LMX, POS & IWB (in English)

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EFFECT OF LEADER MEMBER EXCHANGE AND PERCEIVED ORGANIZATIONAL SUPPORT ON INNOVATIVE WORK BEHAVIOR OF STAR RATED HOTEL EMPLOYEES IN SURABAYA

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Abstract

This research aimed to determine the effect of Leader-Member Exchange (LMX) on Innovative Work Behavior (IWB) mediated by Perceived Organizational Support (POS) variable. Samples of this study were 243 star rated hotel employees in Surabaya of non-managerial level. Data analysis used GCSA-based Structural Equation Modeling. The results revealed that LMX had a positive and significant effect on POS, POS had a positive and significant effect on IWB, and LMX had a positive and significant effect on IWB.

Keywords: *Leader-Member Exchange, Perceived Organizational Support, Innovative Work Behavior*

INTRODUCTION

Many factors determine the success of a company to survive in a business competition, one of which is innovation (Danaei & Iranbakhsh, 2016). The main purpose of innovation is to obtain a competitive advantage for a company (Conto, Júnior, & Vaccaro, 2016; Popa, Dobrin, Popescu, & Draghici, 2011; Porter, 1992). With regard to hospitality industry, continuous innovation is a significant factor needed to compete in a highly competitive market, since innovation is an aspect that is easily imitated (Crick & Spencer, 2011; Dzhandzhugazova, Blinova, Orlova, & Romanova, 2016; Najda-Janoszka & Kopera, 2014). Considering this, hotels must always be creative and innovative in their services, processes and procedures, resulting from increasing market competitiveness (Danaei & Iranbakhsh, 2016). Hotel industry has various alternatives to determine services or products that can provide added value to custom (Verma, Plaschka, & Louviere, 2002). Hotels must consider added value for costumers before introducing new innovation in a service or product (Victorino, Verma, Plaschka, & Dev, 2005). Thus, innovation can be assumed as a major influence in improving hotel operational (Oktavio, 2017; Onojaefe & Nhepera, 2017; Wong & Ladkin, 2008).

One of a company's efforts to make innovation becomes a work culture is through increasing employee creativity that can lead to ability to innovate (Jong & Hartog, 2007; Tushman & Nadler, 1986; Urbancova, 2013). Theory on innovation states that creativity is a foundation of innovation implementation (Amabile & Pratt, 2016). To the researcher's best knowledge, although there have been quite a number of research on employees' innovative behavior at work, few research were conducted specifically on examining the innovative behavior of hotel employees. This recent research aimed to bridge that gap on examining the determinants of hotel employees' innovative behaviors. Innovative hotel employees will provide a great advantage for a company because this innovative behavior directly or indirectly contributes to achieving organizational goals (Jong & Hartog, 2007; Tsai, 2011).

Based on such explanation, this research attempted to observe Innovative Work Behavior (IWB) of hotel employees in association with Leader-Member Exchange (LMX) and Perceived Organizational Support (POS). This research focused on how LMX and POS affected the IWB of hotel employees, thus, this research was built on the basis of the following research formulations:

a. Does LMX have an effect on POS?
b. Does POS have an effect on IWB?
c. Does LMX have an effect on IWB?

THEORETICAL REVIEW

Nowadays, many practitioners and academics view innovation spirit possessed by employees a factor that influences company success (Axtell, Holman, Unsworth, Wall, & Waterson, 2000; Garcia-Morales, Llorens-Montes, & Verdu-Jover, 2008; Urbancova, 2013; Ven, 1986). Related literatures discuss about the definition and concept of IWB which is classified into several dimensions. Janssen (2000) states that IWB refers to employees' efforts that knowingly make innovations their daily work to provide new useful results, so IWB includes all employees' activities, both physical and cognitive, which are carried out solitary or in social settings (e.g. having discussion with colleagues to find collaborative solutions and promoting ideas). Therefore, employees can be involved in achieving several of these tasks simultaneously and repeatedly (Scott & Bruce, 1994). It can be concluded then that innovative work behavior is a set of physical and cognitive work activities conducted by employees, either solitary or in a social environment, in order to develop innovation of their work and activities.

Furthermore, related literatures reveal that discussing IWB cannot be separated from discussing its three characteristics, namely personality characteristics (Hurt, Joseph, & Cook, 1977; McAdam & McClelland, 2002), organization situational characteristics (Jong & Hartog, 2010), and social behavioral- psychological characteristics (Dorenbosch, Engen, & Verhagen, 2005; Shalley & Perry-Smith, 2001). Scott and Bruce (1994) even develop conceptualization of IWB based on Kanter's research (1988) and propose three different dimensions of innovation, namely idea generation, championing, and implementation. Carmeli, Meitar and Weisberg (2006) explain that process of IWB starts from identifying problems faced by employees, developing new ideas as answers or solutions, to ultimately implementing the best ideas. Some other researchers, such as Jong and Hartog (2010) and Spiegelaere, Gyes, and Hootegem (2012) also adopt more dimensions of IWB concept. Nevertheless, it has been agreed that IWB concept consists of employee creativity, new idea generation and its implementation, and beneficial for development of product, service, process and procedure as well (Anderson, Dreu, & Nijstad, 2004).

In this recent research, approach on IWB concept is behavioral approach that includes social, organizational, motivational and psychological processes. Hurt, *et al.*, (1977), pioneer of research on IWB, explain that the attitude of willingness to change that is owned by an employee is a key aspect for individual innovation growth in a workplace. A number of other researches also observed how differences between individual characteristics, individual cognitive and self efficacy such as tendency to innovate, intrinsic interest, mastery orientation, and problem solving style (Bandura, 1977; Bunce & West, 1995; Dorenbosch, *et al.*, 2005; Janssen & Yperen, 2004; Yuan, *et al.*, 2010) play a role in the formation of IWB.

One factor that can influence IWB (Innovative Work Behavior) is Leader-Member Exchange (LMX), referring to the research conducted by Yuan et.al (2010), Xerri (2012), and Tatan and Davoudi (2015). Historically, LMX theory originally called as Vertical Dyad Linkage (VDL) (Dansereau, Graen, & Haga, 1975). This VDL

theory attracted other researchers' attention until after the emergence of LMX term in Graen and Uhl-Bien's study (199). Several studies, specifically carried out in Indonesia, used the term "superior-subordinate interaction quality" or "quality of leadership and subordinate exchanges" to substitute the LMX which is considered as unfamiliar term.

Kim and Taylor (2001) state that LMX theory is based on two main theories: role theory and social exchange theory (Dansereau, *et al.*, 1975; Dienesh & Liden, 1986; Sparrowe & Liden, 1997). The role theory focuses on the process of establishing good relationship between employer and employee so that work can be completed through role formation and exchange in an organizational context (Dansereau, *et al.*, 1975). Meanwhile, social exchange theory explains how an employer and his or her employees try to start and continue the relationship between these two (Sparrowe & Liden, 1997). For this, employer and employee must offer something considered as valuable, and each party must see this exchange as something that is reasonable and fair (Graen & Scandura, 1987) in form of specific commodity, such as information and emotional support (Graen & Uhl-Bien, 1995). The higher the perceived value of that commodity, the higher is the quality of the LMX relationship. A high LMX quality will make possible for employer and employee to form respect and more (Dienesh & Liden, 1986; Greguras & Ford, 2006; Liden & Maslyn, 1998). In addition, a better and improved LMX quality will further improve employees' creativity and innovative behaviors (Taştan & Davoudi, 2015).

Aside from LMX, other factor that can influence Innovative Work Behavior is POS. employees' dedication and loyalty to the company should be appreciated since these aspects bind employees emotionally (Mathieu & Zajac, 1990; Mowday, Porter, & Steers, 1982). Organizational support theory assumes that employees will generally form trust in the extent to which the organization values employee contributions and cares for their welfare (Eisenberger, Fasolo, & Davis-Lamastro, 1990; Shore & Wayne, 1993). POS is also assumed as a company's guarantee to support employees when carrying out their work effectively and during a stressful situation (Eisenberger, Huntington, Hutchison, & Sowa, 1986; Rhoades & Eisenberger, 2002). Clark and Mills (1993) explain two types of relationship between employee and company, namely communal relationship and exchange relationship. Communal relationship is characterized by the main concern for others' welfare, while exchange relationship is dominated by a sense of equality between what will be gained with what is given in a relationship. However, a relationship between employee and company cannot only be explicitly classified between exchange relationships or communal relationships. Eisenberger, *et al.*, (1990) also add that organizational support can stimulate employees' innovative behaviors. For example, they can give advice for their company to improve efficiency in order to complete their work (process innovation).

LMX and POS itself has a positive and mutually influential relationship with each other, as proven by the research conducted by Wayne, Shore, and Liden (1997), Rhoades, Eisenberger, and Armeli (2001), and Rhoades and Eisenberger (2002). Employees who have good interaction with their employer usually tend to think that the company has contributed to and care for their welfare and happiness. Therefore, it is assumed that the higher the quality of exchange between employer and employee, the higher also is the employee's perception of company support.

Based on the above explanation on LMX, POS and IWB, this current research was conducted to test the following hypotheses:

H_1: LMX has a positive and significant effect on POS
H_2: POS has a positive and significant effect on IWB
H_3: LMX has a positive and significant effect on IWB
Figure 1 shows the research framework.

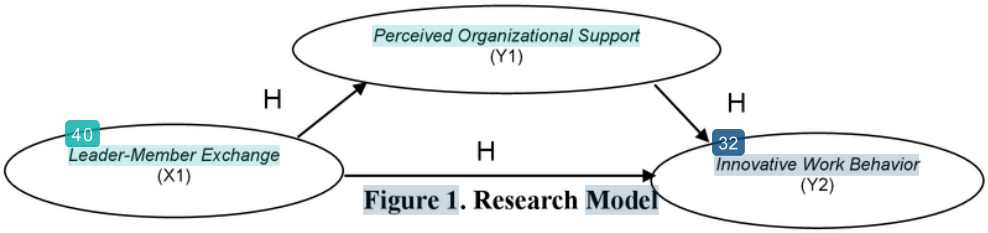


Figure 1. Research Model

METHOD

This research used purposive sampling as a sampling technique under consideration that the selected respondents are considered to represent population (Allen, 1971; Campbell, 1955; Guarte & Barrios, 2006). The respondents in this study were permanent employees of five star-rated hotels in Surabaya with at least one year working experience. Data collection was done by distributing questionnaire from February to March 2018 (two months). The questionnaire was Likert-scale with choice interval 1 to 5, where option 1 (the smallest) is for "strongly agree" and option 5 (the biggest) is for "strongly disagree".

Population of this study was permanent employees of one-star to five-star rated hotel in Surabaya. By referring to the data from Statistics Indonesia of East Java Province (BPS Provinsi Jawa Timur, 2017), the number of star rated hotels in Surabaya is 68 hotels (see Table 1).

Table 1. The Number of Star Rated Hotel in Surabaya

No.	Classification of Hotels	Amount	%
1	1 star	5	11.9%
2	2 star	3	5.1%
3	3 star	33	42.4%
4	4 star	20	28.8%
5	5 star	7	11.9%
	Total	**68**	**100 %**

Source: BPS of East Java Province (2017)

From the data of star hotels shown in Table 1, the researcher then spread five questionnaires for each star hotel through their HRD department, so the total number of questionnaire distributed was 340 questionnaires. After that, the HRD department selected five hotel employees with status of non-managerial permanent employees with at least one year working experience to complete the questionnaire. Of the 340 questionnaires distributed, 243 completely-filled questionnaires were returned to the researcher and could be used as data, which means that the rate of participation was 71.47 %.

All returned questionnaires were processed using GSCA-based (General Structured Component Analysis) Structural Equation Modeling analysis method. Output generated from this GSCA analysis was a measure of fit on measurement model, structural model, and overall model (Hwang & Takane, 2004).

Three variables were examined in this research: LMX (X_1) as an exogenous variable, POS (Y_1) as an intervening endogenous variable and IWB (Y_2) as an endogen variable. To measure LMX variable, the researcher adopted twelve indicators used in the study Liden and Maslyn (1998). Whereas POS variable was measured using twelve indicators adopted from the study of Eisenberger, *et al.*, (1986). IWB as the last variable was measured by ten indicators from the study of Jong & Hartog (2010).

RESULTS AND DISCUSSION

Respondents of this study were classified based on gender, age, education level, year of service, and department or division at work as presented in Table 2.

Table 2. Characteristics of Respondents

Age	Total	%	> 11 y.o	17	7%
≥ 25 y.o	77	31.69%	**Department / Division**	**Total**	**%**
26-35 y.o	117	48.15%	Room Division	67	27.57%
36-45 y.o	42	17.28%	F&B	72	29.63%
46-55 y.o	7	2.88%	Sales & Marketing	55	22.63%
Education Background	**Total**	**%**	Accounting	2	0.82%
High School/Vocational	103	42.39%	Engineering	6	2.47%
Diploma	93	38.27%	HRD	31	12.76%
S1	36	14.81%	Security	2	0.82%
S2	11	4.53%	Purchasing	8	3.29%
Total Number of Respondents = 243					

Source: Data processed (2018)

Measurement Model

In this section, all indicators of each variable were tested for their validity and reliability, as reflected in the results of Convergent Validity, Discriminant Validity, and Internal Consistency Reliability (Hwang & Takane, 2015).

Convergent Validity

Table 3. Convergent Validity

Variable	Loading		
	Estimate	SE	CR
Exchage Leader-Member (X_1)	**AVE = 0. 6 72, Alpha = 0.812**		
$X_{1.1}$	0.641	0.057	11.19 *
$X_{1.2}$	0.853	0.023	37.2 *
$X_{1.3}$	0.755	0.050	15.12 *
$X_{1.4}$	0.807	0.029	28.17 *
$X_{1.5}$	0.708	0.048	14.84 *
$X_{1.6}$	0.664	0.059	11.24 *
$X_{1.7}$	0.737	0.066	11.19 *
$X_{1.8}$	0.809	0.053	15.24 *
$X_{1.9}$	0.831	0.038	21.96 *
$X_{1.10}$	0.804	0.039	20.55 *
$X_{1.11}$	0.790	0.044	17.98 *
$X_{1.12}$	0.837	0.032	26.16 *

Perceived Organizational Support (Y_1)	AVE = 0.837, Alpha = 0.891		
$Y_{1.1}$	0.752	0.07	10.75 *
$Y_{1.2}$	0.859	0.036	23.66 *
$Y_{1.3}$	0.745	0.085	8.77 *
$Y_{1.4}$	0.72	0.072	9.99 *
$Y_{1.5}$	0.81	0.044	18.51 *
$Y_{1.6}$	0.752	0.064	11.81 *
$Y_{1.7}$	0.853	0.037	23.01 *
$Y_{1.8}$	0.82	0.044	18,6 *
$Y_{1.9}$	0.855	0.035	24.65 *
$Y_{1.10}$	0.875	0.042	21.0 *
$Y_{1.11}$	0.758	0.079	9.62 *
$Y_{1.12}$	0.912	0.035	26,4 *
Innovative Work Behavior (Y_2)	**AVE = 0.801, Alpha = 0.752**		
$Y_{2.1}$	0.712	0.052	13.64 *
$Y_{2.2}$	0.731	0.042	17.36 *
$Y_{2.3}$	0.728	0.052	13.88 *
$Y_{2.4}$	0.794	0.041	19.44 *
$Y_{2.5}$	0.855	0.033	26.06 *
$Y_{2.6}$	0.806	0.033	24.44 *
$Y_{2.7}$	0.869	0.023	37.89 *
$Y_{2.8}$	0.887	0.024	36.68 *
$Y_{2.9}$	0.883	0.026	33.62 *
$Y_{2.10}$	0.904	0.019	46.67 *

CR * = significant at .05 level

Table 3 shows the results of data analysis, and it is known that correlation size between the indicator scores and the latent variable scores, as seen from the estimate loading factor value for each indicator, is more than 0.6 with the critical point value (CR) significant at the 5% error level. Therefore, the convergent validity of all indicators was considered as good (Hwang & Takane, 2015).

Discriminant Validity

Discriminant validity can be seen from a comparison between root of AVE and correlation between latent variables as shown in Table 4. The results show that the value of root of AVE was greater than each value of the correlation between variables, indicating that it met the criteria for good discriminant validity.

Table 4. Discriminant Validity

Variable	Leader-Member Exchange (X_1)	Perceived Organizational Support (Y_1)	Innovative Work Behavior (Y_2)
Leader-Member Exchange (X_1)	**0. 68 9 456523**	0.444 (0.054) *	0.513 (0.055) *
Perceived Organizational Support (Y_1)	0.444 (0.054) *	**0.7 2 53434 61**	0.576 (0.060) *
Innovative Work Behavior(Y_2)	0.513 (0.055) *	0.576 (0.060) *	**0. 73 7764 65 2**

CR * = significant at .05 level

Internal Consistence Reliability

Table 3 also shows that the groups of indicators measuring all three variables in this study have good internal reliability because their *alpha* ≥ 0.6. LMX variable had an *alpha* of 0.689; POS variable had an *alpha* of 0.725; and IWB variable had an *alpha* of 0.738.

Structural Model

Table 5. Fit Model Test

Fit Model		Information
FIT	0.6 21	Fit
AFIT	0.6 1 4	Fit

In Table 5, FIT value shows numb 0.621, which means that 62.1% of the variability of variable LMX, POS and IWB can be explained by the model while the remaining 37.9% can be explained by other variables. Therefore, it can be concluded that this research model was fit. AFIT is similar to FIT. However, because of the variables affecting IWB were more than one, then AFIT (corrected FIT) was better used to interpret this research model.

Goodness of Fit Overall Model

The goodness of fit test for this research model is shown in Table 6, by looking at the values of GFI (unweighted least-squares) and SRMR (standardized root mean square residual). The GFI number was close to 1 and the SRMR number was close to 0, indicating that this research model was fit.

Table 6. Size of the *Goodness of Fit Overall Model*

Goodness of Fit		Information
GFI	0.9 2 1	Fit
SRMR	0.089	Marginal Fit (the model is quite appropriate)

Hypotheses Test Results

From Table 7, it is known that the three hypotheses of this study were accepted. LMX had a positive and significant effect on POS (H_1); POST had positive and significant effect on IWB (H_2), and; LMX had a positive and significant effect on IWB (H_3).

Table 7. Path Coefficient Estimate of Structural Model

Path Coefficients			
	Estimate	**SE**	**CR**
LMX → POST	0.478	0.081	5.9 *
POS → IWB	0.575	0.060	9,62 *
LMX → IWB	0.536	0.074	7.24 *

CR * = significant at .05 level

DISCUSSION

Effect of LMX on POS

The parameter estimation of LMX effect on POS was 0.478 with a critical point value (CR) of 5.9. This means that LMX had a positive and significant effect on POS.

This finding supports the research of Ahmadi, Tajabadi, Nagahi, & Sarchoghaei (2014), Casimir, Ng, Wang, and Ooi (2014), and Dulac and Coyle-Shapiro (2006) that claim that quality interaction between employer and employee will bring positive impact on POS. Employees who interact well with their employer often think that their company has contributed to and cared for their welfare and happiness. So, the higher the quality of that interaction, the better also is the perception of employees about their company's support. Eisenberger, *et al.*, (1986) also add that managers or supervisors in a company generally are organizational officers to measure and evaluate contributions of employees and at the same time direct employees to be able to perform well in their work. Such forms of direction is a key to the emergence of POS (Wayne, *et al.*, 1997).

This finding surely implies that hotel managers must maintain good relationship between managers and employees in order to reach competitive excellence. To create this good relationship as expected, the quality of interaction between managers and employees must be improved until reaching a comfortable workplace situation. In addition to that, hotel managers must possess strong commitment in expressing their support for employees.

Effect of POS on IWB

The parameter estimation value of POS effect on IWB was 0.575 with critical point value (CR) 9.62, means that POS had a positive and significant effect on IWB.

This finding supports the research of Young (2012), Agarwal (2014) and Afsar & Badir (2017) with claim that organizational support is able to facilitate creative thinking process of employees which has an impact on increasing initiation and application of new ideas. Employees who feel fully support by their company will usually reply this support in a form of positive working behaviors such as IWB. Perceptions of employees on organizational support start to develop only after they experience various tangible results during exchange process with organization in their daily work (Rhoades, *et al.*, 2001). So when this exchange leads to positive results, employees' extra role activities automatically begin to increase. When employees see and feel that their company shows concern, offers constructive feedback, and has honest assessment on their performance, it will create tendency for the employees to have creative ideas, explore opportunities that may be solve current and future problems, and interpret their creative input into innovative input as well. Jong and Hartog (2007) explain that IWB is an ongoing process in which employees are able to generate new innovative ideas. Within this circumstance, employees will begin to occupy themselves with ideas implementation through building organization support and synergizing themselves with ideas from other employees. In other words, IWB needs organizational support in forms of freedom in the workplace, availability of resources, flexibility, and collectivity to share ideas so as to create a complete and strong integration (Afsar, Badir, & Kiani, 2016; Jong & Hartog, 2010).

Effect of LMX on IWB

The parameter estimation value of LMX effect on IWB was 0.536 with a critical point value (CR) of 7.24, indicating that LMX had a positive and significant effect on IWB.

This findings support the research from Volmer, Spurk, and Niessen (2012), Atitumpong and Badir (2017) and Saeed, Afsar, Cheema, and Javed (2018) where LMX is considered as one predictor of IWB, so high quality LMX is assumed as able to direct employees to behave innovatively. In fact, the impact of quality LMX can be explained in the Social Exchange Theory (Greguras & Ford, 2006; Xerri, 2012). This theory states that interaction between employer and employee, as also perceived by employee, illustrates the high and low quality of IWB. Employees can demonstrate their innovative behavior in work depends on the support given by their superiors through interaction created in daily work environment.

CONCLUDING REMARK

Conclusion

Referring to the results of statistical analysis, the entire hypothesis in this study can be accepted. Variable LMX has effect on Innovative Work Behavior either directly or indirectly through POS as its intervening variable. This study uses star-rated hotel employees as research subjects to highlight the importance employee perceptions of their workplace. Hotel employees are a very important element to be involved in every decision making. Employees have the ability to improve service quality because employees are always aware of the demands of customer needs and requests. The establishment of an innovation culture in the form of employee innovation behavior is not enough if only relying on the willingness of the employees themselves, but needs to be supported by the company and the leadership model by hotel managers.

Suggestion

This research is not without limitations. Therefore, further research is needed with similar topics. All data used in this study were only based on perceptions of employees at the non-managerial level, so it is necessary to conduct a similar research with data taken from managers or employers in order to get possible different results compared to this study. Besides that, other related research in the future can add more variables so that relationship between LMX, POS and IWB can be explained more comprehensively.

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