the scope of external mechanism, Islamic banking governance involving the participation of public policy institutions, regulatory and supervisory authorities, and shariah authorities. This mechanism playing a significant role in Islamic banking governance (Ben Bouhenni, Ammi, & Levy 2016). As the most matured shariah compliance business institutions, the mechanism of Islamic banking governance is generally adopted in most shariah compliance business institutions' practices.

Even though, there is still a concern on how the shariah compliance approach can influence business and industry practices in any other sectors besides Islamic Banking Finance. For example sectors that still have a lot spaces to explore, such as: waqf governance (Abd Ghadas & Abd Aziz 2017; Harasani 2015; Mohsin et al. 2016), halal supply chain (Ali, Tan, & Makhbul 2013; M. I. Khan, Haleem, & Khan 2018; Qurtubi & Kusri 2018), Islamic work ethics (J. Ali 1988, 2015; Mohammad et al. 2018; Salahudin et al. 2016), and any other sectors related.

Shariah Knowledge: Islamic Ethics, Fatwa and Understanding

Islamic ethics is the principle right and wrong based on the thought of the Quran and Hadiths. Before we need to understand that there is a different understanding between law and ethics, even in general public have difficulties to distinguish both. Ethic also cannot be understanding subjectively or based on cultures, ethic is standing for what is fundamentally good (Abdurezak A. Hashi 2011). Research has shown Islamic ethics have a great influence on working commitment of employee and is also shown that employee who has understanding having more loyalty to organization generally (Salahudin et al. 2016).

The fatwa on another hand is complementary to ethics. It is an explanation by scholars in detail about something that does not have clarification in the Quran and Hadiths. The main concept of mechanism how fatwa can be produced is through *ijtihad*, which means responsible analysis referred to the Quran, Hadiths, and considering previous fatwa or previous understanding by scholars. By the time there is also some evolution on who fatwa resulted, from individual scholars, authority institutions or by consensus of scholars (Abbas 2015; Hisyam et al. 2017; Mamat 2019).

"Understanding shariah" or *Ittiba'* is more on the actor side when activities are made, so it is an individual activity to understanding ethics and fatwa, and this activity is the fundamental attitude that needs to be possessed by every individual (Abbas 2015). Of course, there will be a lot of different understanding on some issues, which is normal because we as an actor have different perspective and condition faced as consideration.

Formulating Shariah Knowledge Into Explicit Knowledge

Tacit knowledge is identified as the knowledge that difficult to standardize and just can be explored when it practices (Kogut & Zandes 1992). Some knowledge has difficulties to transfer, these attributes called knowledge tacitness, and it also depends on where the knowledge transfer occurs, is it on intergroup or intragroup (Nakauchi, Washburn, & Klein 2017). On the other hand, explicit knowledge is the knowledge that can be standardized or documented, this kind of knowledge is easy to transfer and communicate (Grant 1996).

By taking this tacit and explicit knowledge description we can assume ethics and fatwa which now days was issued by either authorities, council or a recognized association are well-documented knowledge or explicit knowledge along with another standard. Also different from ethics and fatwa knowledge, with the expansion of shariah compliance business activities in many other sectors, it is needed the practical understanding-shariah knowledge on the ground field collaborating along with their professional or technical knowledge. In simple words by this, we can easier to adapt shariah compliance business activities in the global market and industries so it can give more innovations and better performances.

Future Challenges

While we enthusiast on how global halal market growing, there are some sentiments of uncertainty in the global economy with isolation and protection policies. There are trends on socio-economic in Islamic economic, that selected from four socio-economic indicators: (1) economic outlook, (2) poverty and health, (3) education and empowerment, and (4) infrastructure (IsDB 2018).

With many sectors will involve in the global halal market, there is also a positive demand for shariah compliance business institutions not only producing halal products but also halal on the process, green, ethical, socially responsible and have good services impression (Zain, Darus & Ramli 2015). With all this present condition and challenges, furthermore expansion of the Islamic approach to another global market sector that we can generalize as shariah compliance business institution in the global halal market, it is necessary to adopt some approach that suitable enough to assist this expansion (Yaacob & Abdullah 2013).

STRUCTURES AND PERFORMANCE

Shariah Boards & Human Capital Gap of Knowledge

Shariah boards or known as shariah supervisory boards are top management structures that involved with authorities to decide and function as a gatekeeper for an institution to ensure of sharia-compliant practices (Hashim, Mahadi & Amran 2015). The shariah boards are playing a vital role in screening shariah compliance business activities. However, it is still needed manual screening analysis to ensure shariah compliance activities (Adam & Bakar 2014). Shariah boards position in the hierarchy is the same level as board commissioner (Indrawaty & Wardayati 2016). Even more, shariah supervision boards can be seen as the main structures that differencing from conventional business institutions (DeLorenzo 2012; Ginena & Hamid 2015). More important in the emerging environment, shariah boards are seen as the credibility of shariah compliance institutions (Malkawi 2013; Wardhany & Arshad 2012).

In Islamic banking governance, there are units call shariah reviews units that have a secondary task to monitoring complementary of shariah boards (Ben Bouheni et al. 2016). But, to adapt to general shariah compliance business practices which not just related to financial basis activities, it needs more than shariah reviews unit. In practice, the knowledge gap and limited authorities of shariah review units, make serious problems in shariah compliance governance (Bahari & Akhtar Baharudin 2016).

With many sectors will approaching the global halal market, we can see there are some difficulties by micro-finance, start-up or SME to setting up shariah boards in terms of quality and practicality (Mande 2015). Research that involves two well-established fully-fledged Malaysian Islamic banks also finds sharia compliance business institutions sharia boards, does not give an effective impact on the good performance of the company, except boards that have professional expertise (Haridan, Hassan, & Karbhari 2018; Ramli & Ramli 2016). This indicates that to have qualified board members that known with shariah knowledge is just not enough. Furthermore, it also needs professional skills to get collaborated knowledge so it can benefit company performance.

Shariah Internal Control

Shariah reviews unit is can be categorized as an internal audit because it has function and scope authority like an internal audit process. Audits can be described as an analysis and evaluation activities to find out the information in compliance with the standard required (Daniela & Attila 2013). Shariah reviews unit have the authority to observe such activities is shariah compliance or not, but they do not have the authority to choose, change or stop activities that not shariah compliance.

What we need in this case is an authority not only to reviews but also change and improve activities that not full fill shariah compliance requirements in the ground field itself. They need to have the knowledge and practical ability, and they also facing directly the issues, so they can understand the situation and condition more comprehensive. Similar with big and medium institutions, a small-medium enterprises, start-up, small shariah compliance business institutions, it is beneficial to formalized internal control practices in every level of activities in order to identify and investigate the activities is shariah compliance directly (Mohamed et al. 2014; Sanusi et al. 2015).

In our consideration, it is also important to formalized standards officer as internal control, but it does not mean that we not audit for shariah compliance activities. An internal or external audit can be conducted, what this paper what to address is the function of internal control is necessary because direct in charge with the main activities of producing product or services, to provide better assurance of shariah compliance.

Distributed Knowledge, Innovations and Performance

The combination of explicit knowledge and tacit knowledge also related to local and geographical basis will create innovations (Roper, Love & Bonner 2017). It is what we want also in shariah compliance business institutions, the potentials and possibility of shariah compliance to penetrating the new market is dependent on the combination of knowledge of ethics, fatwa, and "understanding-shariah" of actors that facing the ground field. This combination and integration of knowledge are being the competitive advantage of shariah compliance business institutions.

In delivering products, enhancing quality and standard needs by customers, the knowledge management processes (absorptive capacity, knowledge transfer and knowledge

application) will give impact to customer value (Cepeda-Carrion et al. 2017). By this understanding, having a shariah knowledge and "understanding-shariah" in the field also supported with relevant authority can improve customer value. It is also supported by on how innovations can occur easier when interacting with clients or facing the problems in the field, this external influence can be seen as innovation intermediaries (Coursey et al. 2019; De Silva, Howells, & Meyer 2018).

There is also an empirical study on how Islamic work ethics influenced the team performance, how these ethical values related to psychological ownership and attitudes resulted in a constructive, positive, optimistic work climate environment (Mohammad et al. 2018). In general, there is also correlation on how shariah compliance business practices have an impact on long-term financial performance (Pepis & de Jong 2019). Also "understanding-shariah" knowledge as tacit knowledge that even identifies with its difficulty to transfer it also has a significant contribution to organizational performance (Muthuveloo, Shanmugam & Teoh 2017).

CONCLUSION

As shariah compliance business institutions really rely on how the practices and activities of industry in the global market is shariah compliance, it is necessary to identify the knowledge of shariah (ethics, fatwa) as explicit knowledge that already standardize by authorities, while understanding how to implement and deal with activities is as tacit knowledge, and because of differences of capabilities of each worker, we can see it as a competitive advantage of industries in the global halal market environment.

Knowledge transfer and inclusivity of authorities are needed and it can be seen in the formalization of internal control that has the capability not only review shariah compliance but also "understanding-shariah" knowledge as standards of quality in their ground field of activities that can deliver more innovations and better performance.

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**EFFECTS OF SOCIALLY RESPONSIBLE HUMAN RESOURCE MANAGEMENT
ON EMPLOYEE BEHAVIOR IN PUBLIC ORGANIZATION**

MUHAMMAD FARIS RUZAIN & IDA ROSNITA ISMAIL

UKM-Graduate School of Business
Universiti Kebangsaan Malaysia

ABSTRACT

Socially Responsible Human Resource Management (SR-HRM) is an organization's policy focus on implementing corporate social responsibility (CSR) values in human resource management (HRM). It is an important element to be implemented particularly in public organization because optimal performance from employees can be realized through its implementation. To date, little attempt has been done to investigate the effect of SR-HRM on employee citizenship behavior. Therefore, this study was conducted to examine the relationship between SR-HRM and Organizational Citizenship Behavior directed at organization (OCB-O) with affective and normative commitment as the mediating variables. Social Exchange Theory (SET) and Social Identity Theory (SIT) underpinned the hypotheses that explained the relationships among the study variables. Data were collected from a purposive sample of 129 employees in public organizations and were analyzed using partial least squares structural equation modelling (PLS-SEM). Result reveals that commitment plays an important role in explaining the relationship between SR-HRM and OCB-O. The implications of this study were also discussed.

Keywords: *corporate social responsibility (CSR), human resource management (HRM), socially responsible-HRM, organizational citizenship behavior (OCB), public organization*

INTRODUCTION

The positive outcomes of organizational performance from both internal and external stakeholders makes the combination of corporate social responsibility (CSR) and human resource management (HRM) become more relevant for organizations around the world. The study of HRM focuses primarily on the internal aspects of the organization while CSR is more to external elements such as the environment itself. Therefore, any organizations that implement CSR initiatives will need to make sure that their actions and policies take into consideration the stakeholder's expectations and the triple bottom line of the economic, social and the environmental performance (Shen & Benson 2014). One of the major dimensions of CSR is CSR policies and practices directed towards employees. When this CSR dimension is combined with HRM, it is known as socially responsible human resource management (SR-HRM). This concept can be defined as providing employees with high

paid salary and best working condition, as well as taking into consideration on recruiting and retaining socially responsible employees, providing CSR training, recognizing employees for their contribution towards organization with promotion, better remuneration and performance appraisal (Shen & Zhu 2011).

SR-HRM can further be categorized into three main segments namely, labor law-related legal compliance human resource management, employee-oriented human resource management and general CSR facilitation human resource management (Shen & Zhu 2011). Legal compliance human resource management includes mainly equity, health and safety, working hours, minimum wages and avoidance of child labor and forced labor (Rhoades et al. 2002). Employee-oriented human resource management deals with employee's desire for personal progress which include training, feedback, guidance, profession, administrative progress and the use of democracy in the workplace, which include employee engagement as well as participation and collective decision making (Waring & Lewer 2004). General CSR facilitation human resource management requires the use of HRM guidelines and practices that typically involve companies and members in the CSR effort. This effort includes helping to improve the community (Bhattacharya et al. 2008), minimizing environmental pollution (Dixon-Fowler et al. 2013), fighting poverty (Jenkins 2005) and controlling destruction of the environment (Eberlein & Matten 2009).

By understanding the importance of implementing SR-HRM, it will help any organization regardless of their background in bringing out the best quality out of the employees. It is because, SR-HRM encompasses the important part of human resource management particularly legal compliance human resource management and employee-oriented human resource management. Therefore, when employees perceived their organization implements SR-HRM policies, it will influence their behavior to be more positive in doing their job. Shen and Zhu (2011) stated that legal compliance human resource management and general CSR facilitation HRM has gained a positive relationship with each of the three organizational commitment measurements, namely affective, continuance and normative commitment of employees. A study by Pfeffer (2010) also shows that employee-oriented CSR initiatives such as providing life insurance, avoiding layoffs, enabling a work-life balance, providing employment autonomy, and maintaining balanced rewards are essential in maintaining the health and well-being of the employee and has a positive impact on them.

Kundu and Gahlawat (2016) shows that, there are positive relationships between SR-HRM practices on employees' work-related attitudes; namely trust, motivation and affective commitment. There are also many previous studies conducted on the effect of SR-HRM on employee behavior which positively affect their organizational commitment (Shen & Zhu 2011), task performance and extra-role helping behavior (Shen & Benson 2014) as well as, job satisfaction (Gahlawat & Kundu 2018), and negatively affect their intention to quit (Kundu & Gahlawat 2015; Qablan & Farmanesh 2019). It is evident that SR-HRM is part of CSR and plays an important role because through the employees, the objective and also the success of CSR implementation can be achieved.

Although it seems that the practice of SR-HRM influences employees' work positively, there are limited studies on how SR-HRM may affect employees' OCB; specifically, the two dimensions of OCB, namely OCB directed at individual (OCB-I) and OCB directed at organization (OCB-O). One of the studies that focus on the relationship between SR-HRM and OCB is done by Gahlawat and Kundu which was published in 2018. However, the study focuses on OCB as a broad concept and mediating variables that were used in the study was work motivation and job satisfaction. Therefore, this study will look into the relationship between OCB directed at the organization as the dependent variable with perceived SR-HRM as the independent variable as well as examine whether perceived

SR-HRM affect OCB-O through affective and normative commitment in the context of public organizations.

This study will contribute to the body of knowledge by adding to the existing HRM literature with a development of theoretical understanding and offering some new empirical evidence in explaining the effects of perceived SR-HRM on employee behavior in the context of public organizations. This study also will explore and find out on how CSR will affect employee's behavior. The new knowledge emerges from this study can become the foundation for future research to further explore and uncover this subject matter. In terms of practical contributions, this study can be used to inform the HR managers and practitioners the importance of SR-HRM towards the performance of their respective organizations. The findings of this study also can be used to advise organizations on how to maximize the voluntary commitment of employees in public organizations through the use of SR-HRM as a tool.

LITERATURE REVIEW

Theoretical Background

In this study, the underpinning theories that will be used in order to explain the variables involve in the study would be Social Exchange Theory (SET) which was introduced by George Homans in 1960s and Social Identity Theory (SIT) that being formulated by Henri Tajfel in the 1970s. These two theories will rationalize the positive interpretations that employees make of perceived SR-HRM practices, which lead to employee affective and normative commitment as well as towards the employees' behavior. Newman et al. (2015) support the use of SET and SIT theories as a theoretical basis in understanding the relationship between SR-HRM and employee work attitudes and behaviors. Therefore, this study will use these two theories in order to explain the relationship between perceived SR-HRM with OCB-O as well as affective and normative commitment as the mediating variables.

SR-HRM and OCB

Organization that focusing on the practice of CSR values and implement it as one of the organization's policy in HRM, will establish a positive organization image and being perceive by employees as having a visionary leadership. This in turn, will positively influence the employees' intention to do extra efforts in their job (Shen & Benson 2014). This relationship can be better explained with social identity theory (SIT) whereby, employees' perception on their organization involvement with CSR practice, will lead to a stronger identification between them and the organization (Ashforth & Mael 1989). This in turn, will make the employees to try even harder and apply extra efforts beyond their in-role jobs (Upham 2006). Drawing upon this theory, when employees perceive that organizations are adopting practices like appointment of CSR staff, give CSR training, offer high salary and promotion for positive job performance, abolition of child labor, steps for poverty reduction, their level of identification with the organization will increases. This is due to the positive feelings they have towards the organization and high motivation to reflect the same citizenship in organizational context. Thus, the following hypothesis is proposed:

Hypothesis 1. There is a positive direct relationship between perceived SR-HRM and OCB-O

Affective and Normative Commitment as the Mediating Variables

Affective commitment designates employee's emotional attachment to and psychological identification along with the organization whereby it shows how much an employee likes the organization he or she works in and normative commitment is the feelings of obligation, or sense of responsibility an employee feels to remain in the organization (Allen & Meyer 1990). The findings from the previous studies support the hypothesis on any human resource management program that fulfill employees' needs, is generally favorably when being linked with organizational commitment (OC). Shen and Zhu (2011) concluded that legal compliance HRM and general CSR facilitation HRM have a positive relationship with every dimensions of organizational commitment. Farooq et al. (2014) have proved that employee-focused CSR practices significantly impact the affective commitment of employees.

According to SET, concrete rewards such as money and other benefits make employees spend extra effort and not leaving their organizations. A previous study done by Kramer (1991) stated that, when employee think their organizations are paying enough attention to their needs, their social exchanges with their organizations turn more valuable. This prove that, adopting SR-HRM have a high possibility that it can influence OCB in a positive way. This is because, SR-HRM is mainly focus on the well-being of the employees and when employee perceive their organizations as the one that ensuring the fulfilment of their needs, they will repay back to the organization by performing better such as being committed with their in-role job which may lead to OCB.

An employee with greater organizational commitment also has a greater chance of contributing to organizational success and will experience higher levels of job satisfaction. High levels of job satisfaction, in turn, reduces employee turnover and increases the organization's ability to recruit and retain talent. Therefore, SR-HRM which focuses on providing employees with high paid salary and best working condition, as well as recognition given for their contribution on organization with promotion, remuneration and performance appraisal, can be seen very likely able to enhance their employees' organizational commitment. This in turn, will make the employees to spend extra effort in doing their job and stay loyal with the organization.

Adopting SR-HRM practices also such as accessing and rewarding employee social performance is a way of an organization to conform to the social CSR norms and it is important for the successful implementation of CSR initiatives. Therefore, organizations that implement SR-HRM may increase their employees' sense of moral obligation working in that kind of environment to reciprocate for the provision of organizational benefits. Hence, this shows that the adoption of SR-HRM is likely to increase employee organizational commitment particularly affective and normative commitment. A study done by Feather and Rauter (2004) also states that there is a positive relationship between organizational commitment and organizational citizenship behaviors. Schappe (1998) argues that only organizational commitment is a predictor for the meaning of organizational behavior actions. However, both studies did not indicate specifically which dimension of organizational commitment influence more on OCB. According to Qablan & Farmanesh (2019), although the components of organizational commitment is highly correlated, they are not considered as mutually exclusive. Thereby, employees may not show all three components at once. Hence, this present study will be conducted in order to measure the relationship between perceived SR-HRM with organizational citizenship behavior directed at organization (OCB-O) along with affective and normative commitment as the mediating variables. Thus, leads to the following hypotheses:

- Hypothesis 2.* There is a positive direct relationship between perceived SR-HRM and affective commitment.
- Hypothesis 3.* There is a positive direct relationship between affective commitment and OCB-O.
- Hypothesis 4.* Affective commitment will mediate the relationship between SR-HRM and OCB-O.
- Hypothesis 5.* There is a positive direct relationship between perceived SR-HRM and normative commitment.
- Hypothesis 6.* There is a positive direct relationship between normative commitment and OCB-O.
- Hypothesis 7.* Normative commitment will mediate the relationship between SR-HRM and OCB-O.

Conceptual Framework

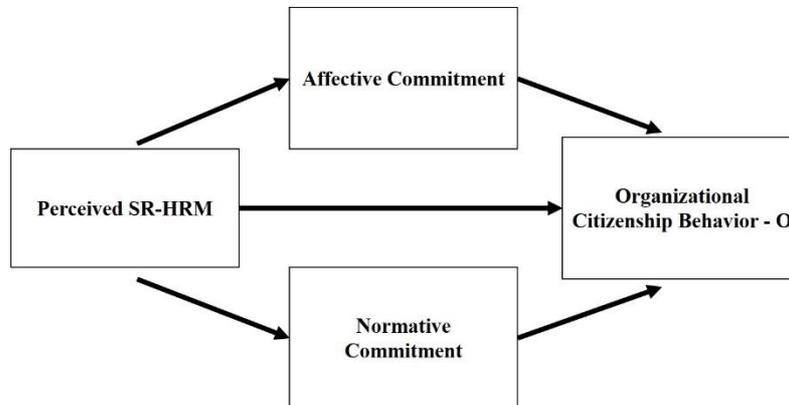


Figure 1: The Conceptual Framework

Figure 1 above shows the conceptual model of the relationships among the study variables. As shown in the figure, perceived SR-HRM is directly and indirectly related to OCB-O through affective and normative commitment.

METHODS

Research Design

This research is a descriptive study from a deductive approach whereby the measurement and analysis are done through quantitative method. Qualitative study emphasizes on the experiences of persons and scholars use the qualitative method to discover the behavior, viewpoints, skills and feelings of persons and highlight the considerate of these features. In demand to attain the anthropology view, the researcher became involved in the study.

Furthermore, the study will be in the form of cross-sectional and survey type research which trying to take a snapshot at one point in time by survey strategy. The justification for using a quantitative and cross-sectional methodology in this study was to discover the perception of public organizations employees on the SR-HRM practice within the organization.

Data Collection

The data were collected from employees of public organization around Klang Valley in Malaysia. The questionnaires were distributed via online survey and collected using Google Form. The response rates show that of the 129 participants, 51.9 percent were male and 48.1 percent were female. Majority of the respondents (78.5%) hold the position of middle management and most of them are in the age range between 36 to 46 years old.

INTRUMENTATION

Perceived SR-HRM

In this study, SR-HRM was measured using 6 items 5-point scale that was based on the Western literature (Orlitzky & Swanson 2006) and statistically validated in the Chinese context. The six statements were: (1) My organization considers candidates' general attitudes toward Corporate Social Responsibility (CSR) in employee selection, (2) My organization uses training to promote Corporate Social Responsibility (CSR) as a favorable organizational value, (3) My organization provides Corporate Social Responsibility (CSR) training to develop employees' skills in stakeholder engagement and communication, (4) My organization considers employee social performance in promotions, (5) My organization considers employee social performance in performance appraisals and, (6) My organization relates employee social performance to rewards and compensation.

Affective Commitment

Affective commitment was measured using 7 items 5-point scale that was based on the literature (Allen & Meyer 1991). The seven statements were: (1) I would be very happy to spend the rest of my career with this organization, (2) I really feel as if this organization's problem are my own, (3) I do not feel emotionally attached to this organization, (4) This organization has a great deal of personal meaning for me, (5) I enjoy discussing about my organization with people outside it, (6) I do not feel a sense of belonging to my organization and, (7) I do not feel like 'part of the family' at my organization.

Normative Commitment

Normative commitment was measured using 4 items 5-point scale that was based on the literature (Allen & Meyer 1991). The four statements were: (1) Jumping from organization to organization does not seem at all unethical to me, (2) I do not believe that a person must always be loyal to his or her organization, (3) One of the major reasons I continue to work in this organization is that I believe loyalty is important and therefore feel a sense of moral obligation to remain and, (4) I think that people these days move from one organization to another organization too often.

Organizational Citizenship Behavior towards Organization

Organizational Citizenship Behavior was measured using 6 items 5-point scale that was based on the literature (Fox & Spector 2011). The six statements were: (1) I helped new employees get oriented to the job, (2) I offered suggestions to improve how work is done, (3) I offered suggestions for improving the work environment, (4) I volunteered for extra

work assignments, (5) I said good things about my employer in front of others and (6) I gave up meal and other breaks to complete work.

Data Analysis

Descriptive analysis was utilized in this work. Descriptive statistics, such as means, standard deviations, frequency, percentage, reliability coefficients, zero-order correlations, and ranges were determined for all the pre-set items in the surveys. Partial least squares structural equation modelling (PLS-SEM) was utilized to determine both the frequency distribution and correlation matrixes. The reliability of the questionnaire and internal consistency of the data was gauged by determining the Cronbach Alpha for each scale.

RESULTS (PLS-SEM)

In this study, all constructs were modeled reflectively. Therefore, the first stage of PLS-SEM analysis would be the measurement model assessment. Table 1 below shows the results of the reflective measurement model assessment. The initial analysis showed that items in affective commitment and normative commitment of AC3, AC6, AC7, NC1 and NC2 recorded an outer loading values of 0.272, 0.383, 0.384, 0.112 and 0.388 which were below the cut-off value. Therefore, all the indicators were removed from the analysis. In the case of item NC4, although it has the outer loading value of 0.712 which was above the cut-off value, it was taken out from the analysis to improve the reliability for normative commitment specifically the Cronbach's alpha and rho_A. Apart from that, majority of the values for outer loading were all higher than the cut-off value of 0.700 except for items AC2, AC5, BO4 and BO6. However, all the items are within the acceptable range as stated by Hair et al. (2017), an acceptable factor loading value is more than 0.5 and when it is equal to 0.7 and above, it is considered good for one indicator. The highest outer loading would be 0.852 for item SR3 and the lowest outer loading value was 0.572 for item AC5. In terms of internal consistency reliability, it was assessed based on two criteria namely Cronbach's alpha and composite reliability. As shown in Table 1, Cronbach's alpha values range from 0.700 to 1.000 as well as composite reliability values range from 0.817 to 1.000. Therefore, both criteria exceeded the recommended cut-off value by Hair et al. (2017). The last criterion, which is average variance extracted in Table 1, it is used as a measure for convergent validity. Results showed that all constructs' values for AVE exceeded the cut-off value of 0.50. This shows that at least 50 percent of the variance in the construct's indicator, was captured by the assigned construct.

Table 1 Results of reflective measurement model

Construct	Items	Outer Loading	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
Perceived Socially Responsible Resource Management	SR1	0.844	0.897	0.920	0.658
	SR2	0.860			
	SR3	0.852			
	SR4	0.810			
	SR5	0.780			
	SR6	0.712			
Affective Commitment	AC1	0.813	0.700	0.817	0.533
	AC2	0.695			
	AC4	0.812			

	AC5	0.572			
Normative Commitment	NC3	1.000	1.000	1.000	1.000
Organizational Citizenship Behavior - Organization	BO1	0.774	0.823	0.873	0.539
	BO2	0.841			
	BO3	0.823			
	BO4	0.623			
	BO5	0.726			
	BO6	0.580			

The last criterion for a reflective measurement model assessment is heterotrait-monotrait correlation or HTMT. In this study, a conventional cut-off value of 0.85 was chosen. Therefore, all HTMT values were expected to be below than 0.85 in order to establish the model’s discriminant validity. Table 2 shows the results of HTMT for the proposed model. The HTMT values reported in this study ranged from 0.279 to 0.777, which is below the recommended cut-off value (Henseler et al. 2014).

Table 2 Results of discriminant validity using HTMT

	Affective Commitment	Normative Commitment	Organizational Citizenship Behavior - Organization	Perceived Socially Responsible Human
Affective Commitment				
Normative Commitment	0.485			
Organizational Citizenship Behavior - Organization	0.777	0.415		
Perceived Socially Responsible Human Resource Management	0.513	0.318	0.279	

The four assessment criteria at the measurement model stage show that the model is reliable and valid. The next stage in the PLS-SEM analysis involves assessing the structural model, which include assessing the variance in inflation factor (VIF), coefficient of determination (R^2), effect size (f^2), path coefficients and its significance, and predictive relevance (Hair et al. 2017).

Table 3 Results of VIF, coefficient of determination and effect size

Latent Variables	Organizational Citizenship Behavior – Organization ($R^2 = 0.369$)		Affective Commitment ($R^2 = 0.185$)		Normative Commitment ($R^2 = 0.102$)	
	VIF	Effect Size (f^2)	VIF	Effect Size (f^2)	VIF	Effect Size (f^2)
Affective Commitment	1.386	0.326				
Normative Commitment	1.256	0.036				
Perceived Socially Responsible Human Resource Management	1.262	0.002	1.000	0.228	1.000	0.113

As shown in Table 3 above, all VIF values for the latent variables were below than 5 which shows that there is no issue of collinearity. In the proposed model, there are three endogenous latent variables namely, affective commitment, normative commitment and organizational citizenship behavior – organization (OCB-O). The results showed that, coefficient of determination for affective commitment was 0.185 and normative commitment 0.102. This means that 18.5 percent of the variance in affective commitment can be explained with perceived SR-HRM as well as 10.2 percent in normative commitment

can be explained with perceived SR-HRM. However, perceived SR-HRM gave stronger effect to affective commitment with 0.228 rather than normative commitment of 0.113. The ultimate endogenous latent variable is OCB-O. All three exogenous latent variables explained OCB-O which gave the coefficient of determination a total of 0.369. Thus, it indicates that 36.9 percent of the variance in OCB-O was explained by perceived SR-HRM, affective commitment and normative commitment. The strongest effect on OCB-O is affective commitment with a recorded value of 0.326. This means that affective commitment has moderate effect on OCB-O. Apart from that, perceived SR-HRM has the smallest effect on OCB-O ($f^2 = 0.002$).

Table 4 shows represent the magnitude and significance of the hypothesized paths. The bootstrapping procedure with 5,000 resamples was used to generate the results. As shown in Table 4, hypothesis 1 that specifies perceived SR-HRM positively predicts OCB-O was not supported ($\beta = -0.037, p < 0.686$). As for hypothesis 2 ($\beta = 0.431, p < 0.000$), hypothesis 3 ($\beta = 0.534, p < 0.000$) and hypothesis 4 ($\beta = 0.230, p < 0.000$), all of them were supported. This shows that perceived SR-HRM directly predict affective commitment as well as affective commitment directly predict OCB-O and mediated the relationship between perceived SR-HRM and OCB-O. The present study also hypothesized that perceived SR-HRM predict normative commitment which was also supported ($\beta = 0.319, p < 0.000$). Similarly, hypothesis 6 ($\beta = 0.168, p < 0.017$) and hypothesis 7 ($\beta = 0.053, p < 0.045$) were supported. This shows that normative commitment directly predicts OCB-O and mediated the relationship between perceived SR-HRM and OCB-O.

Table 4 Magnitude and significant of hypothesized relationships

Hypothesized Relationships	β	p-value	95% CI
H1: Perceived SR-HRM -> OCB-O	-0.037	0.686	[-0.028, 0.137]
H2: Perceived SR-HRM -> Affective Commitment	0.431	0.000	[0.239, 0.564]
H3: Affective Commitment -> OCB-O	0.534	0.000	[0.358, 0.656]
H4: Perceived SR-HRM -> Affective Commitment -> OCB-O	0.230	0.000	[0.133, 0.317]
H5: Perceived SR-HRM -> Normative Commitment	0.319	0.000	[0.137, 0.458]
H6: Normative Commitment -> OCB-O	0.168	0.017	[0.030, 0.310]
H7: Perceived SR-HRM -> Normative Commitment -> OCB-O	0.053	0.045	[0.011, 0.116]

The model's predictive relevance was assessed using both blindfolding and PLS predict procedures in the SmartPLS 3. Both assessment procedures indicate that the model has good predictive relevance. Stone-Geisser's Q^2 for affective commitment, normative commitment and OCB-O were 0.088, 0.091 and 0.173 respectively. This means that there is an evidence of predictive relevance as these values were all above zero.

Table 5 Comparison between PLS and naïve benchmark for key endogenous construct

Items	PLS	LM	PLS	LM
	RMSE	RMSE	MAE	MAE
BO1	0.687	0.72	0.467	0.498
BO2	0.649	0.683	0.457	0.488
BO3	0.638	0.673	0.448	0.474
BO4	0.875	0.89	0.735	0.744
BO5	0.744	0.77	0.556	0.595
BO6	1.028	1.056	0.866	0.884

Note. BO = Organizational Citizenship Behavior – Organization. Bold values indicate higher prediction errors were observed in the naïve benchmark (LM) than prediction errors in PLS.

To gain a better insight into the model's predictive accuracy, items of the key endogenous construct were assessed by comparing the standard deviation of the prediction errors between PLS model and naïve model which is also known as linear model (Hair et al. 2019). Table 5 shows that there were improvement in the standard deviation of the prediction errors from a naïve model to a PLS model. Hence, it shows that the proposed model has a good predictive accuracy.

DISCUSSION

This study was conducted to examine the relationship between SR-HRM, and organizational citizenship behavior directed at organization (OCB-O) with affective and normative commitment as the mediating variables. In order to achieve the objective of the study, seven hypotheses were developed and tested. Data were collected from a purposive sample of 129 employees in public organizations in Malaysia and were analyzed using partial least squares structural equation modelling (PLS-SEM). This study in a way has addressed the suggestion for future research by Mercurio (2015) and Barrena-Martinez et al. (2017) whereby it study the effect of organization practices on employees' commitment level as well as the impact of SR-HRM on organizational behavior.

Overall, the results showed that the perceived adoption of SR-HRM is positively related to organizational commitment whereby the relationship between SR-HRM and affective commitment is stronger than between SR-HRM and normative commitment. This further support and in line with prior study that has found positive direct relationship between SR-HRM and commitment (Shen & Zhu 2011). Apart from that, SR-HRM also is indirectly influence OCB-O through the mediation of affective and normative commitment. This has proved the theories of SET and SIT whereby employees will reciprocate what they gained or received from the organization and leads to a higher in-role and OCB when they have a high identification with the organization. This results also support all the hypotheses in the study except for hypothesis 1.

Contrary to previous anticipation, this study did not get a significant direct link between perceived SR-HRM and OCB-O. This in a way did not support hypothesis 1 whereby perceived SR-HRM is positively related to OCB-O. The results mainly, demonstrates that by implementing socially responsible practices such as equal opportunities in HRM, compliance with the labor laws, appointing staff to implement general CSR activities and others leads to supportive work environment and high trustworthy relationships between employees and management. This in turn, positively influence the commitment of the employees and encourages them to work beyond their designated job roles.

The findings of this study have significant practical implications. The results implied that SR-HRM should be regarded as an important tool in motivating and increase the commitment among employees, which consequently, will leads to extra-role behavior that can contribute to a better performance outcome. Therefore, to enhance the commitment among employees, organizations should first excel in SR-HRM practice especially directed at employee-oriented HRM practice such as providing enough training and advancement opportunities to employees so that it indicates that the organization are concerned about their employees' personal development and growth. Apart from that, workplace safety and health, protecting employees from layoff, fair promotions, and wages, and work-life balance are among the critical areas that should be focused by the organization (Turker 2018).

SR-HRM also provides a roadmap to the organizations for the implementation of this CSR practices that are envisioned to achieve higher employee performance with an increase in employees' work attitudes. Organizations need to formulate and implement

appropriate SR-HRM policies and practices as they not only are essential for the successful implementation of external CSR programs, but also increase organizational identification. This in turn, will results in more positive employee work behaviors such as high commitment and OCB. It is also important to include employees in organizational CSR communications and associated activities to enhance employees' awareness of CSR because some CSR programs address only the interests of external stakeholders which may lead to being perceived by employees as threatening their interests. This study also shows the important aspect of SR-HRM whereby when employees perceived the support given by the organization by identifying and attempting to meet the employees' needs and concerns, it allows the positive effects of CSR and HRM on employee work behaviors to be realized.

In terms of the limitation of the study, first, the data used were gathered through self-report measure whereby through the distribution of questionnaire. This may bring up issues of common method bias. However, due to the interest in finding out workers' perceptions on SR-HRM, self-report measure is seen as a suitable method for data collection in this study. Furthermore, preventive measures like guaranteeing response secrecy and assuring participants the fact that there are no correct responses to the inquiries could decrease the danger of common-method variance. These interventions were done with the aim to limit the effect of method bias in the study. However, suggestion for future research would be to conduct study on SR-HRM by taking advantage of investigating the HRM systems from both the perspective of employees and managers within the organization. Second, the cross-sectional data utilized in this study can explain the hypothesized relationships only at a one point in time and not several points in time. Therefore, future studies should replicate the study by conducting with longitudinal design where the data will be collected over repeated observation to examine changes to employee work behaviors due to changes in SR-HRM. With this, it will bring more robust evidences in SR-HRM and employee behavior relationships. Finally, this study only explored the relationship between perceived SR-HRM and OCB-O with the mediating variables of affective and normative commitment. SR-HRM may have an impact on other employee behaviors such as absenteeism, ethical behavior, and becoming a tool for employee retention. Therefore, these outcome variables would be worthy of exploring in future research.

CONCLUSION

This study introduced the concept of Socially Responsible Human Resource Management (SR-HRM) which is an organization's policy focus on implementing corporate social responsibility (CSR) values in human resource management (HRM). It is an important element to be implemented particularly in public organization because optimal performance from employees can be realized through its implementation. The purpose of this study is to examine the relationship between SR-HRM, and Organizational Citizenship Behavior directed at organization (OCB-O) with affective and normative commitment as the mediating variables. It is done because there were few attempts from previous studies that investigate the effect of SR-HRM on employee citizenship behavior. Social Exchange Theory (SET) and Social Identity Theory (SIT) underpinned the hypotheses that explained the relationships among the study variables. Data were collected from a purposive sample of 129 employees in public organizations and were analyzed using partial least squares structural equation modelling (PLS-SEM). Result reveals that, six from seven hypothesis were supported which shows that affective and normative commitment mediates the relationship between perceived SR-HRM and OCB-O. This indicate that, when employees perceived their organization practice and implement SR-HRM policy such as providing CSR

training, suitable working environment, remuneration, they will respond back by being committed with their job and consequently will leads to OCB or extra-role behavior.

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6

**THE PERCEIVED BARRIERS IN SOCIAL ENTREPRENEURSHIP INTENTION
FORMATION: A CONCEPTUAL MODEL**

NOR HIDAYU RAHIM

UKM-Graduate School of Business
Universiti Kebangsaan Malaysia

ABSTRACT

Most Malaysians recognized entrepreneurship as a business activity and source of income to improve their lives. Unlike commercial entrepreneurship, individuals involved with social entrepreneurship are usually those who have a focus on profit and at the same time, aim to help solve social problems. The emergence of social entrepreneurship has received attention in providing sustainable and innovative solutions for our social and economic growth. It is noted that there is a significant lack of involvement among young people in Malaysia in promoting social entrepreneurship. This study aims to highlight the perceived barriers of social entrepreneurship intention among university students in higher education institutions (HEIs) in Malaysia. The proposed conceptual model comprises perceived barriers faced including the lack of exposure, lack of self-confidence, lack of competencies, lack of financial resources, and lack of social support. This study hopes to support existing works which may not comprehensively explore the perceived barriers affecting social entrepreneurship intention.

Keywords: *social entrepreneurship intention, perceived barriers, theory of planned behavior*

INTRODUCTION

Recently, repeatedly we would hear through mass media of numerous threats of global issues such as poverty, corruption, economic crises, natural disaster and so on. The government and other relevant parties have planned various effort to tackle the rising social issues. However, the problems remained due to them being not well equipped to handle the issues (Lumpkin et al. 2013). Fortunately, social entrepreneurship (SE) can be the best method for the simultaneous pursuit of economic, social, and environmental values for society's development by enterprising ventures (Nga & Shamuganathan 2010; Noruzi, Westover & Rahimi 2010; Zebrowski 2009; Davari & Farokhmanesh 2017; Haugh 2007). Findings showed that SE provides solutions to overcome social, economic and environmental problems through actors, individuals, and organizations, acting as new innovators (Santos 2012; Tan & Yoo 2015; Verreynne, Miles & Harris 2013). The emergence of social entrepreneurs played an important role as a social change agent who is creating social value (Simha & Carey 2012; Swanson & Di Zhang 2010).

In this regard, Malaysia as a developing country also prioritizes any efforts related to SE including the involvement of young people in SE activities. This can be seen through the commitment from several agencies including the government itself, Malaysian Global Innovation & Creativity Centre (MaGIC), Higher Education Institutions, and Non-Governmental Organization (NGO). There is huge effort from the agencies which created an environment that is supportive of social entrepreneurs through financial aids, mentoring and an accelerator program (MaGIC 2015a). Several universities in Malaysia have started to promote SE at different level. There is an increase in the awareness of the importance of SE intention formation, through academic and co-curricular activities among university students (Shahverdi, Kamariah & Muhammad 2018). Intention is an essential part of any social entrepreneur's life, as they seek to eliminate a social problem which goes beyond any commercial entrepreneurial spirit (Austin 2006; Zahra et al. 2009). Students also need to have such feelings and intentions to initiate social businesses and to continue this behaviour (Salamzadeh, Azimi & Kirby 2013).

Despite the various activities related to SE development being promoted, the rates of university student involvement in SE in Malaysia are still significantly low compared to neighbouring countries such as Thailand, Singapore and Brunei (Moorthy & Annamalah 2014). Malaysia has been reported to have the lowest entrepreneurial intentions among 64 economies around the world (Aishah Bahiyah et al. 2018). Only 4.9 percent of Malaysians express an intention to start a business and are willing to be self-employed. Similarly, social entrepreneurship may face some difficulties in attracting Malaysians to involve and take part in this sector because it is still trying to gain momentum (Herrington et al. 2017). Although SE is a good idea, there are some barriers in its promotion and implementation especially among university students. Therefore, to promote SE, we need to discover what are the barriers that affect student intention to be involved in SE activities (Yaghoubi 2010). Moreover, based on Ajzen's theory of planned behaviour, perceived barriers are one of the factors that will affect social entrepreneurship intention (SEI) among university students (Kirby & Ibrahim 2011; Salamzadeh et al. 2013).

We make three contributions to the literature. First, we review the existing literature and present significant inconsistencies and ambiguities found, and suggest remedies that could direct future studies. Second, we present the conceptual model which provides a framework for future research. Third, we deepen the discussion by proposing some suggestions regarding how perceived barriers affect SEI. We believe that the proposed research model could be adopted and further developed in future empirical studies. The paper is organized as follows. First, we review the literature to show how social entrepreneurship intention has been portrayed in the literature in order to clearly define social entrepreneurship intention. With regards to perceived barriers of social entrepreneurship intention, we develop and discuss propositions related to the lack of exposure, lack of self-confidence, lack of competencies, lack of financial resources, and lack of social support. In the last section, we present a discussion of our propositions.

PROBLEM STATEMENT

Not many studies have examined the differences in social entrepreneurial intentions and perceived barriers to business creation among students (Giacomin et al. 2011). Furthermore, only limited knowledge is available on the perceived barriers that reduce student SEIs. Studies have already acknowledged the negative effect of perceived barriers on SEIs (Giacomin et al. 2011; Shinnar, Giacomin, & Janssen 2012), but still, the effect of perceived barriers is unclear. To address these gaps, we reiterate the importance to study students'

perceived barriers on SEIs. Besides, in Malaysia, research to examine the relationships between these perceived barriers and SEI is still vastly lacking.

RESEARCH OBJECTIVES

This study attempts to meet the following objectives:

1. To identify the barriers involves in the formation of social entrepreneurship intention among university students.
2. To determine the relationship between lack of exposure, lack of self-confidence, lack of competencies, lack of financial resources, and lack of social support and social entrepreneurship intention among university students.
3. To propose a conceptual model on student's perceived barriers among university students

RESEARCH QUESTION

Based on the research objectives, this study accordingly seeks to explore and provide answers to the following research questions:

1. Are there any barriers involves in the formation of social entrepreneurship intention among university students?
2. Do lack of exposure, lack of self-confidence, lack of competencies, lack of financial resources, and lack of social support affect social entrepreneurial intention among university students?

LITERATURE REVIEW

Theory of Planned Behaviour (TPB)

Previous literature shows the role of intentionality as the best predictor of planned behaviour (Ajzen 1991), knowing that starting a business is an intentional act and entrepreneurship is a planned behaviour (Krueger, Reilly & Carsrud 2000). Literature on the entrepreneurial intentions has shown that the greatest interest of researchers is to use the theory of planned behaviour (TPB) to investigate the entrepreneurial intentions (Fretschner & Weber 2013; Mair & Marti 2006; Rantanen & Toikko 2013; Salamzadeh et al. 2013; Tan & Yoo 2015). One of the features that make TPB very attractive is that the standard model of the TPB can be adapted and changed according to any specific area of study (Krueger et al. 2000). Existing factors can be modified according to study's scope and nature, supplementary factors can be added, and causal links can be tailored (Iakovleva & Kolvereid 2009). According to Ajzen (1991), there are three determinants of intention to act, which are;

- (i) Attitude (A): personal attitude refers to individual's perception of the desirability to perform an entrepreneurial activity (Ajzen 1991).
- (ii) Subjective norm (SN): subjective norm refers to the perceived social pressure to perform or not to perform a certain desired behaviour (Ajzen 1991).
- (iii) Perceived behavioural control (PBC): perceived behavioural control refers to the extent of which the individual feels capable of performing the behaviour (Ajzen 1991).

In the context of social entrepreneurship, behavioural intention was determined as the measure of willingness to involve in further social entrepreneurial activities (Forster & Grichnik, 2013). Thus, enough justifications are established for this study to use the TBP in investigating the social entrepreneurship intentions (SEIs). TPB is shown as in Figure 1 below:

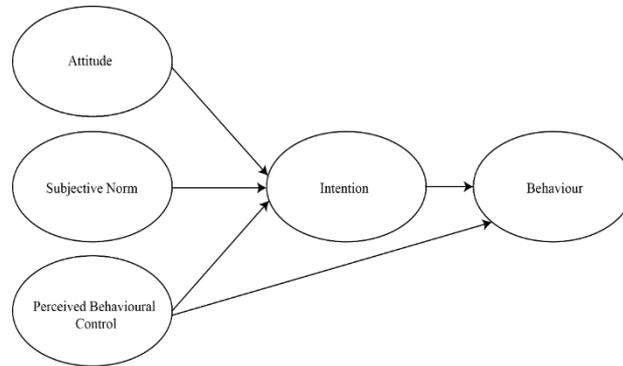


Figure 1 Theory of Planned Behaviour (Ajzen 1991)

Social Entrepreneurship

The concept of ‘social entrepreneurship’ (SE) applies the notion of entrepreneurial intervention, drawn from the world of business economics, to attempts at addressing social problems. Social entrepreneurs, then, “are one species in the genus entrepreneur” (Dees 1998). They are people who act ‘entrepreneurially’ in pursuit of social value. This much is obvious and agreed upon by those who use the concept and those who study the phenomenon it represents. But there is considerable variety in the more detailed understanding of both what it is to be entrepreneurial, and what it is to be socially entrepreneurial (Peredo & McLean 2006; Tan, Williams, & Tan 2005). This study elaborates on the concept and plausibility of SE as an activity that aimed primarily at the creation of social value over and above the usual positive externalities of profit-seeking business.

SE has been previously defined as the “creation of viable socio-economic structures, relations, institutions, organizations and practices that yield and sustain social benefits” (Fowler 2000). While this definition provides an answer to what SE aims at, it lacks a description of how to achieve the intended results. We view SE as a set of interlocking opportunity-based activities by competent and purposeful individuals who through their actions, can make a difference in society and are bounded by context. Thus, we conceptualize SE as a process that involves individuals (social entrepreneurs) engaging in a specific behaviour (i.e. social entrepreneurial behaviour) and tangible outcomes (social venture or enterprise).

Social Entrepreneurship Intention

In the field of entrepreneurship the behavioural intention had been seen to envisage the individual’s intention to become an entrepreneur who had ground-breaking business ideas which can be implemented to start up an enterprise at some point in the future and similarly, this behavioural intention can also be applied in social entrepreneurship. Basically, in the context of social entrepreneurship, behavioural intention was determined as the measure of

willingness to take part in further social entrepreneurial activities (Forster & Grichnik 2013). Social Entrepreneurship Intention (SEI) can be explained as any kind of organizations, initiatives, or activities which had either a social-, environmental- or community-focused objectives (Bosma et al.2016).

This kind of intention would identify whether the individual was able to provide assistance to socially disadvantaged people, organize self-help groups for community action, reduce pollution or food waste, and others (Bosma et al. 2016). Intentions mirrors the motivational factors that influence behaviour and are a reliable indicator of how tough a person is keen to try and how much effort he/she makes to perform behaviour (Ajzen 1991; Austin, 2006). The intent is not only connected with the desire to work as an entrepreneur, but also their desire towards social entrepreneurship (Rantanen & Toikko 2013).

He or she must be able to operate a venture which was profitable and at the same time can give a social impact towards the community. SEI refers to the intention of starting a social enterprise. Therefore, students also need to have such feelings and intentions to initiate social businesses and to continue this behaviour (Salamzadeh et al. 2013). We define SEI as a desire or willingness of an individual to establish a new social venture in the near future (Prieto 2011). Although everyone might have an intention to become a social entrepreneur, each one of them will have different objectives and approaches.

Apart from that, SEI was also measured as self-acknowledge declared by an individual that he or she was willingly wanted to become a social entrepreneur and consciously planned to do so in the future (Tiwari, Bhat, & Tikoria 2013). The individual intended to become a social entrepreneur should be able to start or presently lead any sort of activity, organization or initiative for social, environmental or community purpose (Bosma et al. 2016). Due to that, social entrepreneur was labelled as a change agent in social entrepreneurship as he or she aimed at fulfilling unmet social needs/demands for public goods and services, due to the failure of any sectors to address those needs or demands (Oberoi 2016), so that people's lives can be transformed in a positive manner and way (Bosch 2015).

Perceived Barriers of SEIs

Various factors can increase or slow down the formation of SEI into the establishment of a new venture. Perceived control of behaviour is one of the dimensions of the TPB related to the perception of an individual regarding the easiness or difficulty of a certain behaviour. This suggests that people will try to start a business if they believe they have the ability to do so, and the activity is deemed socially acceptable (Kirby & Ibrahim 2011). In this regard, previous studies conducted in Malaysia revealed that students lack explicit knowledge of entrepreneurship and social entrepreneurship, and the intention to start their own entrepreneurial venture (MaGIC 2015b; Terjesen et al. 2011; Zakaria 2011). Furthermore, Miller (2012) identified the lack of knowledge and competency as another possible barrier for SEIs. Despite the implementation of various policies and programmes by the Malaysian government to enhance entrepreneurial activity in the country, students are still lacking the awareness, confidence, abilities, and competencies required for the success of (social) entrepreneurial venture (Shahverdi et al. 2018, Davies, Haugh & Chambers 2018; Kurniawan et al. 2012; Terjesen et al. 2011).

Barriers to entrepreneurship can include difficulties in receiving institutional support for aspiring social entrepreneurs, receiving family support, securing financing, building a relationship with suppliers, and/or a solid customer base. This study is of the opinion that the perceived absence of such support may act as a barrier. Miller (2012) proposed that resource providers entrepreneurs depend on (i.e., consultants, lenders, suppliers, customers)

commonly make decisions under uncertainty without access to complete information. They may, therefore, be especially vulnerable to the influence of challenges toward being a social entrepreneur. Specifically, Onwuegbuzie and Collins (2007) found the fear of failure to be negatively related to entrepreneurial propensity. Miller (2012) also suggested the lack of knowledge and competency as another potential barrier.

Tukamushaba, Orobia and George (2011) pointed out that the lack of self-confidence and resources are potential barriers to SEIs. The main barriers, as perceived by students who had yet to start their own venture, would appear to be the lack of awareness or information/knowledge. Of those who claimed that they would be interested in setting up a social enterprise, most indicated that they would need support/encouragement. Moreover, barriers to entrepreneurship can include difficulties in obtaining and receiving social support (Shahverdi et al. 2018). Hence, this study opines that perceived barriers include;

- (i) lack of exposure or lack of experience on social entrepreneurial activities (Davies et al. 2018).
- (ii) lack of self-confidence or self-belief, and low self-assurance in abilities to start new social ventures (Shahverdi et al. 2018).
- (iii) lack of competencies in terms of ability, knowledge, skills and personal attribute when performing their roles (Shahverdi et al., 2018; Davies et al., 2018).
- (iv) lack of financial resources (or shortage of fund or capital) when starting up a social venture (Shahverdi et al., 2018; Davies et al., 2018), and
- (v) lack of social support from family members and friends (Shahverdi et al. 2018).

These may act as barriers for the formation of SEIs among students.

PROPOSITIONS

The emergence of social entrepreneurship has been highlighted by many individuals, parties, organizations and institutions in Malaysia as the thriving sectors in countless industries. Based on the review of the aforesaid literature, some factors have been discussed to provide a considerable impact on intention formation in the field of social entrepreneurship. Due to that, this study proposes five factors which may affect the social entrepreneurship intention among students. These factors consist of (i) lack of exposure, (ii) lack of self-confidence, (iii) lack of competencies, (iv) lack of financial, and (v) lack of social support. This study proposes the following;

- Proposition 1 : Perceived barriers have negative effects on social entrepreneurship intentions (SEIs).
- Proposition 1a: Lack of exposure has a negative effect on social entrepreneurship intention.
- Proposition 1b: Lack of self-confidence has a negative effect on social entrepreneurship intention
- Proposition 1c: Lack of competencies has a negative effect on social entrepreneurship intention
- Proposition 1d: Lack of financial resources has a negative effect on social entrepreneurship intention
- Proposition 1e: Lack of social support has a negative effect on social entrepreneurship intention

THE CONCEPTUAL MODEL

Figure 2 shows the potential perceived barriers that might lead to the decrease in number of student interest to involve in social entrepreneurship activities.

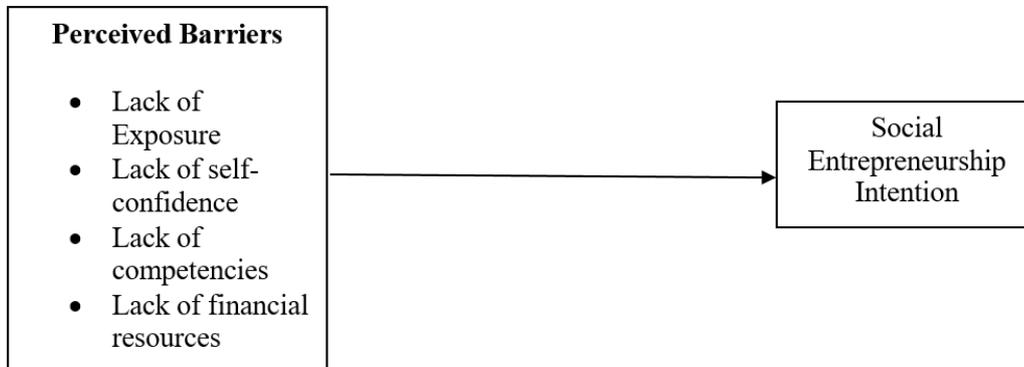


Figure 2: The Conceptual Model

METHODOLOGY

With the aim of determining entrepreneurial intention and social entrepreneurship intention among students in higher education institutions (HEIs) in Malaysia, the target population for the study comprises some specific university students. The sample is selected from both the public and private universities in Malaysia. This study adopts the quota sampling technique using the types of the university as the quota sampling criteria. The public and private universities that offer social entrepreneurship courses to their students will be chosen so that the samples have the basic knowledge regarding social entrepreneurship. The questionnaires will be equally distributed to the targeted respondents in selected universities. The survey questionnaires for data collection will be developed from measures drawn from the existing instruments. Responses are measured on a five-point Likert scale, from 1 = “strongly disagree”, to 5 = “strongly agree”.

CONCLUSION

The main contribution of this paper is the construction of a conceptual model for social entrepreneurship intention formation. Additionally, this study attempts at uncovering evidence that would explain how perceived barriers would influence students’ interest level when intending to become social entrepreneurs. The outcomes of this study will help in improving the mindset of university students so that they would become more positive towards social entrepreneurship in Malaysia. By doing so, factors that promote social entrepreneurship and achieve the important social impacts would help to build a more harmonious society.

We hope that other studies will take up the challenge of further exploring and testing these ideas. Further studies can opt to take the following directions. Researchers can develop and design questionnaires and validate the instrument that measures social entrepreneurship. They can then empirically test the theoretical model to verify our propositions. Finally, future research can also theoretically extend our model by introducing other possible antecedents.

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7

**SERVANT LEADERSHIP, CAREER ASPIRATION AND EMPLOYEE
TURNOVER INTENTION: FRAMEWORK AND PROPOSITIONS**

ROZAH ROSLAN¹, IDA ROSNITA ISMAIL¹ & HAZLAN ABDUL HAMID²

¹UKM-Graduate School of Business, Universiti Kebangsaan Malaysia

²Institutional Planning & Strategic Centre, Universiti Sains Malaysia

ABSTRACT

With the immense business challenges nowadays, employers are forced to find best practices to ensure employee retention. In the academic literature, various leadership theories have been proposed. The theories are meant to share some insights on how to lead effectively amidst the evolving business environment. An emerging theory that may be useful to assist leaders to manage effectively is servant leadership. In this paper, we proposed a framework on how servant leadership can reduce employee turnover intention. The framework also links servant leadership and career aspiration. Additionally, arguments were forwarded to link career aspiration to employee turnover intention. Drawing from the Social Exchange Theory and the Path-Goal Leadership Theory, two propositions and a research question were introduced.

Keywords: *servant leadership, career aspiration, turnover intention, path-goal leadership theory, social exchange theory*

INTRODUCTION

Internet of Things, Industry 4.0, artificial intelligence, gig economy, and sustainable development are some emerging challenges for businesses nowadays. Dealing with these factors is important to businesses across industries in ensuring its survival. Much like businesses at the macro-level, there are also human-related issues that managers need to deal with in carrying out their daily operation. Job satisfaction, organizational commitment, work engagement, employee performance, and organizational citizenship behavior are some of the ever-green interests among scholars and practitioners, alike (Judge et al. 2017; Kozlowski, Chen, & Salas 2017).

It is even more challenging now than before to deal with employees' attitudes and behaviors due to the increasing number of different generational cohorts working in organizations. According to KPMG (2017), there are four generational cohorts working in most organizations, which are Baby Boomers, Gen X, Millennials, and Gen Z. Among the four generational cohorts, focus has been directed at the Millennials because they are known to be the newest generation of workers serving in any organization (PwC 2012). With reference to Malaysia, PwC report entitled *Millennials at Work: Reshaping the Workforce* published in 2012 announced that the number of Millennials working in various industries

is also growing. The report also mentioned that as of 2012, the Malaysian workforce composition comprised 40 percent to 50 percent Millennials.

The same report also pointed out that Millennials were found to prioritize moving up the career ladder even more than having competitive salaries. In fact, it has become the main attraction in selecting an employer. Within the scholarly work, the same observation was made. That is, previous studies found that they have different work expectations and career aspirations (Kong, Okumus, & Bu 2019; Maxwell, Ogden, & Broadbridge 2010). Interestingly, both PwC (2012) and KPMG (2017) reported that the Millennials are less likely to stay longer in an organization. They are known to be job-hoppers because they hunger for challenges coupled with high curiosity. Due to the job-hopping behavior, which is also known as cases of voluntary turnover, managers are required to find some best practices to keep them within an organization.

Drawing from the above arguments, it is plausible that the Millennials' turnover intention could be reduced through external environmental supports. Most important, leadership plays a significant role in reducing turnover intention among this group of employees. In this paper, we propose that servant leadership reduces employee turnover intention. In addition, we also propose that career aspiration plays an important role as the underlying mechanism that explains the relationship between servant leadership and employee turnover intention. Thus, the research question that guides our work is as follow: does servant leadership reduce employee turnover intention directly and indirectly through employee career aspiration?

LITERATURE REVIEW

In this section, we review the literature on turnover intention, servant leadership, and career aspiration. Each of the study constructs is presented in different sub-section, accordingly.

Servant Leadership

Leadership is one of the most researched areas within organizational research. This is evidenced by the plethora of published meta-analytic studies on leadership since 1980s that quantify various relationships between leadership and personality traits (Lord, De Vader & Alliger 1986), gender (Eagly, Karau & Johnson 1992), trust (Dirks & Ferrin 2002), emotional intelligence (Harms & Credé 2010), team effectiveness (Wang, Waldman & Zhang 2014), and team learning (Koeslag-Kreunen et al. 2018). Although some scholars call for integration of various leadership styles and theories (Anderson & Sun 2017), others argue the need to focus on a specific leadership type. Hoch et al. (2018), for example, found that not all emerging leadership styles were conceptually redundant. In particular, their meta-analytic results pointed to servant leadership as having empirical distinctness than transformational leadership when predicting organizational citizenship behaviors, job satisfaction, overall commitment, and trust. Therefore, servant leadership is worth investigated as a separate leadership style that could influence employee attitudes, behaviors, and perceptions.

Servant leadership can be defined as “a holistic leadership approach that engages followers in multiple dimensions (e.g., relational, ethical, emotional, spiritual), such that they are empowered to grow into what they are capable of becoming” (Eva et al. 2019). Leaders who adopt this leadership approach focus on followers' personal development while striving for sustainable performance over a long run. This characteristic, thus, differentiates servant leadership from transformational leadership (Stone, Russell, & Patterson 2004).

This leadership theory was popularized by Greenleaf's seminal work known as *The Servant as Leader*, which was published in 1970. The foundation of servant leadership theory, however, was laid by Graham in 1991 (Eva et al. 2019). Since then, scholarly works were undertaken by researchers to understand its nature, antecedents, consequences, and the underlying mechanism. Despite the growing number of studies on servant leadership, Van Dierendonck (2011) argues that this leadership is a relatively new theory in comparison to other leadership theories. In his comprehensive review on servant leadership, he found that there was still ambiguity in defining servant leadership. Results of his study also suggest that there are six characteristics of servant leadership, which are empowering and developing people, humility, authenticity, interpersonal acceptance, providing direction, and stewardship.

A recent systematic review extended the existing work by showing the nomological network of servant leadership research. Eva et al. (2019) identified the antecedents, moderators, mediators, and outcomes of servant leadership based on 270 works covering academic journals and unpublished manuscripts. Interestingly, the authors found indirect relationship between servant leadership and turnover intention across various levels of mediators (i.e., employee and job-centered mediators, team-centered mediators, leader-centered mediators, and climate and organization-centered mediators) but no indication was shown on the role of career aspiration as a mediator in explaining the relationship. Therefore, in this paper we intend to extend the existing knowledge corpus by proposing that career aspiration plausibly mediates the relationship between servant leadership and turnover intention.

Turnover Intention

Practitioners show a keen interest in understanding how to retain employees. For example, well-known practitioner oriented online platforms such as Forbes, Harvard Business Review and Society for Human Resource Management (SHRM) have published articles on managing employee retention. Within organizational research, this issue has also gained momentous scholarly attention, but it is dealt as voluntary turnover. Scholars find it is an imperative issue because voluntary turnover has undesirable consequences for organizational performance (McElroy, Morrow, & Rude 2001). It is costly to the organization especially if it is not because of employees' poor performance.

Although practitioners are concerned with actual turnover, scholars believe that finding solutions to suppress actual turnover is more important (Hom et al. 2017). This implies that attention should be paid to turnover intention rather than actual turnover. An earlier study conducted at the end of 20th century affirmed this contention; that is, intention to quit predicts actual turnover (Griffeth, Hom, & Gaertner 2000). Looking further into this intention-behavior relationship, Vandenberg and Nelson (1999), on the contrary, argue that intention to quit from an organization does not necessarily translate into actual voluntary turnover. According to the authors, there are motives and factors that cause employees to actually quit their jobs. Within the leadership literature, studies have shown that leadership could reduce employee turnover intention (Schyns & Schilling 2013). Nevertheless, not all leadership approaches have the same effect on employee behavior. One of the leadership approaches that could reduce employee turnover intention is servant leadership.

Some efforts have been done to understand the relationship between servant leadership approach and employee turnover intention. Jaramillo et al. (2009) found that servant leadership reduced turnover intention among salespersons through a complex mediated-moderated chain of relationships. Jang and Kandampully (2018) also found that servant leadership reduced turnover intention among frontline restaurant employees but

through affective organization commitment. More recently, Hassan et al. (2019) argue that servant leadership is one of the strategies that could be adopted by organizations in retaining Gen Y employee in the midst of their turnover counts. On the basis of these studies, it can be deduced that servant leadership asserts its influence on turnover intention fully through mediators.

Career Aspiration

Career aspiration research has received less attention compared to the other two study variables. Interestingly, it becomes more disperse when researchers link it to multiple foci such as management, leadership, and occupation. Management aspiration refers to employee aspiration to move into the management position (Mael, Waldman, & Mulqueen 2001) whereas leadership aspiration refers to employees' personal interest to reach a leadership position and their willingness to accept the offer to take the leadership position (Singer 1991). The term occupation aspiration, on the other hand, reflects one's vocational desire or preference without accounting for limiting factors such as education, money, ability, or talent (Han, Rojewski, & Kwak 2018). Baroudi et al. (2018) define career aspirations as career-related ambitions.

The first two types of aspiration mentioned above focus on specific ambitions to occupy specific positions within an organization. The last two types of aspiration, on the contrary, refer to a broader work-related ambitions. Although occupation and career seems to carry similar meanings, we chose to adopt career aspiration in this paper. It is meant to represent employee ambition for a significant period of time with opportunity to progress within their career life.

Research on career aspiration was mainly conducted using working students as study samples. For example, a study that was aimed to understand Generation Y's career expectations and aspirations was conducted among 122 undergraduate students with mainly hospitality work experience in two Scottish universities (Maxwell, Ogden, & Broadbridge 2010). Similarly, another study that investigated the mediating roles of the proactive and relational aspects of contemporary work on the relationship between career aspiration and individual contributions also used a sample of 181 business and economics graduate. One exception is the work of Bigliardi, Petroni, and Dormio (2005). In this study, the authors investigated the relationships among organizational socialization, career aspiration, and turnover intention using data obtained from 442 design engineers working at 11 companies located in two different districts in Italy. Within the Malaysian context, a study was conducted by Ramly, Ismail and Uli (2009) to examine the antecedents of career aspirations among R&D professional in Malaysian public organizations. In this study, the authors found that self-efficacy and continuous improvement practices were main contributors in explaining the career aspiration variance among the respondents.

Ramly, Ismail and Uli (2009), also contend that career aspiration is an aspect of internal dimension of career that determines success of a career. The authors further argue that career aspiration resides in an individual and is influenced by social context. Taking this perspective, we suggest that leadership is an external social context that could influence employees' career aspiration, which, in turn, reduces their turnover intention. The relationships among the three study variables are further elaborated in the next section.

CONCEPTUAL MODEL AND PROPOSITIONS

In this section, we introduced the conceptual model linking servant leadership, career aspiration, and turnover intention. We first discussed the underpinning theories. Then, we continued with theorizing the propositions by referring to the proposed framework.

Underpinning Theories

Social Exchange Theory (Blau 1964) is the first underpinning theory used in this paper. The theory contends that a person will positively reciprocate a positive behavior that he has received from another person. This theory has been used in earlier servant leadership studies to examine various outcomes of the phenomenon (Brohi et al. 2018; Jaiswal & Dhar 2017; Jay & Kandampully 2018; Zou, Tian, & Liu 2015). Therefore, we used the Social Exchange Theory to explain the relationship between servant leadership and turnover intention.

The second theory that underpins our proposition is the Path-Goal Leadership Theory (House & Mitchell 1974). This theory specifies that an effective leader influences employees' perception of their work goals, personal goals, and paths to goal attainment. The theory proposes that leader's behavior is acceptable and satisfying to the employees if they find the leader's behavior as an immediate source of their satisfaction or is instrumental to their future satisfaction. In addition, the theory proposes that leader's behavior serves as a source of motivation through perceived effective performance and supportive environment. In this paper, we adopted the first theoretical proposition in linking servant leadership to career aspiration.

Conceptual Framework and Propositions

Figure 1 shows the conceptual framework as proposed in this paper. First, servant leadership was linked to turnover intention directly. Although we intended to propose a mediated path whereby career aspiration serves as a mediator between servant leadership and turnover intention, limited empirical evidence and lack of consistent findings did not permit us to do so. As a result, we proposed that servant leadership positively affects career aspiration. On the contrary, a research question was put forth to explore the relationship between career aspiration and turnover intention. Each of the path is elaborated in the following subsections, accordingly.

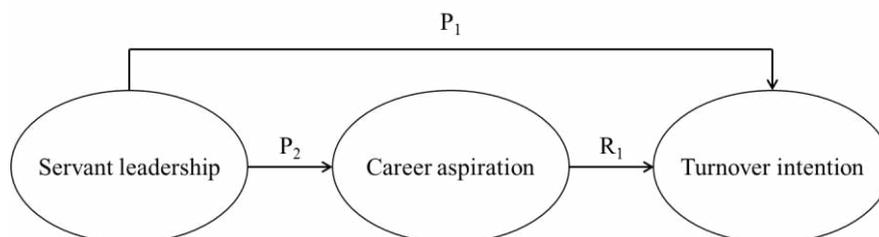


Figure 1: Conceptual framework

Servant Leadership And Turnover Intention

According to the Social Exchange Theory (Blau 1964), a person's social behavior is the result of an exchange process. Within the organizational research, this theory has been used to explain why a person reciprocates a certain behavior of another person. Thus, in line with

this theory, it is assumed that servant leadership reduces employee turnover intention. That is, the people first behavior of servant leadership will indicate to the employees that the leaders care for their personal development and achievement. As a result, they will feel that they are valued and appreciated, and, hence, they are less likely to quit their jobs.

Although most studies suggest that servant leadership asserts its influence on turnover intention through mediators, recent empirical research found that servant leadership may negatively affect turnover intention directly. For example, a systematic literature review conducted by Paris and Peachey (2013) shows that servant leadership reduces employee turnover intention. Using school teachers as respondents. Brohi et al. (2018) also found that servant leadership reduced the respondents' turnover intention. Similarly, Zou, Tian, and Liu (2015) and Jay and Kandampully (2018) found that servant leadership reduced turnover intention among their respondents who work in the hospitality industry. Interestingly, Hunter et al. (2013) who conducted a multi-level study found that servant leadership negatively related to employee turnover intention at the individual level, whereas the effect was exerted through service climate when the relationship was tested at the a higher (i.e., store) level.

Therefore, on the basis of the Social Exchange Theory (Blau 1964) and the empirical evidence, it is plausible to assume that servant leadership reduces turnover intention. Therefore, we propose that:

Proposition 1: Servant leadership negatively relate to employee turnover intention.

Servant Leadership And Career Aspiration

Servant leadership is a leadership approach that put people first than organizational achievement (Stone, Russell, & Patterson, 2004). There are six characteristics of servant leadership that emphasize on people first (Van Dierendonck, 2011). First, servant leaders empower and develop their employees because they recognize, acknowledge, and realize the employees' individual abilities and learning capability. Thus, servant leaders empower the employees with the intention to instill high self-confident and encourage their personal development. Second, servant leaders also admit that they can benefit from the expertise of employees. As they see the talents of the employees, they will put the interests in the employees first. They believe that talents facilitate employees' performance. As a result, employees will feel that they are valued and appreciated, which will enhance their career-related ambitions.

It is also important for servant leaders to deliver their promises, being visible within the organizations and act honestly. Thus, the third characteristic, which is authenticity, informs the employees that their leaders are true to self and have high integrity. This characteristic, which is reflected in the servant leaders' behavior, confides the employees that their career-related ambitions can be materialized. Their work efforts towards moving up the career ladder will receive full support from the servant leaders. Nevertheless, there will be times when employees make mistake and encounter difficulties when executing their works. In this instance, servant leaders will provide the necessary emotional supports by showing empathy and forgiving the employees. Not only this interpersonal acceptance indicates to the employees that they are encouraged to learn through mistakes, but it also implies to them that the servant leaders' trust them regardless of the mistakes that they had done. When employees feel that they are accepted, free to make mistake, and know that they will not be rejected, they are likely to have higher career-related ambitions.

Employees with high career-related ambitions must also be provided with some guidance so that they know that their efforts are directed properly. Servant leaders will

provide them with a right degree of accountability and also make the work environment more dynamic so that it suits to the followers' abilities, needs, and inputs. As a result of this leaders' behavior, employees will channel their efforts rightly, which will enhance their career-related ambitions. In line with providing directions, the last characteristic of servant leaders' behavior that supports employee career aspiration is stewardship. It means that servant leaders need to act as both caretakers and role model for others. The leaders must be willing to take responsibility for the larger institution and to set aside self-interest and the need to control. By doing so, employees will be confident in pursuing their career-related ambitions. Most probably, they will also model the behavior towards realizing their career aspiration.

Taken together the six characteristics of servant leaders, it is plausible to argue that servant leader's behavior will positively affect employee career aspiration. This argument is supported by the Path-Goal Leadership Theory (House & Mitchell 1974). The theory assumes that a leader's behavior can influence employees' perception of their work goals, personal goals, and paths to goal attainment when they see the leader's behavior as an immediate source of satisfaction or instrumental to their future satisfaction. Therefore, we propose that:

Proposition 2: Servant leadership positively relate to career aspiration.

Career Aspiration And Turnover Intention

When employees have the ambition to move up the career ladder within an organization, they are less likely to quit their jobs. They will not be thinking about quitting the job or even searching for alternatives because they believe in the possibility to achieve their ambitions within their current organizations. Nevertheless, it is also possible that employees who have high career aspiration will more likely to quit and search for alternative jobs that could realize their career aspirations. For example, the PwC report (2012) highlights that majority of the Millennials look for quick career progression and they are often aspired to work abroad. In this instance, they have more tendency to look for better opportunities and form an intention to quit.

Empirically, the relationship between career aspiration and turnover intention is less explored in the literature. Only a few studies have investigated the relationship between career aspiration and turnover intention and the results were conflicting. For example, Bigliardi, Petroni, and Dormio (2005) found significant positive relationship between career aspiration and turnover intention. On the contrary, Vazifehdust and Khosrozadeh (2014) found a non-significant relationship between career aspiration and turnover intention. Following the dual possibilities of career aspiration-turnover intention relationship (i.e., significant or non-significant) as well as limited number of empirical studies, we put forward a research question instead of a proposition:

Research question 1: What is the relationship between career aspiration and employee turnover intention?

CONCLUSION

In this paper, we presented a model that links servant leadership to employee turnover intention. The proposed model was part of a larger study that we are currently working on. Therefore, only three constructs were discussed herein. Drawing from the Social Exchange Theory and the Path-Goal Leadership Theory as well as previous literature, we proposed

that servant leadership reduces employee turnover intention and servant leadership positively relates to career aspiration. Although we intended to propose that career aspiration negatively relates to employee turnover intention, the conflicting empirical evidence and limited existing studies led us to propose a research question instead.

With the growing number of Millennials working in various organizations across industries, it is imperative for scholars and practitioners to find solutions to engage them in the workplace. It is especially so when one of their characteristics is wanting to move the career ladder faster. In addition, they are highly curious and want the leaders to appreciate their talents. As such, we see that practicing servant leadership could reduce their turnover intention. In addition, their career aspiration will also be enhanced through practicing servant leadership.

As highlighted in this paper, more works need to be done in understanding the effect of career aspiration on employee turnover intention. Thus, future research could further explore the possible underlying mechanisms that could explain this relationship. That is, by identifying and including some mediators or moderators, the relationship between career aspiration and employee turnover intention can be affirmed.

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THE ROLE OF OPENNESS TO EXPERIENCES, CONSCIENTIOUSNESS AND CREATIVE SELF-EFFICACY IN PREDICTING CREATIVE DEVIANCE

FARAHIRINA FRANCIS MARTIN & IDA ROSNITA ISMAIL

UKM-Graduate School of Business
Universiti Kebangsaan Malaysia

ABSTRACT

Creative deviance is an emerging phenomenon in behavioral research. Although previous studies have identified several factors that lead to creative deviance, the literature is limited. The objective of this study was to fill in the gap in the literature by proposing personality traits and creative self-efficacy as individual-level factors that affect creative deviance. Drawing on Social Cognitive Theory and Cognitive Evaluation Theory, openness to experience, conscientiousness and creative self-efficacy were proposed to influence creative deviance. Cross-sectional data from employees in various field in private sectors in Klang Valley were collected to validate the hypotheses. Our finding contributes to the existing creative deviance study and behavioral research in organization by providing empirical supports to factors affecting creative deviance at the workplace.

Keywords: *creative deviance, creative self-efficacy, openness to experience, conscientiousness*

INTRODUCTION

Creativity plays as vital role in business today to achieve competitive advantage and firm performance (Van Esch, Wei, & Chiang 2016). In order to achieve this mission, it is important for organization to have a good management on how they can emphasize and facilitate creativity among employees (Ferreiraa, Coelhoa & Mountinho 2018). With creativity, employees are enabled to increase their level of competency to support firm performance (Wardi et al. 2018). However, in the passion to get as many creative ideas as possible, there are some challenges that may be faced by organization. The challenges appear when they have to pick and decide on the most promising idea among the bunch of creative ideas that their subordinate generate. This is because, managers cannot sponsor all ideas of their employees (Mainemelis 2010). Some of the ideas had been dictated to stop and may not being pursued further. As a result, employees may ignore the instruction and continue working with their ideas in alternative way and may engage in creative deviance (Lin, Mainemelis & Kark 2016).

The emergence of creative deviance opens up a new area for researchers to investigate the subtle explanation regarding this phenomenon. Creative deviance has been defined as ‘the violation of a managerial order to stop working on a new idea’ (Mainemelis, 2010). To implement creative ideas, employees sometime use unconventional practices and

work without legal organizational procedure (Globocnik & Salomo 2014). Employees may intentionally choose to disobey the managerial order to continue the idea regardless of any consequences. Previous scholar has identified the classification of deviant behavior in organizational studies into two groups, namely positive conformity and negative nonconformity (Warren 2003). However, creative deviance is not included in any of these groups as it belongs to the third classification of deviant behavior (Mainemelis 2010). Creative deviance cannot be identified inherently as positive or negative (Warren 2003; Mainemelis 2010), as it may help or jeopardize the organization (Perry et al. 2016). By engaging with creative deviance, employees can play with their creative idea, or make improvements in product development and evolve to become radical innovation. On the contrary, through creative deviance, employees also may take risky action and pursue on their creative ideas illegally (Tenzer & Yang 2018), thereby they are potentially wasting organization resources (Mainemelis 2010).

In managing creativity, knowledge of creative deviance demands a comprehensive understanding. We argue that the understanding of creative deviance is not being fully understood. There are lacks consent as whether creative deviance should be encouraged or discourage inside the organization. This is because the consequences of creative deviant may possibly result to benefit or harm the organization (Mainemelis 2010; Lin et al. 2016). Small extant literature from recent studies have shed a light on the factors that may lead employees to violate managers order in order to pursue their creative ideas (Mainemelis 2010; Lin et al. 2016; Sarpong et al. 2018; Tenzer & Yang 2018; Tenzer & Yang 2019). According to Mainemelis (2010), individual differences have a huge potential on explaining why some of the individuals are more likely to engage in creative deviance. It opens up for the future study in investigating creative deviance factors at individual level. To fill in the gaps, our study aims to investigate the relationships between personality traits and creative self-efficacy on creative deviance. Therefore, drawing on Social Cognitive Theory and Cognitive Evaluation Theory, our study focuses on the influences of openness to experience, conscientiousness and creative self-efficacy towards creative deviance among employees from various field in private sectors within Klang Valley.

Our study advances behavioral research by providing several contributions. First, it contributes to the body of knowledge of creative deviance by investigating two types of personality traits, which is openness to experiences and conscientiousness, and also creative self-efficacy in explaining creative deviance. Previous scholar had examined individual risk propensity as individual factor that affect creative deviance (Tenzer & Yang 2018), but the effects of openness to experience and conscientiousness have not received any empirical support. Second, it contributes to managerial by providing the insights on how human resources may select and screen their candidates, so that they will enhance the process of identifying individual competencies needed for a job. Thus, it can help them to upgrade several recruitment processes like interview and personal assessment of the possible candidates. In doing so, organization will gain more insight on how to manage creativity and increase creative performance. In addition, this study also provides evidence in Malaysia context that the phenomenon of creative deviance is a global issue and it occurs all through various sectors.

THEORY AND HYPOTHESES

Research framework as shown in Figure 1 was developed based on Social Cognitive Theory and Cognitive evaluation Theory. Social Cognitive theory is one of the prominent theories that explain cognition mechanisms that affect human motivation, attitudes and actions (Bandura 1997; Bandura 2001). Social cognitive theory observes that capabilities in self-

belief are varies from individual-level and situational-level conditions (Bandura 2012). This theory had a broad focus that encompasses personal and contextual factors across the behavioral outcomes (Bandura 2001; Tierney & Farmer 2002). Whereas, Cognitive Evaluation Theory refers to individuals that perform in their task are because of they find the activity are interesting and enjoyable (Deci & Ryan 1985). According to Deci and Ryan (1980), individuals with certain characteristic such as personality traits will more likely to feel determined to complete the task when they have high intrinsic motivation (Deci & Ryan 1980).

Personality traits represent as the most important indication of individual differences (Goldberg 1993). Previous research had found that individual characteristic such as personality has influence towards creativity (Zhou & Shalley 2003; Chen, Chang & Chang 2015). Personality traits influence the success of individual innovators in apprehending their creative ideas (Stock & Seliger 2016). According to Mainemelis (2010), individual differences have a huge potential on explaining why some of the individuals are more likely to engage in creative deviance. Lin et al. (2016), considers that employees' tendencies for creative deviance may vary depending on their personality. Previous study had shown that risk propensity and allocentrism were related to creative deviance (Tenzer & Yang 2018). This study opened up new avenue for future study to identified other personality traits that may possible to have relationship to creative deviance. Thus, these theories were underpinned the relationships among personality traits and creative self-efficacy on creative deviance. Next section describes the justification for the hypothesis development.

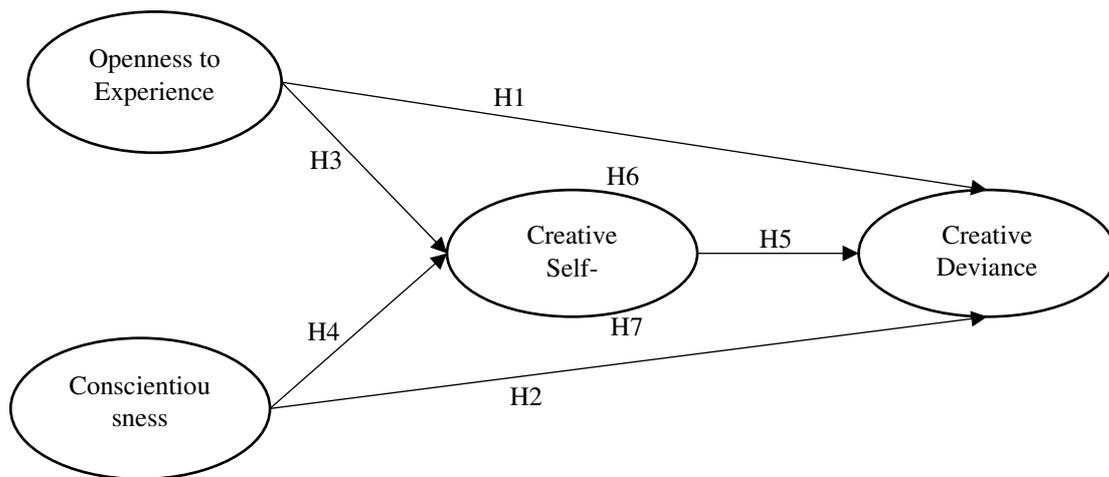


Figure 1 Conceptual Framework

Openness to Experience and Creative Deviance

Openness to experience is one of the Big Five domain of personality traits. Individuals who are open to experience are high in imaginative, innovative, creative, open-minded, intelligent, and artistically sensitive (McCrae 1996). Individuals who are high in openness to experience also unrestricted to changes and transition at workplace (Burke & Witt 2002). They are more likely to enjoy new experience, embrace diversity and commence changes (Costa & McCrae 1992). They are always positive in creating new dynamic ideas and seeking new alternative ways in problem solving (Wanberg & Banas 2000).

Previous scholars have demonstrated that openness to experience is related to creativity (George & Zhou 2001; Liu et al. 2016). Employers who can think outside the box will initiate alternative way to solve problems within the organization. Openness to

experience is a suitable trait for studying individual-level factors on creative deviance, as creative deviance entails substantial characteristic that highly motivated in seeking way in solving things (Mainemelis 2010). According to cognitive evaluation theory, employees who are actively seek out for new opportunities, open minded and initiate changes will be able to encourage themselves to work with dynamics way to achieve work outcomes (Deci & Ryan 1980; Zhou & Shalley 2003). Based on the assumption that individual with openness to experience trait are exerting the development of creative outcomes, we argue that this trait will encourage employees to engage with creative deviance. This is because they are eager to experience new opportunity and will find alternative ways in complete task including violating managerial order. Therefore, the first hypothesis is proposed;

H1: Openness to experience has a positive relationship towards creative deviance

Conscientiousness And Creative Deviance

Conscientiousness is another domain in Big five personality traits that refers individuals who are self-control, well organizing, continuously planning for in carrying out duty (Barrick & Mount 1993). They are high with determination, focus and have a strong-willed. Previous scholars have demonstrated that conscientiousness has been identified as the most consistent predictor of work performance (Barrick & Mount 1991; Ohme & Zacher 2015). This is because employees who are high with conscientiousness traits are hardworking, persistent and motivated in seeking achievement (Barrick & Mount 1991).

Nevertheless, on the other side, individuals with high of conscientiousness are meticulous and fastidiousness in their work. They are high in orderliness and planful in getting their job done (Barrick & Mount 1993). Employees with this personality traits will be very details in their works and making them very careful, efficient and responsible in whatever activities that they will involve (Costa & McCrae 1992: 2019). This indicate that, even though previous scholars had found out that conscientiousness is associated with task performance and creativity (Ohme & Zacher 2015), but this trait will lead to the propensity to withhold (Colbert et al. 2004). Previous research has shown that conscientiousness is negatively related to counterproductive behavior and other deviant behavior in organizations (Bowling & Nathman 2010). Thus, based on the aforementioned studies, we dispute that conscientiousness may lead to creativity but not to the extent that they will violate managerial order in order to pursue creative ideas. Therefore, the following hypothesis is suggested:

H2: Conscientiousness has a negative relationship towards creative deviance

Creative Self-Efficacy and Creative Deviance

Creative self-efficacy has been introduced by Bandura (1977), as individuals believe that they can be able to success in producing outcomes in a specific setting. Creative self-efficacy refers to individuals' self-belief on their ability to create creative outcomes (Tierney & Farmer 2002). According to Bandura (1983), self-efficacy will increase individual motivation to emphasis their own thinking and action in striving for creative performance.

Most of his studies claimed that self-efficacy is a strong condition to creative outcomes. Indeed, Social Cognitive Theory suggest that individuals with high creative self-efficacy are more likely to produce creative outcomes (Bandura 1997; Tierney & Farmer 2002). This is because, in order to produce creative outcomes, individuals need to face several trial and error throughout creative process (Tierney & Farmer 2002). With the high

creative self-efficacy, individuals are more likely to confront their doubt of being creative and more confidence in producing creative outcomes. Therefore, they may also engage in creative deviance because of their beliefs that they can produce creative outcomes. Based on this argument, we hypothesized that:

H3: Creative self-efficacy has a positive relationship towards creative deviance

Openness to Experience, Conscientiousness and Creative Self-Efficacy

Personality traits such as openness to experience and conscientiousness have received substantial attention in the behavioral research (Zhou & Shalley 2003; Karwowski et al. 2013; Wang et al., 2016). Both traits are expected to affect creative self-efficacy (Liu et al. 2016). Several studies have shown that openness to experience is positively related to creative self-efficacy (Chen 2016; Farmer & Tierney 2017). Individuals with openness to experience traits are more likely to enjoy new experience (Costa & McCrae 1992), positive in generating new ideas (Wanberg & Banas 2000), open-minded and intelligent (McCrae 1996). According to Social Cognitive Theory, when individuals actively seek out for new opportunities and initiate change, they are more likely to gain self-beliefs on their capabilities when doing things (Bandura 1997).

Whereas, individual with conscientiousness traits are believed to be hardworking and persistent in completing task effectively (Barrick et al. 2002). Social Cognitive Theory also explain that, if individuals continuously performing task effectively, they will gain the experience of mastery in that particular task (Bandura 1997). Therefore, individual with this trait will more likely to accumulate rich mastery experience and develop a strong efficacious belief in their ability to be creative (Liu et al. 2016). In contrast, individual with low in conscientiousness may have less confidence to gain efficacious belief in performing task. Therefore, we propose two hypotheses, which are:

H4: Openness to experience has a positive relationship towards creative self-efficacy

H5: Conscientiousness has a positive relationship towards creative self-efficacy

Creative Self-Efficacy as the Mediator

Creative self-efficacy is defined as individual's beliefs about their capabilities to produce creative outcomes (Tierney & Farmer 2002). When individuals are high in openness to experience will have the self-beliefs in their ability with generating creative ideas (Bandura 1997). Consequently, individuals with high creative self-efficacy will influence their work performance (Liu et al. 2016). Individuals with openness to experience trait will always initiate change and look at new opportunity, they are more likely to gain self-beliefs on their capabilities when doing things (Bandura 1997), including engage in creative deviance.

In contrary, individual with high in conscientiousness are very details in their works and making them very careful, efficient and responsible in whatever activities that they will involve (Costa & McCrae 1992). With this trait employees will be able to regulate their orderliness and planful in getting their job done (Vardi & Weitz 2004). Therefore, they are more likely to gain high creative efficacy. Although, individuals with conscientiousness also will more likely to have characteristics such as trustworthiness, and responsibility, which lead to the intertwined consequences. Which is, they are more likely to gain creative self-efficacy but will lower their engagement in creative deviance. Based on that assumption, these hypotheses were developed:

H6: Creative self-efficacy mediates the relationship between Openness to experience and creative deviance

H7: Creative self-efficacy mediates the relationship between Conscientiousness and creative deviance

RESEARCH METHOD

We tested our hypotheses using data collected from 148 employees from various background in Klang Valley. Purposive sampling approaches were used to select the respondents for the study. To obtain suitable sample, we have set only employees that working in private sectors as our respondents. We have distributed 250 set of questionnaire and only 157 responses were returned. 9 of the questionnaires were incomplete and removed. Total of complete and usable respondents for final analysis was 148.

Creative deviance was measured using scale that developed by Lin et al (2016). The scale contains nine items with seven Likert-type ranging from 1 (strongly disagree) to 7 (strongly agree). A sample item is “I continue to improve some of the new ideas, although they did not receive my supervisor’s approval”.

Openness to experience and conscientiousness was measured using the scale that taken from Big Five Factors scales by Goldberg (1999). This scale was first developed by John and Srivasta (1999), and contained 10 items for openness to experience, which is two of the items were reversed coded. The items of openness to experience include “I see myself as someone who is original, comes up with new ideas”. Conscientiousness has 6 items, with the sample item is “I am careful to avoid making mistakes”.

Creative self-efficacy was measured using Tierney and Farmer’s (2002) four-item measure. It is a five Likert scale, which is ranged between 1 (very strongly disagree) to 5 (very strongly agree). A sample item is “I have confidence in my ability to solve problems creatively.”

RESULT

As all constructs in this study were modeled reflectively, the first stage of PLS-SEM analysis follows the measurement model assessment. Table 1 shows the results of the reflective measurement model assessment. Values for outer loadings were all above the cut-off value of 0.707. The highest outer loading was 0.898 (CD9) and the lowest outer loading value was 0.720 (SE3). The internal consistency reliability was assessed based on two criteria, which are Cronbach’s alpha and composite reliability. As shown in Table 1, Cronbach’s alpha values range from 0.754 to 0.955. Similarly, composite reliability values ranged from 0.842 to 0.962. Therefore, both criteria exceeded the cut-off value of 0.7 as recommended by Hair et al. (2017). The last criterion displayed in Table 1 is average variance extracted, which is a measure of convergent validity. Results showed that all constructs’ values exceeded the cut-off value of 0.50. It means that at least 50 percent of the variance in a construct’s indicators was captured by the assigned construct.

Table 1 Results of reflective measurement model

Construct	Items	Outer loading	Cronbach’s alpha	Composite reliability	Average variance extracted
Openness to experience	OP1	0.815	0.919	0.934	0.640
	OP2	0.757			
	OP3	0.820			
	OP4	0.841			

	OP5	0.797			
	OP6	0.852			
	OP8	0.762			
	OP10	0.748			
Conscientiousness	CS1	0.759	0.881	0.909	0.625
	CS2	0.778			
	CS3	0.803			
	CS4	0.827			
	CS5	0.792			
	CS6	0.785			
Creative self- efficacy	SE1	0.784	0.754	0.842	0.572
	SE2	0.747			
	SE3	0.720			
	SE4	0.772			
Creative deviance	CD1	0.833	0.955	0.962	0.737
	CD2	0.806			
	CD3	0.844			
	CD4	0.883			
	CD5	0.832			
	CD6	0.888			
	CD7	0.875			
	CD8	0.864			
	CD9	0.898			

The last criterion for a reflective measurement model assessment is heterotrait-monotrait correlation or HTMT. Table 2 shows the results of HTMT for the proposed model. In this study, a conventional cut-off value of 0.85 was chosen. That is, all HTMT values were expected to be below than 0.85 in order to establish the model’s discriminant validity. The initial analysis showed that openness to experience had a value of 0.861, which was above the cut-off value. Upon examining the indicator loadings, two indicators were found to have outer loading values of 0.459 (OP7) and 0.421 (OP9), respectively. Therefore, the two indicators were removed from the analysis. Subsequent analysis showed an improvement to the HTMT value for openness to experience. As a result, the final HTMT values reported in this study ranged from 0.226 to 0.846, which is below the recommended cut-off value (Henseler et al. 2014).

Table 2 Results of discriminant validity using HTMT

	Conscientiousness	Creative deviance	Creative self- efficacy	Openness to experience
Conscientiousness				
Creative deviance	0.359			
Creative self- efficacy	0.392	0.226		
Openness to experience	0.316	0.846	0.284	

The four assessment criteria at the measurement model stage show that the model is reliable and valid. The next stage in the PLS-SEM analysis involves assessing the structural model, which include assessing the variance in inflation factor (VIF), coefficient of determination (R^2), effect size (f^2), path coefficients and its significance, and predictive relevance (Hair et al. 2017).

Table 3 Results of VIF, coefficient of determination and effect size

Latent variables	Creative deviance ($R^2 = 0.645$)		Creative self-efficacy ($R^2 = 0.24$)	
	VIF	Effect size (f^2)	VIF	Effect size (f^2)
Conscientiousness	1.349	0.041	1.093	0.234
Creative self-efficacy	1.315	0.008		
Openness to experience	1.28	1.194	1.093	0.171

As shown in Table 3, all VIF values were below than 5; hence, it indicates there is no issue of collinearity. In the proposed model, there are two endogenous latent variables, which are creative self-efficacy and creative deviance. The coefficient of determination for creative self-efficacy was 0.24, which means that 24 percent of the variance in creative self-efficacy is explained by conscientiousness and openness to experience, with a stronger effect from conscientiousness ($f^2 = 0.234$). The ultimate endogenous latent variable is creative deviance. All three exogenous latent variables explained creative deviance, and as such its coefficient of determination was 0.645. Thus, it indicates that 64.5 percent of the variance in the creative deviance was explained by conscientiousness, creative self-efficacy and openness to experience. The strongest effect on creative deviance is openness to experience, which was 1.194. This means that openness to experience has substantive effect on creative deviance. Meanwhile, creative self-efficacy has the smallest effect on creative deviance ($f^2 = 0.008$).

Table 4 shows the magnitude and significance of the hypothesized paths. The bootstrapping procedure with 5,000 resamples was used to generate the results. As shown in Table 4, hypothesis 1 ($\beta = 0.737, p < 0.001$) and hypothesis 2 ($\beta = -0.141, p < 0.05$) were supported. Similarly, hypothesis 3 ($\beta = 0.373, p < 0.001$) and hypothesis 4 ($\beta = 0.441, p < 0.001$) were supported. The results indicate that both openness to experience and conscientiousness directly predict creative self-efficacy and creative deviance. Hypothesis 5 that specifies creative self-efficacy positively predicts creative deviance, however, was not supported ($\beta = 0.063, p = 0.134$).

Table 4 Magnitude and significance of hypothesized relationships

Hypothesized relationships	β	p -value	95% CI
H1: Openness to experience -> Creative deviance	0.737	0.000	[0.648, 0.806]
H2: Conscientiousness -> Creative deviance	-0.141	0.004	[-0.228, -0.052]
H3: Openness to experience -> Creative self-efficacy	0.377	0.000	[0.250, 0.483]
H4: Conscientiousness -> Creative self-efficacy	0.441	0.000	[0.305, 0.538]
H5: Creative self-efficacy -> Creative deviance	0.063	0.134	[-0.033, 0.155]
H6: Openness to experience -> Creative self-efficacy -> Creative deviance	0.024	0.023	[-0.011, 0.065]
H7: Conscientiousness -> Creative self-efficacy -> Creative deviance	0.028	0.026	[-0.013, 0.072]

The present study also hypothesized that creative self-efficacy mediates the relationship between openness to experience and creative deviance. Nevertheless, results indicate that the hypothesized relationship was not supported ($\beta = 0.024, p = 0.023$). Similarly, the hypothesized mediated relationship between conscientiousness and creative

deviance was also not supported ($\beta = 0.028, p = 0.026$). Hence, creative self-efficacy did not mediate the relationships between openness to experience and creative deviance as well as between conscientiousness and creative deviance.

The model’s predictive relevance was assessed using both blindfolding and PLS predict procedures in the SmartPLS 3. Both assessment procedures indicate that the model has good predictive relevance. That is, the Stone-Geisser’s Q^2 for creative self-efficacy and creative deviance were 0.116 and 0.436, respectively. These values were above zero, which means that there is an evidence of predictive relevance. Similarly, the PLS predict Q^2 values for both latent variables were 0.048 and 0.625, respectively. Hence, the model’s predictive relevance was established.

Table 5 Comparison between PLS and naïve benchmark for key endogenous construct

Items	PLS	LM	PLS	LM
	RMSE	RMSE	MAE	MAE
CD1	0.995	1.073	0.795	0.851
CD2	1.167	1.267	0.941	1.005
CD3	1.052	1.067	0.812	0.827
CD4	1.054	1.145	0.825	0.875
CD5	1.344	1.382	1.060	1.111
CD6	1.253	1.301	0.953	1.001
CD7	1.238	1.259	0.947	0.999
CD8	1.205	1.277	0.926	0.969
CD9	1.305	1.331	0.987	1.038

Note. CD = creative deviance. Bold values indicate higher prediction errors were observed in the naïve benchmark (LM) than prediction errors in PLS.

To gain a better insight into the model’s predictive accuracy, items of the key endogenous construct were assessed by comparing the standard deviation of the prediction errors between a PLS model and a naïve model, known as linear model (Hair et al. 2018). Table 5 shows that there was improvement in the standard deviation of the prediction errors from a naïve model to a PLS model. Therefore, it indicates that the proposed model has good predictive accuracy.

DISCUSSION

Creativity plays as vital role in business today to achieve competitive advantage to sustain business. With the passion to emphasize creativity, organization may face new challenges in managing creativity including creative deviance. Creative deviance that was introduced by Mainemelis (2010), referred to the violation of managerial order that been done by employees in order for them to pursue creative ideas. According to Mainemelis (2010), individual differences have a huge potential on explaining why some of the individuals are more likely to engage in creative deviance and suggested that future study will investigate on creative deviance factors at individual level. To fill the theoretical gap, this study examined the effect of personality traits which are, openness to experience and conscientiousness as well as creative self-efficacy on creative deviance.

In general, the findings of this study fit well with Cognitive evaluation theory (Deci & Ryan 1980), that suggest that employees with openness are actively seek out for new

opportunities, open minded and work with dynamics way to achieve creative outcomes. Our study further advances the findings of other individual-level factors besides risk propensity (Tenzer & Yang 2018), will lead to creative deviance. We found that individuals with high in openness to experience trait are more likely to engage with creative deviance. This is because, employers who can think outside the box will initiate alternative way to solve problems within the organization that motivate them seeking dynamic way in solving things including breaching managerial order.

Meanwhile, this finding also suggests that employees with high in conscientiousness trait are less likely to engage in creative deviance. This is because individuals that were high in conscientiousness revealed that they are hardworking and persistent. Even though this characteristic is valuable for employees to produce creative outcomes and master in their task, employees with high in conscientiousness trait also are very meticulous. They will try to avoid doing mistake and this will withhold their action in engaging with any rules-breaking act. Therefore, employees with this trait will more likely to reduce creative deviance engagement in work setting.

Our mediated hypotheses involving creative self-efficacy as mediators between openness to experience, conscientiousness and creative deviance were not established with the favorable results. Bandura (1997), explain that individuals' capabilities of self-belief are varies from individual-level and situational-level condition. Thus, we speculate that individual with high in creative self-efficacy are more likely to have self-confidence in generate creative outcomes. If their ideas had been rejected by their superior, they will consider on producing another creative idea. They are also can molding their creative ideas in line with managerial expectation without breaching managerial order. With the self-beliefs that they are capable to generate as much ideas that they can, so that they will keep producing ideas, even if the previous ideas had been rejected. In this situation, individuals with high in creative self-efficacy will not has relationship with creative deviance. Hence, creative self-efficacy also did not mediate the relationships between openness to experience and creative deviance as well as between conscientiousness and creative deviance.

RESEARCH IMPLICATION

Our study provides both theoretical and managerial implication. First, this study provides theoretical contribution by empirically tested of individual antecedents towards creative deviance, which is openness to experience and conscientiousness. We thereby answer Mainemelis' (2010) call, that suggested to identified individual-level factors may lead to employee's engagement in creative deviance. We also, fill in the gaps that had been pointed out by Tenzer and Yang (2018), to examined other traits besides risk propensity that possibly have relation with creative deviance behavior. Complementing this line of work, our study shed the lights on creative deviance and creativity literature in organization context, by suggesting that individual with high openness to experience trait will more likely to engage in creative deviance. Contrary with conscientiousness, individual with high of conscientiousness will more likely reduce the chances for them to engage in creative deviance.

Second, our study will assist the practitioners by providing some insights for human resources department on how they should select and screen their candidates. By doing so, they will enhance the process of identifying individual competencies needed for a particular job. This is because, some organizations are more likely to have employees that are proactive in producing creative ideas, but they also concern about the risks that they may face such as financial loss. Thus, this insight may help them to improve several recruitment processes like interview and personal assessment to find the right possible candidates. Furthermore,

organization will gain more insight on how to manage creativity and increase creative performance. In addition, this study also provides evidence in Malaysia context on the emergence of creative deviance in organization is alarming. The phenomenon of creative deviance is a global issue and it occurs all through various sectors.

LIMITATION AND FUTURE RESEARCH

Similar to other research, this study also is not without limitations. The arguments made in this study are guided base by social cognitive theory which emphasize that employees will have creative self-efficacy of self-beliefs, so that their will more likely to perform creative outcomes (Bandura 1983). Whereas, using cognitive evaluation theory, we build the argument that employees will have high intrinsic motivation toward a task when they performed creative outcomes (Deci & Ryan 1980). Nevertheless, this study only includes creative self-efficacy and does not examine the influence of intrinsic motivation as the source of motivation. Therefore, future research is suggested to investigate how intrinsic motivation mediates the relationship between individual-level factors and creative deviance in work context.

Furthermore, another limitation of this study is the total of usable respondents. In this study, we only manage to get 148 usable respondents, which we can speculate that this is the reason why our findings on mediating process do not give the favorable results. As for the future research, number of respondents need to be increase in order to equip better analysis.

CONCLUSION

This study enriches the understanding of creative deviance in a work context. It shows that personality traits as individual-level factors affect creative deviance engagement among employees. It explains that employees with high in openness to experience trait can encourage employees to engage with creative deviance. Whereas, in this study also demonstrate that, employees with conscientiousness trait will discourage them to engage with this behavior.

Thus, by examining the relationship between openness to experience, conscientiousness and creative self-efficacy and creative deviance, we contribute to the body of knowledge on creative deviance and creative management. Findings from this study also provide insight for managerial implication, limitation and suggestion for future research.

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