The relationship between perceived organisational purpose and innovative work behaviour: The role of person–organisational fit and autonomous motivation

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A research project submitted to the Gordon Institute of Business Science, University of Pretoria, in partial fulfilment of the requirements for the degree of Master of Business Administration

05 March 2024

ABSTRACT

In light of advancements in information technology, the competitive landscape for organisations has intensified, necessitating the cultivation of individual work behaviour to maintain sustainable competitive advantages. This imperative is particularly pronounced in resource-constrained regions like Sub-Saharan Africa. Despite extant research, scholars and practitioners grapple with effectively fostering this voluntary and intricate behaviour within organisations.

Drawing upon self-determination theory in conjunction with person-organisation fit theory, this research delved into the emerging field of organisational purpose, examining the relationship between perceived organisational purpose and innovative work behaviour. The mediating roles of person-organisation fit and autonomous motivation in this relationship were also explored. A cross-sectional quantitative study involving 375 professionals and managers across various industries in predominantly Namibian and South African contexts was conducted. Structural equation modelling using IBM SPSS Amos 28 confirmed all hypotheses, indicating a significant and positive relationship between perceived organisational purpose and innovative work behaviour, mediated sequentially by person-organisation fit and autonomous motivation.

The study offers theoretical insights into the motivational potency of a well-perceived organisational purpose in fostering congruent organisational values and satisfying basic psychological needs, conducive to autonomous motivation and, ultimately, innovative work behaviour. Furthermore, it provides practical implications for management seeking to cultivate workplace innovation by enhancing organisational purpose perceptions through the establishment of an authentic, contributory, guiding, and inspirational organisational purpose that transcends mere profit maximisation goals.

Keywords: organisational purpose, perceived organisational purpose, person-organisation fit, autonomous motivation, innovative work behaviour.

DECLARATION

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

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AM	Autonomous Motivation
ANOVA	Analysis of Variances
AVE	Average Variance Extracted
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
ESG	Environment, Social and Governance
HRM	Human Resources Management
HTMT	Heterotrait-Monotrait
IBM	International Business Machines
IFI	Incremental Fit Index
IWB	Innovative Work Behaviour
M	Mean
MWMS	Multidimensional Work Motivation Scales
OP	Organisational Purpose
PO	Person-Organisation
POP	Perceived Organisational Purpose
RMSEA	Root Mean Square Error of Approximation
SD	Standard Deviation
SDT	Self-determination Theory
SEM	Structural Equation Modelling
SPSS	Statistical Package for the Social Sciences
SRMR	Standardized Root Mean Square Residual
TLI	Tucker Lewis Index
USA	United States of America
VUCA	Volatile, Uncertain, Complex, ambiguous

1 PROBLEM AND PURPOSE

1.1 Research Problem

Innovative work behaviour (IWB) is an employee-led initiation, advancing, and execution of creative concepts to improve organisations' products, processes, or services (Karimi et al., 2023). Due to the advances in information technology and scientific research, the competitive landscape for organisations has become an aggressive phenomenon, therefore, to maintain a sustainable competitive advantage within the market, organisations are forced to foster in-house innovation (Muhamad., 2023).

IWB is most important in developing countries, where there are not sufficient resources to invest in organisational innovation, thus enabling IWB in this context creates a low-cost means of stimulating the innovation process (Karimi et al., 2023). The positive impact that IWB has on the broader organisational performance has compelled researchers to examine motivational antecedents of this complex behaviour, contextual elements such as leadership styles (Javed et al., 2021; Karimi et al., 2023; Zhu et al., 2020), organisational level (Etikariena & Kalimashada, 2021; Nguyen et al., 2019; Singh et al., 2021) and individual level factors (Akhtar & Ali, 2023; Kwon & Kim, 2020; Mahmoud et al., 2020). However, the prospect that the perceived organisational purpose (POP) could influence IWB has yet to be explored.

Incongruence between the organisation's purpose statement and practices can be perceived as "purpose washing" or just another corporate "fad" where business misuses its purpose statement as a marketing gimmick instead of a revolutionary business model in the 21st century (Sandoghdar & Bailey, 2023). Therefore, this research focused on the POP, to determine whether the pronounced organisational purpose (OP) fosters proactive behaviour, such as IWB, is underpinned by the employee perception of the OP (van Ingen et al., 2021b). Thus, by focusing on the POP, the research aimed to measure its direct impact on employee innovative behaviour.

Over the last decade there has been a decline in the confidence and trust in business organisations, which has provoked a discourse around the purpose of organisations in the 21st century (Lopez del Huerto, 2023; Sandoghdar & Bailey, 2023). In an increasingly volatile, uncertain, complex, and ambiguous (VUCA) world,

organisations have been compelled to rethink their purpose from merely profit-seeking organisations, whose primary goal is to maximise shareholder value, to organisations that embrace both human and environmental needs (Sandoghdar & Bailey, 2023). In a similar trajectory, the OP domain has gained momentum in academic and management literature, due to its ability to transform organisations by building trust and acting as a motivational force for positive outcomes amongst stakeholders (van Ingen et al., 2021b). OP is "an aspirational reason for being which inspires and provides a call to action for an organisation and its partners and stakeholders and benefits local and global society" (van Ingen et al., 2021a, p. 86). Thus, OP definition recognises the mutuality of all stakeholders and the need to increase the research agenda on POP, specifically its outcomes on IWB (Pratt & Hedden, 2023).

Although the shareholder capitalism paradigm has driven substantial economic prosperity, it has also yielded adverse economic, societal, and environmental consequences such as adverse global weather patterns, exhaustion of earth's natural reserves, financial crises, accounting scandals and income disparity (van Ingen et al., 2021a). To regain businesses social licence to operate, institutions such as the United Nations, introduced the Sustainable Development Goals and United Nations Global Compact, which have allowed organisations to introspect on how their practices benefit social and environmental sustainability (The United Nations Global Compact, 2020). More recently, 181 business leaders from the United States of America (USA) were signatories who endorsed a statement towards a renewed OP that serves the collective stakeholders at the Business Roundtable in 2019 (Business Roundtable, 2019). The search for meaningfulness in work has been exacerbated post the COVID-19 pandemic where employee turnover was mainly attributable to feelings of not being valued or no sense of belonging (Sandoghdar & Bailey, 2023). Thus, one of the most promising prospects of OP is its ability to not only inspire sustainable development, but also to satisfy the elementary human needs of autonomy, relatedness and competence (Jasinenko & Steuber, 2022).

1.2 Research Purpose

OP is a nascent research field which has thrived in professional management literature, and although scholarly interest exists, the construct has struggled to gain traction in academic research. This is mainly due to definitional ambiguity and a lack

of measurement operationalisation which have hindered the empirical testing potential of the construct (Jasinenko & Steuber, 2022; Lopez del Huerto, 2023; Sandoghdar & Bailey, 2023; van Ingen et al., 2021a). The work done by Jasinenko and Steuber (2022) has recently developed a four-dimensional scale of the construct POP, which allows this research to contribute to the OP knowledge base by studying the unexplored extent to which the POP can motivate IWB. The research leveraged the self-determination theory (SDT) and the person organisational fit (PO fit) theory as the underlying theories through which perceived organisation purpose can indirectly influence IWB.

SDT posits that individual motivation stems from fulfilling elementary human psychological needs (Deci & Ryan, 2000). SDT further differentiates between autonomous and non-autonomous motivation. Autonomous motivation (AM) arises from individuals' own values and interests, rather than non-autonomous motivation that stems from external rewards or pressure (Deci & Ryan, 2000).

PO fit theory is a psychological theory suggesting that the level of compatibility between the individual and the organisation determines the outcome of individual behaviour and attitudes (Kristof-Brown et al., 2023). The research concentrates explicitly on the value fit dimension of the PO fit theory, which proposes that the perceived harmonisation of personal values with those of the organisation, drives positive work outcomes (Kristof-Brown et al., 2023). A well-articulated and practiced OP can satisfy employees' psychological needs, resulting in PO fit, which can lead to IWB through AM (Saether, 2019).

One of the primary catalysts of innovation in an organisation is the innovative behaviour of employees, hence leveraging their innovative capabilities by unlocking the factors that enhance this behaviour is becoming topical in the academic domain. This is evident in the fact that scholars continue to gather interest in the evolving discourse on IWB, which is depicted by the increasing number of journals in this domain (Hassan et al., 2021; Pajuoja, 2022) due to its criticality towards organisational long-term value creation (AlEssa & Durugbo, 2022). Thus, the research aimed to add to the existing knowledge base to understand the antecedents and mechanisms better that foster IWB by integrating unexplored constructs such as POP. The research interest in this relationship was further guided by a fundamental shift which is occurring where POP is a critical factor in driving corporate transformation, not only through broader stakeholder well-being, but also through

creating long-term value creation, thus the research heeded the call to empirically test this impact (Jones-Khosla & Gomes, 2023).

1.3 Research Objective

The research objective would be to empirically study the effect of the POP on IWB. To answer this overarching research question, considering the above discussion, the research aimed to understand the following:

- Is there a significant positive relationship between POP and IWB?
- Is AM the intervening variable that enables the relationship between POP and IWB?
- Is PO fit the intervening variable between POP and AM?
- Does POP impact on IWB through the PO fit and AM sequentially?

Through understanding this relationship, the research could provide real-world recommendations for organisations to develop transparent and authentic purpose that transcends beyond profit maximisation and nurtures the shared value of all stakeholders. Furthermore, the study could also prompt business leaders to manage the perception of OP by being mindful of how the organisation lives its purpose. This is because, the perception of OP determines the psychological needs fulfilment and in turn can bring about IWB.

1.4 Research Report Layout

The sections of this report have been outlined as:

- Chapter 2 reviews the recent literature in the field and demonstrates the need for the research.
- Chapter 3 outlines the hypotheses that have been constructed from the literature review in Chapter 2.
- Chapter 4 provides the envisioned research methodology and the justification thereof.
- Chapter 5 reports the data analysis and the statistical tests performed.
- Chapter 6 provides a discussion of the results and comparative analysis with findings in literature reviewed in Chapter 2.

- Chapter 7 offers an overview of the presented research, practical recommendations, theoretical contribution, proposes avenues for future studies, and acknowledges the limitations of the current research.

2 LITERATURE REVIEW

2.1 Introduction

The literature review aims to offer a concise overview of the academic research in the two primary constructs, being POP and IWB, as well as the mediator's PO fit and AM. In addition, the literature review is used to develop the hypotheses and provides the underpinning theories SDT and PO fit theory to explain the relationship between POP and IWB.

2.2 Innovative Work Behaviour

The term innovation emanates from the Latin verb "Innovare" which means introducing something new or different (Dictionary.com, 2023). Schumpeter (1935), an Austrian American economist, is renowned for his pioneering work in conceptualising innovation, how it drives economic growth and change within capitalist economies (Al-Omari et al., 2019). Schumpeter (1935) emphasised that innovation involves the creation of new combinations of novel or existing products, techniques, and services with the intention of commercialisation and improvement. However, throughout the years, the meaning of innovation has been redefined as a process of new idea generation and the subsequent application of these ideas to generate new products, processes or services, which ultimately leads not only to profit within the innovating company, but also translates into economic development (Al-Omari et al., 2019).

There needs to be definitional clarity between innovation and creativity, which has resulted in measurement imprecision (Kratsiotis, 2019; Lee et al., 2020). Creativity is the mental process applied in the formation of novel ideas (Kratsiotis, 2019) and is an intra-personal process (Lee et al., 2020). In contrast, innovation is an interpersonal pursuit that surpasses sheer generation of a new idea, but rather involves the blend of solution identification, adopting or modifying the solution to fit the organisational context, the advocating and practical implementation of the solution (Kassa & Tsigu, 2022; Kratsiotis, 2019; Lee et al., 2020; Rahmah et al., 2020). Although not all innovation is creative, as innovation also entails providing existing solutions in a new context, creativity is a critical building block for IWB (Kratsiotis, 2019).

Since innovation researchers such as Schumpeter (1935) started questioning who the forerunners of innovation in an economy would be between small, large, and entrepreneurial firms, management scholars began embarking on a journey to understand the process of innovation in an organisation (Henderson, 2021). Besides the process of innovation, scholars have also been conversing about who is responsible for the process of innovation, as innovation can occur at an individual, team, organisation, and broader systemic level (Al-Omari et al., 2019). Since exploring ideas is the building block of innovation, scholars opine that the employees are strategic actors in developing and executing these new ideas, thus instrumental to the innovation process (Al-Omari et al., 2019). Strobl et al (2020) confirm that individual level innovation at top management is critical in achieving organisational level outcomes as it shapes the exploration and exploitation activities of the organisation. Botha and Steyn (2020) add that innovation should not soley be delgated to the research and development department and that ordinary employees who are considered “closer to the ground” (p. 1), serve as an important source of market conditions and opportunities for operational improvements required to gain competitive advantage.

The process of innovation that occurs at an individual level in an organisation is regarded as innovative work behaviour (IWB). IWB is considered a discretionary, self-initiated and multidimensional behaviour which goes beyond the established work requirements (AlEssa & Durugbo, 2022; Karimi et al., 2023; Muhamad et al., 2023). The four dimensions of IWB are firstly the problem/idea exploration, which entails the search for new products/processes and investigating the cause of a problem in the workplace (Muhamad et al., 2023). Secondly, idea generation is the process of collecting information to produce new or improve present product/process and selecting information that could be useful in solving existing problems (AlEssa & Durugbo, 2022; Muhamad et al., 2023). Thirdly, it entails championing an idea to solicit support, and lastly implementing the idea to commercialise it (AlEssa & Durugbo, 2022; Muhamad et al., 2023). The individual purpose of IWB is to resolve emerging challenges through internal and external value creation which leads to overall competitive advantage of the firm, thus sustainability (AlEssa & Durugbo, 2022; Hassan et al., 2021). IWB is a process (exploration, idea generation, championing and implementing) where the different phases of this process are partly dependent on one another but does not follow a linear order; it is an iterative process, thus its entails moving two steps forward and then two steps backwards (Kwon &

Kim, 2020) and it is for this reason that scholars describe the process as a complex, dynamic and non-linear (Pajuoja, 2022; Wissmann, 2021). In recent literature, Lambriex-Schmitz et al (2020) argue that an additional stage/dimension to IWB should be incorporated, namely sustainability/stabilisation, which is an extension of the implementation stage, because most innovations fail in the long run. Thus, to address the problem of artificial innovation, Lambriex-Schmitz et al (2020) believe an additional phase incorporating the process of anchoring the innovation within the organisation is critical in achieving long-term success and continuity of the innovation. The existence of recent research literature that advocates for a sustainable approach to IWB indicates that the construct is still being researched.

Because IWB is a complex yet vital interaction within the workplace, the question of which elements are needed to foster this behaviour is of critical academic query. Therefore, the following paragraphs highlight key debates around the individual, contextual and organisational antecedents.

2.2.1 Leadership-related Factors

The most researched contextual antecedent of IWB is leadership styles (Al-Omari et al., 2019; AlEssa & Durugbo, 2022), because leadership plays a critical role in creating the work atmosphere, determining resource apportionment and job design, therefore able to utilise these resources to drive behaviour (Karimi et al., 2023).

The most studied leadership style is transformational leadership (Karimi et al., 2023; Lee et al., 2020; Mahdzir & Ghani, 2022; Suprapti et al., 2020). Transformational leadership influences followers at multiple levels, firstly by gaining reverence and trust from the followers by displaying exemplary behaviour (Afsar & Umrani, 2020; Karimi et al., 2023). Secondly, it creates an attractive inspirational appeal towards performing beyond expectations and personal interests (Afsar & Umrani, 2020; Karimi et al., 2023). Thirdly, intellectual stimulation allows followers to engage in exploration and idea generation, and individualised attention to foster needs and concerns (Afsar & Umrani, 2020; Karimi et al., 2023). Ultimately, transformational leadership forms a strong emotional relationship that satisfies followers' basic needs and fosters a supportive participatory environment for IWB.

However, the relationship between transformational leadership and IWB has generated negative results in some studies (Bin Saeed et al., 2019; Chung & Li, 2021; Sudibjo & Prameswari, 2021). Bin Saeed et al. (2019) opine that in work

settings with high task autonomy, transformational leadership only impacted positively on IWB when the followers had genuine interest or passion for the task (intrinsic motivation). However, Chung and Li (2021) argue that in environments where followers have a high degree of intrinsic motivation, they perceive the charisma of transformational leaders to interfere with their autonomy, thus stifling IWB. Chung and Li (2021) further posit that excessive levels of transformational leadership lead to high job demands, resulting in emotional distress and exhaustion, as well as over-dependence on the direction and motivation of the leader, which undermines IWB.

Transformational leadership exerts influence through motivation and development; however, scholars advocate for leadership to evolve beyond mechanistic systems that are predominantly leader-centric, towards more inclusive leadership where employees are actively involved and accepted for who they are (Javed et al., 2021; Qi et al., 2019). Inclusive leadership is defined as leaders who display openness and appreciation of followers' voices or contributions, thus it is a leadership style that primarily facilitates and offers clarity while sharing authority (Javed et al., 2021; Qi et al., 2019). Because IWB is a risky behaviour, subordinates who feel that their environments are supportive of their uniqueness and that they will not be punished for failing are more likely to display IWB (Fang et al., 2019; Javed et al., 2021; Zhu et al., 2020). Fang et al. (2019) further discourse that the new generation of workers who apply new age ideas, practices and social rules while completing their jobs tend to have non-conventional ideas, therefore a leadership style that is tolerant, inclusive, and diverse is more effective to foster IWB in the modern era.

2.2.2 Organisational-related Factors

Innovation is highly dependent on the interchange of knowledge within the workplace, as this knowledge is useful in developing and refining products, services and methods (Castaneda & Cuellar, 2020). The process of sharing tacit and explicit knowledge between individuals and groups to craft and implement concepts for the organisation's benefit is referred to as knowledge sharing (Castaneda & Cuellar, 2020; Nguyen et al., 2019). Castaneda and Cuellar (2020) maintain that it is unlikely that effective and efficient innovation occurs in the absence of knowledge sharing within the organisation. Contrary to this argument, Duan et al. (2022) explore knowledge hiding, which is considered the opposite yet distinct construct, defined as the intentional concealment of information requested by others. Duan et al.'s (2022)

findings are that moderate or shorter terms concealment of tacit and explicit knowledge may stimulate informational collection and learning behaviours; however, prolonged knowledge hiding ultimately hinders information exchange and idea generation, thus interferes with the interpersonal nature of IWB (Lee et al., 2020). Knowledge concealed for an extended period also creates repetitive work efforts in accumulating already existing knowledge, resulting in reduced innovation efficiency (Duan et al., 2022).

Human resources management (HRM) is a set of practices such as human capital planning, recruitment and selection, performance appraisals and training and development (Singh et al., 2021). These practices are meant to enhance the employee's aptitude (recruitment and training practices that enhance competence), motivation (the ability to improve practices and performance appraisals are aimed at motivating employees) and opportunities (practices that increase employee participation in idea generation and decision making) (Singh et al., 2021). Literature on HRM states that practices that enhance the employee's ability, motivation and opportunities create supportive settings that gratify the fundamental requirement of autonomy, competence and relatedness, which inspire IWB (Shuhaizi et al., 2021; Singh et al., 2021; Turanli & Yolsal, 2020). Bos-Nehles and Veenendaal (2019) also hypothesise that HRM practices signal which behaviours are valued, thus if IWB is rewarded as part of the HRM practices, employees will reciprocate this behaviour; however, their results surprisingly proved that rewarding IWB resulted in less engagement in IWB. Although there are studies that proved that performance appraisal practices have a positive impact of IWB (Canet-Giner et al., 2020), most study results indicate that reward-based performance appraisal did not directly influence IWB (Bos-Nehles & Veenendaal, 2019; Singh et al., 2021; Turanli & Yolsal, 2020). In addition, alternative HRM practices, meaningful work and supportive supervisors were required as moderators to improve the relationship between reward-based performance appraisal and IWB (Bos-Nehles & Veenendaal, 2019; Singh et al., 2021; Turanli & Yolsal, 2020).

2.2.3 Individual-related Factors

To address the intricacies of IWB comprehensively, scholars have delved into individual-level elements such as attitudes, personality traits, characteristics, competencies and gender (Al-Omari et al., 2019; AlEssa & Durugbo, 2022; Gligor et al., 2022).

Personality encompasses inherent and acquired traits or dispositions that form an individual's distinct identity and impact on their behaviour (Mahmoud et al., 2020). Although there are multiple personality groupings, scholars have reached consensus that the big five personality types encompass a wide range of personality categories such as conscientiousness, agreeableness, extraversion, emotional stability, and openness (Abdullah et al., 2019; Kostiani & Galanakis, 2022; Mahmoud et al., 2020). Conscientiousness is expressed as individuals who are organised, goal driven and exercise a high degree of self-discipline, thus considered reliable and dependable (Kostiani & Galanakis, 2022; Mahmoud et al., 2020). Agreeableness is the level of cooperation, tolerance and conflict avoidance the person displays (Kostiani & Galanakis, 2022; Mahmoud et al., 2020). Extraversion represents individuals who are comfortable integrating with others, and display a high level of energy, dominance and relatability (Kostiani & Galanakis, 2022; Mahmoud et al., 2020). Emotionally stable individuals are less likely to be overwhelmed by stressful situations, are calm, secure and slow to anger (Kostiani & Galanakis, 2022; Mahmoud et al., 2020). Openness is the ability to experiment with new things, be willing to become vulnerable, and display creative thinking (Kostiani & Galanakis, 2022; Mahmoud et al., 2020). The relationship between the big five personality types and IWB yielded mixed results largely attributable to the organisation climate. Abdullah et al. (2019) performed their study in a religious banking system with strict banking guidelines and policies inhibiting innovative thinking. In this religious context, only openness had a positive relationship with IWB due to the propensity of the curious nature of this personality type; however, all other personality types (conscientiousness, agreeableness, extraversion and emotional stability) did not influence IWB. Mahmoud et al. (2020) also confirm the dominant impact of contextual factors on the big five personality types and IWB. In their research conducted within a Nigerian manufacturing company, the job nature emphasised reliance on group thinking, thereby diminishing the significance of openness in fostering IWB. Furthermore, extraversion was not a decisive factor for IWB within production settings; instead, it displayed more influence on IWB among marketing managers. Kostiani and Galanakis (2022) state that although these personality types predict job performance, they perform best in unstructured environments with high autonomy.

Zuberi and Khattak (2021) posit that scholars should go beyond the big five personality traits in exploring how personal resources such as personality become determinants of IWB. A proactive personality is considered a precursor for creativity

within the workplace (Mubarak et al., 2021). It is termed as the ability to perceive problems and possible improvements within the environments and takes self-initiated steps in bringing about a solution (Mubarak et al., 2021). Mubarak et al. (2021) further proceed by contrasting proactive behaviour to IWB, in that proactive behaviour merely generates ideas and will be motivated to pursue those ideas; however, when the employee goes beyond motivation into behaviour that champions and implements the ideas, proactive behaviour has evolved into IWB. Hence, proactive personality stands out as a crucial factor influencing IWB, given that individuals with proactive tendencies are more inclined to possess intrinsic motivation, actively pursue knowledge and skills, and explore new work processes compared to those with passive personalities (Akhtar & Ali, 2023; Mubarak et al., 2021; Zuberi & Khattak, 2021).

While the discourse surrounding personality traits that induce IWB endures, scholars also pay attention to attitudinal factors that influence IWB, of which employee engagement has gained the most significant consideration (Arshi & Rao, 2019; Kassa & Tsigu, 2022; Kwon & Kim, 2020; Vithayaporn & Ashton, 2019). Workplace employee engagement is described as the degree to which workforces are cognitively, emotionally and bodily present in job tasks (Kassa & Tsigu, 2022). It is marked by a strong commitment, high effort, and a reduced likelihood of wanting to leave the organisation (Arshi & Rao, 2019; Kassa & Tsigu, 2022; Kwon & Kim, 2020; Vithayaporn & Ashton, 2019).

Arshi and Rao (2019) reveal that employee engagement is a key antecedent to innovation and that without active engagement, any endeavour towards innovation lacks strength. Furthermore, Kwon and Kim (2020) confirm that the cognitive engagement provides the mental energy required to employ non-conventional ideas and combinations which are the building blocks of IWB.

Literature also reveals an intricate relationship between gender and factors influencing IWB (Abukhait et al., 2019; Gligor et al., 2022; Zuraik et al., 2020). Gligor et al. (2022) elaborate that high job demand tend to facilitate IWB among men but may have adverse effects on IWB among women. Furthermore, men tend to be more responsive to technological innovations (Gligor et al., 2022), while women are often more risk-averse and less inclined to engage in knowledge-sharing behaviours that can stimulate IWB (Abukhait et al., 2019). In addressing these gender-based variances in IWB. Abukhait et al. (2019), Gligor et al. (2022), and Zuraik et al. (2020)

collectively unveil an implicit gender discrimination in the innovation process. While innovation is traditionally associated with male-dominated fields like technology and manufacturing (Gligor et al., 2022), embedded social identities contribute to a bias against recognising female innovative capabilities. This bias results in women's ideas being less likely to be heard and supported, creating a disempowering work environment that hampers their inclination to engage in IWB (Abukhait et al., 2019; Zuraik et al., 2020).

In contrast, Xie et al. (2020) contend that the risk-averse tendencies of women, coupled with their diverse perspectives and knowledge base, contribute to enhancing innovation efficiency. Xie et al. (2020) argue that women's cautious approach ensures the thorough evaluation and execution of projects, thereby mitigating the risk-taking tendencies often associated with male-dominated teams.

2.3 Perceived Organisational Purpose

The concept of purpose has found its theoretical origins in philosophy and theology. It has been described as an individual's supreme function/goal that provides a sense of direction and meaning that transcends beyond the self (Jasinenko & Steuber, 2022). Purpose plays an essential part in contributing to the well-being of the individual and the collective society (Jasinenko & Steuber, 2022; Jones-Khosla & Gomes, 2023). In individuals' quest for creating a sense of meaning, organisations have been assigned a purpose which is a human attribute, thereby creating a working environment with which individuals can identify and engage with more easily (Jones-Khosla & Gomes, 2023).

Similarly, OP can be seen as a collective intention towards meaningfulness through striving for the well-being of society and its constituents, beyond mere profit maximisation (Jasinenko & Steuber, 2022; Jones-Khosla & Gomes, 2023). However, the concept of OP has had dichotomous meanings throughout the centuries. Earlier economic philosophers like Smith (1869) and Friedman (1970), despite living in different centuries shared the belief that the purpose of an organisation was merely to find a customer and make a profit and that the well-being of society is not the obligation of business (Jones-Khosla & Gomes, 2023; van Ingen et al., 2021a). In the early 1990s, management scholars started redefining OP to a stakeholder approach, thus shifting from a mere functional perspective to a more ethical one (van Ingen et al., 2021a). During the initial years of the 21st century, OP was revaluated

further, and the view shifted to the notion that organisations' role is "to produce profitable solutions to the problems of people and planet and not to profit from producing problems for people or planet" (Mayer, 2020, p. 2). Thus, themes such as meaningfulness, significance to society (van Ingen et al., 2021a), stakeholder well-being and engagement (van Tuin et al., 2020) and responsible leadership (Lips-Wiersma et al., 2020) have been interwoven with the OP literature.

OP and its perceptions are a theoretically and conceptually close construct to meaningful work, to such an extent that scholars have measured OP using the meaningful work scales (Gartenberg et al., 2019). Meaningful work is described as work which holds an affirmative importance to the employee due to its perceived significance in contribution (Jasinenko & Steuber, 2022). Thus, the underlining assumption for the relatedness of the two constructs is that when an employee internalises the OP it provides meaningfulness to the employee's work (Jasinenko & Steuber, 2022; Pratt & Hedden, 2023). However, meaningful work is a subjective perception of the individual's own work situation. In contrast, the POP is the subjective perception of an organisational level phenomenon, which is not related to the personal work situation of the individual but can influence it (Jasinenko & Steuber, 2022). Therefore, meaningful work is an outcome of OP and can therefore act as a mediator between OP and other organisational outcomes such as performance (Pratt & Hedden, 2023).

Mission, vision, and values are similar yet related concepts to OP. Mission defines the actions to be taken to achieve its purpose, thus it has specified timelines for its achievement (van Ingen et al., 2021a). Furthermore, mission answers the "what" question, such as what the organisation does, what services are provided or what products are sold (Lopez del Huerto, 2023). The vision defines what the organisation hopes to achieve through its purpose, thus the vision is driven by the organisation's purpose (Lopez del Huerto, 2023; van Ingen et al., 2021a). Lastly, the organisational values are the core beliefs and principals that guide the organisation's conduct; these values are what impel the purpose into existence (van Ingen et al., 2021a).

Pratt and Hedden (2023) opine that the modern meaning of OP that transcends beyond financial gain towards the greater well-being of all stakeholders has two key functions. Firstly, OP holds businesses internally and externally accountable to the degree that their actions are not aligned to their claimed purpose. Secondly, the OP increases the meaningfulness of employees' work by providing account for workers

to justify that their work has worth (Pratt & Hedden, 2023). Jasinenko and Steuber (2022) further emphasise the importance of purpose-driven organisations, as most individuals spend more than half their day at work, thus the workplace plays the primary role in fostering meaning and belonging. However, Pratt and Hedden (2023) argue that scepticism from employees and external stakeholders can impede the beneficial outcomes of the OP; the scepticism is usually a result of misalignments between the purpose claims and actual organisation practices. Employees who perceive misalignment within their OP are more likely to become disheartened and eventually depart from the organisation (Pratt & Hedden, 2023).

Jasinenko and Steuber (2022) emphasise the value of the individual subjectivity when it comes to the OP, because for a purpose to be achieved it needs to be embodied by the organisation's employees. POP is “the individual perception of an authentic organisational aspiration to contribute positively to society, which guides all organisational decisions and provides inspiration in daily operations” (Jasinenko & Steuber, 2022, p. 2). Perception drives behaviour of stakeholders, and this behaviour shapes the way OP comes to fruition, hence the efficacy of the OP hinges on the employees’ belief in it (van Tuin et al., 2020). Jones-Khosla and Gomes (2023) highlight that investment managers have seen significant earnings growth in top Environment, Social and Governance (ESG) rated companies, because investors granted higher sentiments towards companies committed to a purpose beyond profit maximisation. In addition to long-term value, an authentic POP has empirically been proven to encourage employee engagement (van Ingen et al., 2021a), well-being and job satisfaction (Jasinenko & Steuber, 2022). Empirical studies on whether the POP could lead to more complex and extra-role employee behaviour such as IWB have not been explored.

2.4 Perceived Organisational Purpose and Innovative Work Behaviour

A study by Harvard Business Review and Ernst and Young indicated that organisations with a well-articulated and understood purpose were more successful in their innovation and transformation efforts (Dewettinck & Defever, 2020). Therefore, having an OP that is perceived as being authentic, contributing, aspirational and one that provides guidance bolsters various aspects in the workplace, such as employee engagement (Afridi et al., 2020), commitment (Tang et al., 2019), trust (Dewettinck & Defever, 2020), meaningfulness (Henderson &

Serafeim, 2020), and vision and alignments (Henderson, 2021). These strengthened facets, in turn, facilitate idea generation, championing and implementation.

Afridi et al. (2020) opine that corporate activities and policies that are beyond the economic interest of the company are perceived positively, leading to more engaged behaviour, and engaged employees tend to innovate more (Arshi & Rao, 2019; Kassa & Tsigu, 2022; Kwon & Kim, 2020), thus IWB can be enhanced by engaging in socially responsible activities. Henderson (2021) confirms that employees of firms that peruse a purpose with meaning and impact are more likely be productive, happy and creative. Furthermore, Henderson and Serafeim (2020) add that employees from purpose-orientated firms display resilience and risk-taking behaviour, hence a better position to spearhead innovation.

Because a shared purpose contributes to employee engagement, those who are engaged are less inclined to exhibit intentions of leaving the organisation or demonstrate lower levels of organisational commitment (Dewettinck & Defever, 2020; Kassa & Tsigu, 2022). Organisational commitment represents an emotional attachment between employees and their organisation, showcasing a willingness to remain loyal (Tang et al., 2019). Employees with high commitments express extra role behaviours such as proactivity, as they are aligned with the goals and values of the organisation (Battistelli et al., 2019; Dewettinck & Defever, 2020; Tang et al., 2019). These proactive behaviours are precursors to IWB (Akhtar & Ali, 2023; Mubarak et al., 2021; Zuberi & Khattak, 2021).

A shared purpose increases trust, in turn, trust is correlated with the capability to manage multifaceted problem (Henderson, 2021). Henderson (2021) alludes to the Toyota Production System, highlighting their attainment of exceptional quality and productivity. This success is attributed to developing relational contracts, synonymous with trust, fostered by a shared vision rooted in an authentic purpose. Relational contracts are built when management continuously demonstrates the authenticity of the OP through substantial investments, even if it means sacrificing immediate profitability (Henisz, 2023; Jasinenko & Steuber, 2022). Consequently, employees are inclined to create value by contributing intangible resources, such as knowledge sharing, which has a key function in the innovation process (Castaneda & Cuellar, 2020; Henisz, 2023).

Henderson and Serafeim (2020) opine that addressing one of the pressing global issues, like, adverse weather patterns, necessitates systemic innovation. They suggest that organisations pursuing an authentic social purpose could contribute to addressing climate change. A social purpose generates a sense of meaning, fulfilling a fundamental human need (Henderson & Serafeim, 2020; Jasinenko & Steuber, 2022; Jones-Khosla & Gomes, 2023), thereby motivating employees to exert additional effort in supporting the organisation. This, in turn, lays the groundwork for innovation within the organisation.

Academic (Afridi et al., 2020; Dewettinck & Defever, 2020; Henderson, 2021; Henderson & Serafeim, 2020; Henisz, 2023; van Ingen et al., 2021a) and practitioner literature (Dewettinck & Defever, 2020; Sandoghdar & Bailey, 2023) have conceptualised the relationship between POP and IWB; however, this association has not yet been empirically tested. The reason for the scant empirical research in the OP field is due to the lack of a clear definition and operational measures, hindering the potential for empirical validation of this construct (Jasinenko & Steuber, 2022; Lopez del Huerto, 2023; Sandoghdar & Bailey, 2023; van Ingen et al., 2021a). Although a few scholars have attempted to address this gap (Jasinenko & Steuber, 2022; van Ingen et al., 2021b; van Tuin et al., 2020) and established positive relationships between POP and employee engagement, the specific relationship between POP and IWB has not, to the researchers' knowledge, been subjected to empirical testing. Hence, this research hypothesis:

H1: Perceived organisational purpose and innovative work behaviour have a positive relationship.

2.5 Self-determination Theory

This research draws on Deci and Ryan's (2000) seminal work on SDT, a macro level motivation theory, to explain the relationship between POP and IWB. Motivation stands as one of the most perennial and captivating subjects in organisational psychology. It refers to the forces or factors that define the direction, intensity, and perseverance in the behaviour exhibited by individuals within the workplace (Van den Broek et al., 2021).

The starting point of SDT is the notion that all human beings have an innate motivational propensity to learn and grow, and that they have a natural disposition

towards integrating various aspects of themselves into a united sense of identity and broader social systems (Ryan & Deci, 2020). However, this natural tendency towards growth and integration needs to be supported by basic nutriments/needs, namely autonomy, competence and relatedness (Ryan & Deci, 2020). These requirements are viewed as fundamental aspects of human psychology that transcend cultural boundaries and hold importance across different societies (Ryan & Deci, 2019). Optimal human functioning, such as psychological well-being, vibrancy, proactivity and creativity all depend on the extent to which these fundamental requirements are met (Wiedemann, 2019). Furthermore, Ryan and Deci (2019) maintain that as part of the natural inclination to integrate, people embrace goals and aspirations that involve selfless actions for the well-being of the broader community, as these are associated with a greater fulfilment of the basic needs.

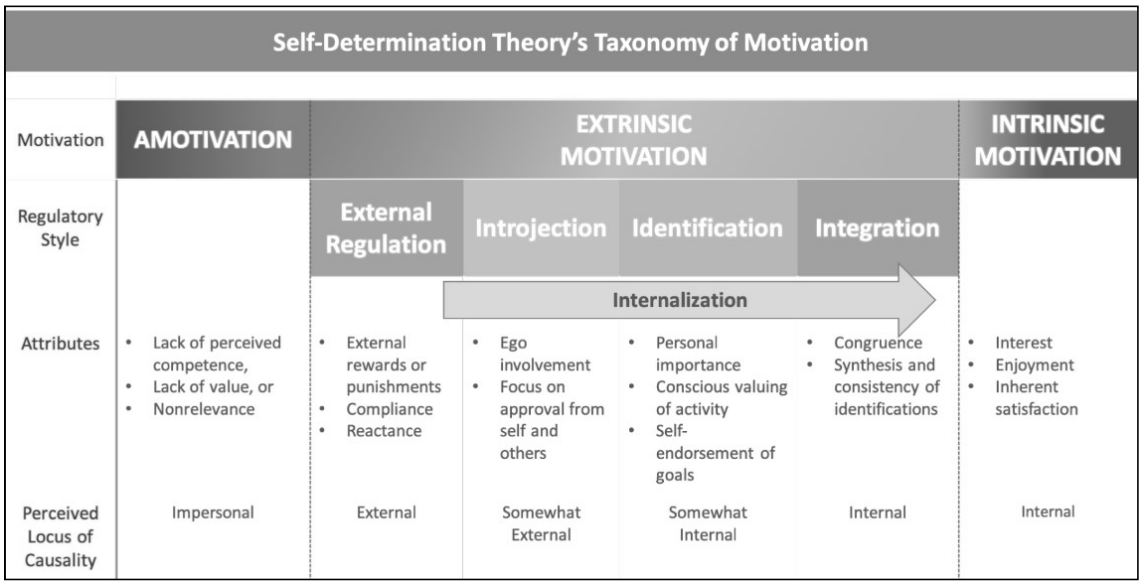
Autonomy, as defined by Autin et al. (2022), is the desire to assuming responsibility for one's actions or to act voluntarily without external control. This need for autonomy differs from independence because an individual can still act autonomously while collaborating with others (Wiedemann, 2019). However, Ryan and Deci, (2020) present a different perspective, suggesting that an individual can feel autonomous even without having a choice if their values align with the behaviour or task in which they are involved. Hence, having autonomy is not exclusively dependent on having options, but can also be derived from intrinsic interest or alignment with personal values. Moreover, Ryan and Deci (2020) emphasise that individuals' choices and the reasons behind their pursuits should hold significance or meaning for them to have a genuine perception of autonomy.

Competence is characterised as the sense of effectiveness within one's environment, serving as the motivation behind an individual's ongoing pursuit for more demanding tasks (Autin et al., 2022; Wiedemann, 2019). This need for competence is most fulfilled in environments that offer continuous challenges, opportunities for personal growth, and constructive feedback (Ryan & Deci, 2020). The third fundamental requirement, relatedness, refers to yearning for a place in society and stable and supportive relationships (Autin et al., 2022; Ryan & Deci, 2020).

SDT makes a distinction between levels of motivation on a continuum based on their perceived locus of causality (source) and regulatory style (level of internalisation/integration). These motivation levels range from the most autonomous

level being intrinsic motivation, followed by extrinsic forms of motivation, and lastly amotivation (refer to Figure 1).

Figure 1: SDT's Taxonomy of Motivation



Source: Ryan and Deci (2020, p. 2)

Intrinsic motivation is when people take part in task without needing external incentives, such as rewards, instead they participate in activities driven by their inherent interest in the task itself (Gagné et al., 2022; Ryan & Deci, 2020). These types of motivation result in high levels of engagement depicted in exploratory activities, play and curiosity (Ryan & Deci, 2020). However, extrinsic rewards provided for performing intrinsically motivated tasks reduced intrinsic motivation because perceived locus of causality has shifted from internal to external (Ryan & Deci, 2019). This is why rewards-linked performance appraisals were not positively correlated to IWB as they reduce creativity and complex processing and solving of problems (Bos-Nehles & Veenendaal, 2019; Ryan & Deci, 2020).

SDT proposes various extrinsic motivations, each distinguished by the degree of internalisation (Ryan & Deci, 2019, 2020). As individuals adapt socially, they internalise external regulations and behaviours based on how these external factors fulfil their fundamental needs for autonomy, competence, and relatedness (Ryan & Deci, 2019, 2020). The higher the level of internalisation, the more autonomous the motivation becomes. Consequently, even if the initial motivator is external, if an individual internalises its value to the extent that it becomes integrated into their

sense of self, adhering to the external rule feels like a voluntary choice (Ryan & Deci, 2019, 2020; Wiedemann, 2019).

Integrated regulation is the highest level of internalised extrinsic motivation (Gagné et al., 2022; Ryan & Deci, 2020; Van den Broek et al., 2021). It involves participating in an activity or behaviour because it aligns with the individual's personal values, thus linking the expression of organisational values with the individual's identity or self-perception (Ryan & Deci, 2020; Van den Broek et al., 2021).

Identified regulation is the second highest internalised extrinsic motivation and encompasses finding meaning in the outcome associated with the behaviour or activity to the extent that it becomes incorporated into the sense of self (Gagné et al., 2022; Wiedemann, 2019). Consequently, the individual engages autonomously in the behaviour or activity as it aligns with their identity and reflects who they are (Ryan & Deci, 2019, 2020).

Introjected regulation, while partially internalised, remains a form of non-autonomous motivation. In this state, individuals engage in an activity driven by self-related emotions such as contingent self-esteem (ego) to evade feelings of guilt and shame (Ryan & Deci, 2019, 2020; Van den Broek et al., 2021). External regulation, being the least internalised form of extrinsic motivation, represents a non-autonomous state where individuals participate in activities solely due to external contingencies (Ryan & Deci, 2019, 2020; Van den Broek et al., 2021). These external contingencies may include material aspects such as monetary rewards or the avoidance of punishments, as well as social factors like seeking approval or avoiding criticism (Ryan & Deci, 2019, 2020; Van den Broek et al., 2021). Lastly, amotivation is when the individual has no intention to take part in the activity/behaviour as they find no value in the activity nor its outcome or may feel incompetent to perform (Ryan & Deci, 2020; Van den Broek et al., 2021).

The primary focus of this research was on autonomous forms of motivation: intrinsic, identified regulation and integrated regulation. Intrinsic motivation is correlated with creativity, exploration, and heightened levels of engagement (Ryan & Deci, 2020). Additionally, identified and integrated regulations hold more significance in the workplace, considering that not all tasks may be enjoyable (Wiedemann, 2019). These motivations are considered more sustainable as they are guided by individual’s intrinsic value and purpose (Ryan & Deci, 2019). Moreover, AM has

shown predictive capabilities towards effective performance, particularly in tasks demanding complex information processing or creativity (Wiedemann, 2019). This suggests that when individuals are internally driven by their interests, ideals, and purpose, they tend to perform more effectively in tasks requiring innovative thinking or intricate cognitive processes.

2.6 Perceived Organisational Purpose, Autonomous Motivation, and Innovative Work Behaviour

According to the SDT, individuals' personally constructed experiences serve as the immediate motivational drive behind their actions (Koole et al., 2019). This section aims to explore the inherent mechanism by which POP nurtures IWB within the framework of the SDT.

The inherent inclination of human beings towards personal development and their innate engagement in the ongoing process of self-integration within society is the pursuit of meaningfulness (Ryan & Deci, 2020). Autin et al. (2022) support this notion by highlighting that the source of meaning stems not just from self-development and expression, but also from serving others and fostering unity with them. This perspective resonates with Ryan and Deci (2019), indicating that aspirations such as individual growth and engagement with community are linked to fulfilling the highest psychological needs. Consequently, Nazir et al. (2021) aptly assert the primary aim for individuals is to discover meaning in both their professional and personal lives.

Consequently, when individuals perceive an OP as genuine, aspirational, promoting contribution to society, and serving as a guiding vision, it satisfies this quest for meaningfulness (Henderson, 2021; Jasinenko & Steuber, 2022; van Ingen et al., 2021b). Kalina (2021) emphasises the significance of establishing a belief in the OP as it defines the “why” behind employees' work, influencing their level of connection and commitment. Meaningful work serves as a precursor to several occupational outcomes such as job success, engagement, motivation, and overall welfare (Autin et al., 2022; Jasinenko & Steuber, 2022; Kalina, 2021).

Within the framework of SDT, the degree of integration necessary to foster positive outcomes through autonomous motivation is linked with the fulfilment of fundamental requirements like autonomy, competence, and relatedness (Jasinenko & Steuber, 2022). Hence, the fulfilment of these fundamental needs emerges as a pivotal aspect

in determining the presence of meaningful work (Autin et al., 2022; Jasinenko & Steuber, 2022).

The research hypothesis suggests that when OP is perceived as authentic, aspirational, contributing, and guiding, it has the potential to fulfil fundamental human needs for autonomy, competence, and relatedness (Jasinenko & Steuber, 2022; van Tuin et al., 2020). This fulfilment, in turn, is hypothesised to motivate voluntary behaviour, such as IWB. An OP geared toward broader societal impact permeates employees with a profound sense of purpose and meaning in their professional endeavours. When the OP is perceived to align with personal values and objectives, employees exhibit a heightened willingness to engage. This voluntary involvement addresses the fundamental need for autonomy, granting employees the opportunity to contribute solutions autonomously to intricate global challenges (Nazir et al., 2021). Thus, a sense of autonomy is not solely reliant on having a choice within the OP but can also be derived from intrinsic interest or alignment of the OP with personal values (Ryan & Deci, 2020). Ultimately, engaging willingly in meaningful work creates genuine autonomy.

An organisation that goes beyond solely maximising profit serves the purpose of fulfilling the need for competence and relatedness. Competence is satisfied when employees perceive themselves as effective within their environment by addressing social issues, offering them the chance to accumulate social capital (Nazir et al., 2021). Therefore, the belief that an employee contributes both within and beyond their specific role not only gives significance, but also supports individual development (van Ingen et al., 2021b). Relatedness is satisfied when employees actively contribute to society, experience alignment between personal values and those upheld by the organisation, and may cultivate a sense of belonging within the company (van Ingen et al., 2021b). This sense of belonging often leads employees to exceed expectations and go above and beyond for the organisation, resulting in a greater sense of fulfilment (Kalina, 2021).

While Botha and Steyn (2020) assert the crucial role of ordinary employees in fostering IWB, literature highlights the impact of organisational hierarchy on AM for cultivating IWB (Kaur & Sandhu, 2020). Kaur and Sandhu (2020), rooted in Maslow's theory of work motivation, however similar to SDT, argue that higher hierarchical levels are better positioned to satisfy high-order needs such as autonomy—a prerequisite for AM. Additionally, control over resources essential for championing

and implementing innovative ideas primarily resides with higher job levels (Abukhait et al., 2019). Therefore, Strobl et al. (2020) emphasise the critical role of IWB at top management levels in shaping innovation within the organisation. Lastly, Oh et al. (2021) discovered that higher job levels experience significantly higher autonomous forms of motivation compared to lower job levels, particularly when positively perceiving corporate activities beyond profit-making.

SDT provides a powerful account of how the filaments of basic needs prompt individuals to internalise externally introduced values, igniting enthusiasm, and enhancing their inclination to engage more autonomously (Messmann et al., 2022). Research has empirically demonstrated that autonomous motivation fosters IWB by encouraging exploratory behaviour, creativity, proactive approaches, and resilience in dealing with challenges encountered during the innovation process (Henderson, 2021; Kalina, 2021; Messmann et al., 2022; Nazir et al., 2021). Yet, there has not been empirical testing to ascertain if AM serves as the mechanism through which POP nurtures IWB. Therefore, the research states the second hypothesis as:

H2: The relationship between perceived organisational purpose and innovative work behaviour is mediated by autonomous motivation.

2.7 Person-Organisation Fit

Human behaviour is defined by the nature of interplay amongst the person and their surroundings, thus in the endeavour to understand human attitudes and behavioural outcomes, scholars look to the extent of alignment between the person and organisation (Eromafuru et al., 2023). PO fit is a theoretical construct which aims to describe this theory and is defined as the mutual compatibility between the individual and the organisation, which occurs when either party fulfils the other's needs, and/or when both parties share fundamental values (Kristof-Brown et al., 2023; Sørlie et al., 2022; Subramanian et al., 2022). Although scholars have conceptualised fit with other organisational characteristics such as job design, personality, cognitive styles, and supervisor (Kristof-Brown et al., 2023; Subramanian et al., 2022), the focus of this research was the most conceptualised form of fit which is value congruence (Sørlie et al., 2022; Subramanian et al., 2022). Kristof-Brown et al. (2023) have classified value congruence between supplementary and complementary fits, of which supplementary fit indicates the extent to which the organisation and the individual hold similar core values. Complementary fit describes how well the

organisation's values meet the individual's needs, and conversely, how well the individual's values align with the organisation's needs. (Kristof-Brown et al., 2023; Sørlie et al., 2022; Subramanian et al., 2022).

Value congruence is vital to self-identity, thus individuals are more likely to display positive workplace outcomes when they perceive the resonance between individuals' values and those of the organisation (Eromafuru et al., 2023; Subramanian et al., 2022). Organisational values are defined as "a unique set of organisational wide beliefs and ideas that intrinsically influence the attitudes and behaviours of employees to achieve institutional and greater societal goals as well as promote employee attainment of personal aspirations" (van Ingen et al., 2021b, p. 91). Organisational values are what drive the OP into existence, thus purpose and values are interlinked and are reflective of one another (van Ingen et al., 2021b).

Research has proven positive outcomes of PO fit such as IWB, work engagements, psychological capital, trust, and organisational citizenship behaviour (Sørlie et al., 2022; Syafranuddin et al., 2023; van Ingen et al., 2021b). On the contrary, Kristof Brown et al. (2023) opine that misfits in organisations do not necessarily lead to turnover, as embeddedness within a broader social system is also at play. Furthermore, scholars argue that PO fit may result in homogeneity which is less likely to foster diversity, innovation, and adaptability (Kristof-Brown et al., 2023; Subramanian et al., 2022).

2.8 Perceived Organisational Purpose, Person-organisation Fit, Autonomous Motivation and Innovative Work Behaviour

SDT and PO fit theory are interlinked in that they both relate to the fulfilment of needs; however, they are conceptualised different in that SDT relates to psychological needs, which are universal in nature (Saether, 2019). PO fit theory conceptualises needs as being subjective individual needs, thus value fit is perceived when these subjective individual needs are met (Saether, 2019). Furthermore, when individuals are in an environment where their subjective needs are met, it may provide them with the opportunity to meet their fundamental psychological needs of autonomy, relatedness, and competence, which in turn leads employees to be autonomously motivated to engage in IWB (Saether, 2019; van Ingen et al., 2021b). Thus, PO fit supports basic needs satisfaction (Liu et al., 2023).

The essence of SDT assumes that AM occurs through intrinsic or integrating extrinsic motives to develop a unified self with the organisation (van Tuin et al., 2020). PO fit signifies the extent to which this internalisation occurs, thus a critical pathway to autonomous motivation, which in turn leads to IWB. Henderson (2021) concurs that embracing a shared purpose will increase alignment and shared identity throughout the organisation to such an extent that employees will not only be motivated to execute tasks more effectively, but also become alert to new value-adding ventures.

Finally, high levels of PO fit can foster an environment that is good for the employees' psychological needs and in turn promotes creativity, critical thinking, and solution generation (Saether, 2019; Sørlie et al., 2022; Subramanian et al., 2022; Syafranuddin et al., 2023; Wahyuningtias & Nugroho, 2023). Empirical research on the mediating role of PO fit between POP and work engagement has been proven by van Ingen et al. (2021b). However, whether PO fit is the mediating mechanism of the relationship between POP and AM has yet to be empirically tested. Hence, this research suggests that OP that is perceived as serving broader stakeholders might not only fulfil basic needs, but also indicate the significance of core organisational values. The alignment between these values emerges as a crucial pathway toward fostering AM (van Ingen et al., 2021a; van Tuin et al., 2020). Therefore, the third hypothesis is:

H3: The relationship between perceived organisational purpose and autonomous motivation is mediated by person-organisation fit.

Lastly, in relation to above, the research finally consolidated the prior hypotheses into one by hypothesising that the phycological mechanisms underlying the relationship between POP and IWB involves, sequentially, the internalisation of the organisation's purpose and values (PO fit), which fosters AM. Thus, the fourth hypothesis is:

H4: The relationship between perceived organisational purpose and innovative work behaviour is double mediated by person-organisation fit and autonomous motivation sequentially.

2.9 Conclusion

The literature review affirmed the significance of POP and IWB. Regardless of the importance of these two constructs, the review confirms that the relationship between

POP and IWB and the mechanisms, PO fit and AM, through which the relationship exists, have also yet to be explored. Thus, this research aimed to empirically explore this relationship to add to the existing knowledge base in management research.

3 RESEARCH HYPOTHESES

The central question of this research was to establish the existence of the relationship between POP and IWB. In Chapter 2, this suggested relationship has been argued extensively using the literature review. This chapter formulates the hypotheses that were developed from the literature and that supported the central question.

Hypothesis 1:

H_{01}: Perceived organisational purpose and innovative work behaviour have no significantly positive relationship.

H_{a1}: Perceived organisational purpose and innovative work behaviour have a significantly positive relationship.

Hypothesis 2:

H_{02}: The relationship between perceived organisational purpose and innovative work behaviour is not significantly mediated by autonomous motivation.

H_{a2}: The relationship between perceived organisational purpose and innovative work behaviour is significantly mediated by autonomous motivation.

Hypothesis 3:

H_{03}: The relationship between perceived organisational purpose and autonomous motivation is not significantly mediated by person-organisation fit.

H_{a3}: The relationship between perceived organisational purpose and autonomous motivation is significantly mediated by person-organisation fit.

Hypothesis 4:

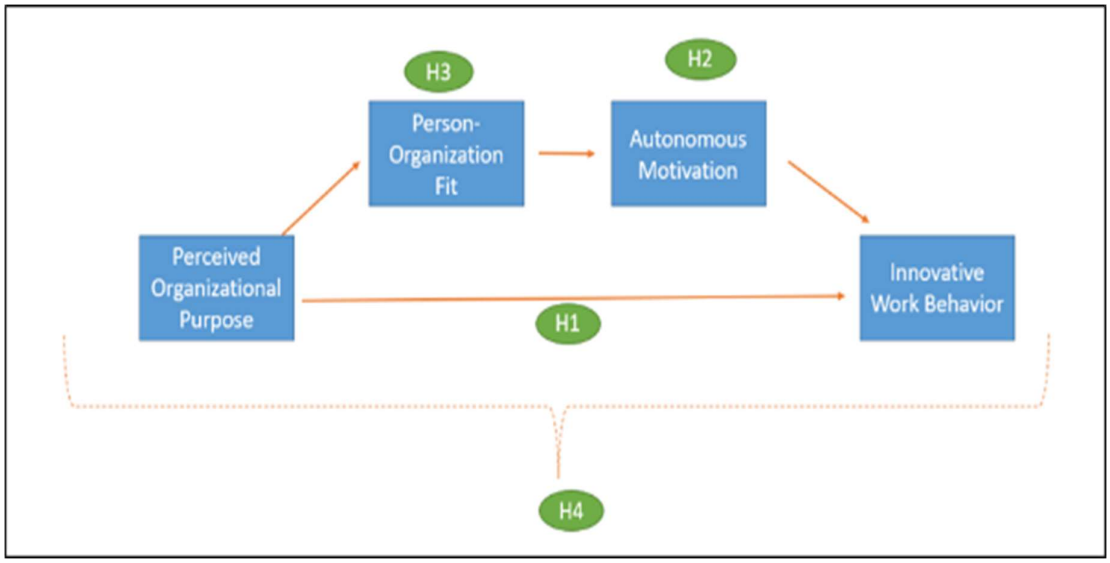
H_{04}: The relationship between perceived organisational purpose and innovative work behaviour is not significantly serially mediated by person-organisation fit and autonomous motivation.

H_{a4}: The relationship between perceived organisational purpose and innovative work behaviour is significantly serially mediated by person-organisation fit and autonomous motivation.

In conclusion, Figure 2 below presents the proposed conceptual model. The research was underpinned by SDT and PO fit theory and suggests that there is

positive relationship between POP and IWB through the mechanism of PO fit and AM.

Figure 2: Conceptual Model



Source: Researcher's own construct

4 RESEARCH METHODOLOGY

4.1 Introduction

This research took a positivism philosophy, which relates to the study of visible social entities in order to produce unbiased law-like generalisations (Saunders & Lewis, 2018). The research used existing theories, such as SDT and PO fit theory in order to develop a hypothesis that would either prove or disprove the relationship between POP and IWB. In line with the positivism nature of this research, a deductive approach to theory development was employed in order to extend knowledge in the application of SDT and PO fit theory (Saunders & Lewis, 2018). Research philosophies are key influencers of the research design which is outlined in this section.

4.2 Research Design

Explanatory research aims to take descriptive research further by understanding the reason behind a phenomenon, usually through causal relationships that exist (Saunders & Lewis, 2018). Explanatory research also enables fresh insight into a problem in order to build, extend or test theory (Rahi, 2017). The purpose of this research was to explain the impact of POP on IWB through mechanisms such as PO fit and AM, thus an explanatory research design was best suited to gain insights from multiple respondents to uncover the relationship between POP and IWB.

This research adopted a quantitative cross-sectional research methodology, as data that were uninfluenced by the researcher's interpretation were collated from multiple participants at a single instance and validated through statistical data analysis (Saunders & Lewis, 2018). The researcher adopted the survey strategy in order to meet the objectives (Saunders & Lewis, 2018), through administering standardised questionnaires to a sizeable population. The survey strategy was best suited to meet the research objectives which were to draw generalised conclusions underpinned by SDT and PO fit theory about the relationship between POP and IWB.

4.3 Research Methodology

The quantitative research methodology is appropriate for researching a social phenomenon and for testing theory through measurement scales informed by literature (Saunders & Lewis, 2018). Few empirical studies have been done on POP,

mainly because the construct has yet to have a clear definition and empirical testing potential (Sandoghdar & Bailey, 2023; van Ingen et al., 2021a). However, a recent study (Jasinenko & Steuber, 2022) has developed measurements scales which enable the advancement of quantitative empirical research within the OP domain. Furthermore, research relating to the IWB construct is dominated by quantitative methods (AlEssa & Durugbo, 2022), deduced through theories such as social exchange, stimulus-organism-response, and meaningfulness. Thus, the research adopted quantitative research by leveraging the already developed theories in POP and IWB variables.

4.4 Population

A population is defined as a complete set of actors in the phenomenon that one wishes to understand, therefore, it is a group from which information for the research question can be obtained (Rahi, 2017; Saunders & Lewis, 2018). The target population comprised of professionals, junior to senior managers and executives who have at least a bachelor's degree and are employed across various industries in Sub-Saharan Africa, primarily in Namibia and South Africa. Professionals, junior to senior managers and executives were deemed pertinent for the research due to their potential influence as key drivers of workplace innovation and their pivotal role in implementing innovative ideas (Strobl et al., 2020). Moreover, broadening the study across the entire organisation could diminish the validity of the findings due to potential moderating factors such as a lack of know-how that might influence innovation capabilities. Therefore, by restricting the population to professionals, junior to senior managers and executives, created a more homogenous respondent pool, ensuring a shared mind-set where subtle differences become noticeable.

The research was conducted within Sub-Saharan Africa, primarily in Namibia and South Africa, as empirical studies on POP and IWB are scant in developing/emerging markets, despite the importance of innovation in these contexts (Yi et al., 2019) and where the purpose of an organisation is made more salient by socio-economic ramifications (AlEssa & Durugbo, 2022; Karimi et al., 2023). Collecting data from multiple industries increases the statistical power and provides a broader understanding of the relationship between POP and IWB through PO fit and AM (Saether, 2019).

4.5 Unit of Analysis

Determining the unit of analysis must be linked back to the research question in order to establish on what or who the researcher would like to shed light (Mtisi, 2022; Shaw, 1999). The unit of analysis was the perceptions of individual professionals, junior to senior managers and executives of the four constructs under investigation.

4.6 Sampling Method and Size

It was not feasible to obtain an accurate and complete list of all professionals, junior to senior managers and executives in multiple industries in Sub-Saharan Africa, therefore non-probability sampling was performed (Saunders & Lewis, 2018). A two-layered non-probability sampling technique was used which includes purposive and snowball sampling.

Purposive sampling is where participants are selected on the ability to provide data-rich information based on researcher judgement, that is valid to the substantive research question (Mtisi, 2022; Shaw, 1999). The researcher used purposive sampling by sending the anonymous online survey link to social networks who met the required respondent criteria primarily via WhatsApp and LinkedIn.

Furthermore, snowball sampling was also used which entails using the purposively sampled participants to provide referrals to respondents who meet the criteria (Saunders & Lewis, 2018). This approach was adopted in the research by requesting the purposively sampled respondents to share the anonymous online survey link within their professional networks to persons who fit the specified criteria.

Although sample sizes for similar studies in the field of POP and IWB ranged between 200-300 (Mubarak et al., 2021; Singh et al., 2021; van Tuin et al., 2020; Yi et al., 2019), sample size in quantitative business research is highly subjective, as there are multiple approaches to establish sample size (Bartlett et al., 2001). Ho (2013) states that the rule of thumb suggests a ratio of 20 respondents for each variable (80 respondents in this research case). Bartlett et al. (2001) state that the lowest sample size for quantitative data with a margin of error of 5% to be 119 respondents at the maximum population size. However, Fritz and MacKinnon (2007) opine that from their literature review of sample sizes for mediation effect testing, sample sizes ranged between 51 to 200. In line with the above guidance and due to

the fact that a larger sample size increases statistical power (Hair et al., 2010; Zikmund et al., 2013), a sample size of 250 was targeted for this study.

4.7 Measurement Instrument

An electronic, online questionnaire was created using “Qualtrics” which is a cloud-based platform, utilised for disseminating electronic surveys. The questionnaire was the instrument used to collect responses from the professionals, junior to senior managers and executives who have been purposively sampled and identified through snowball sampling. The questionnaire consisted of six parts as shown in Appendix A:

Section 1: This section outlined the purpose of the research and contained the consent form. Respondents were informed about the anonymity and voluntary nature of participation and that filling out the questionnaire implied their consent.

Section 2: This section entailed eight questions to be used for descriptive statistics such as country, gender, age, organisational tenure, level of education, industry, job level and functional department. These questions acted as control and demographic variables and determinants of respondent suitability for the research.

Section 3: This started the questions for the first construct, POP, using the 12 item scale designed and used in research by Jasinenko and Steuber (2022). This was a self-reported measure of the respondent’s perception of the contribution, authenticity, guidance, and inspirational dimensions of their organisation’s purpose. The seven-point Likert scale used in the study indicated strongly disagree, disagree, somewhat disagree, neither agree or disagree, somewhat agree, agree, and strongly agree.

Section 4: This started the questions for the second construct, IWB, using the nine item scale designed by Janssen (2000). The scale is commonly used in measuring IWB (Banmairuroy et al., 2022; Musenze & Mayende., 2023). This was a self-reported measure of the respondent’s innovative behaviour, consisting of idea generation, promotion, and realisation as dimensions. A five-point Likert scale was used in the study indicating never, sometimes, about half the time, most of the time, and always.

Section 5: This started the questions for the third construct, PO fit, using the three item scale designed by Cable and DeRue (2002) which defined PO fit as value

congruence. The scale was adapted to incorporate organisational purpose similar to recent studies by van Ingen et al. (2021b). This was a self-reported measure of the respondent's perceived fit with the organisation's purpose and values. The seven-point Likert scale used in the study indicated strongly disagree, disagree, somewhat disagree, neither agree or disagree, somewhat agree, agree, and strongly agree.

Section 6: This started the questions for the fourth construct, AM, using the six item scale from the Multidimensional Work Motivation Scales (MWMS) of Gagné et al. (2015). This research incorporated only the scales for AM being identified and intrinsic motivation. However, integrated motivation, which is the internalised form of identified motivation, has not been proven to be statistically different to identified and intrinsic motivation, thus was not included (Gagné et al., 2015). This was a self-reported measure of the respondent's own level of AM. The five-point Likert scale used in the study indicated strongly disagree, disagree, neither agree or disagree, agree, and strongly agree.

4.7.1 Pre-testing of Questionnaire

The questionnaire had 38 questions, including demographic variables. Pre-testing of the questionnaire was performed on five individuals who met the eligibility criteria to determine comprehensibility and validity of the questionnaire (Saunders & Lewis, 2018). Feedback from these individuals was sought to gain insights into their experience while completing the questionnaire. The feedback primarily focused on identifying grammatical errors, accidental duplication of questions, and suggestions for rewording to enhance comprehension. The revisions made based on the feedback did not alter the fundamental meaning of the questions. Overall, the participants reported that the questionnaire was easy to comprehend and navigate. Additionally, they mentioned that it took roughly five minutes to complete. This constructive feedback from the pre-test participants contributed to refining the questionnaire and ensuring its effectiveness. Refer to Appendix A for the final questionnaire.

4.8 Data Collection Process

The electronic, online questionnaire was created using "Qualtrics" and no unique identifiers were collected to preserve the anonymity of the respondents. The primary aim of the questionnaire was to collect first-hand data, exclusively intended for the purpose of this research (Saunders & Lewis, 2018). No secondary data, acquired for

other studies, were incorporated into this research (Saunders & Lewis, 2018). Data collection took place from 23 November 2023 to 10 December 2023.

The questionnaire link was purposively disseminated among the researcher's contacts through personalised messages on LinkedIn and WhatsApp. Moreover, the link was disseminated within relevant LinkedIn groups associated with business and industry, targeting professionals who were likely to participate. The researcher asked their contacts to help disseminate the link to eligible individuals in their respective networks, expanding the reach of the survey. This method of data collection proves to be cost-effective, ensuring participant anonymity, as emphasised by Saunders and Lewis (2018), and facilitates a broader geographical outreach.

4.9 Ethical Considerations

The research focused on the field of business management and aimed to investigate the mediating effect of PO fit and AM in the relationship between POP and IWB. The research was targeted at professionals with a minimum of a bachelor's degree working in Sub-Saharan Africa and there was no conflict of interest within the study. Data collection adhered to non-invasive methods, grounded in the principles of informed consent. The informed consent explicitly stated that participation was voluntary and that participants had the liberty to opt out at any point without facing penalties. The survey did not record unique identifiers, granting participants the right to disregard the survey if they so choose.

Racial classification information was deliberately excluded, deeming it irrelevant for the purpose of this study. No incentives were offered for completing or assisting in the distribution of the questionnaire. The estimated time for completion was deemed realistic, as validated by feedback from pre-testing participants. Importantly, data collection only commenced after receiving ethical clearance from the University of Pretoria, as detailed in Appendix B.

4.10 Data Analysis Approach

The researchers used the procedures identified in Table 1 below, these procedures include the preliminary analysis (data preparation and descriptive statistics) and the SEM which was used for hypothesis testing (measurement model and structural model). The details of these procedures will be discussed in the succeeding subsections.

Table 1: Data Analysis Steps

Steps	Description	Purpose	Technique
Preliminary Analysis			
Data Preparation	Data Cleaning	• Removal of invalid responses • Incomplete data management	•Manual edits •Standard deviation
	Normality Testing	•Determine normality of data	•Skewness •Kurtosis
	Test for Outliers	•Detection and management outliers in dataset	•Boxplots •5% trimmed mean comparison
Descriptive Statistics	Descriptive statistics	•Overall descriptive of demographics and control variables •Construct level comparison means •Comparison between demographics and control variables	•Percentages •Means •Standard deviations •ANOVA •t-test
Structural Equation Modelling (SEM)			
Measurement Model	Factor Analysis	• Determine how well each observed variable represents the underlying construct being measured	•Confirmatory Factor Analysis (CFA) o Standardised coefficients
	Validity of Scales	• Establish validity of scales	• Convergent Validity • Discriminant Validity
	Reliability of Scales	•Establish reliability of scales and constructs	• Cronbach Alpha • Composite Reliability
	Model fit Analysis	•Establish measurement model fits	• Range of model fit indices (CFI, IFI, TLI, RMSEA, SRMR)
Structural Model	Model fit Analysis	•Establish structural model fits the data	• Range of model fit indices (CFI, IFI, TLI, RMSEA, SRMR)
	Hypothesis Testing	•Determine if model fits hypothesised structural models •Regression analysis (H1) •Mediation analysis (H2, H3, H4)	• Path estimate (Regression coefficients) • Bootstrapping

4.10.1 Preliminary Analysis

The data containing 481 electronically captured responses were downloaded from Qualtrics into Microsoft Excel for data editing, coding and analysis.

4.10.1.1 Data Preparation

After the data were downloaded into Microsoft Excel, all partially completed questionnaires were removed from the data set. Although common practice is to perform missing data imputation where the software will replace the missing values with a series mean of the indicators (Colliers, 2020), a significant number of questionnaires were less than 50% completed and the sample size was still sufficiently large, the researcher made the decision to remove the missing data.

After missing data were removed, invalid responses were removed. The survey incorporated two qualifying questions: "What is your highest level of education?" and "Please specify the country where you are employed?" This was crucial as the research specifically targeted professionals possessing at minimum a bachelor's degree qualification and working within Sub-Saharan Africa.

The researcher proceeded to evaluate respondent misconduct by calculating the standard deviation for the Likert scale questions in each survey item. Respondent misconduct pertains to instances where respondents consistently select the same answer across all Likert scale questions (Colliers, 2020). Given the diverse nature of survey questions, it is improbable that a respondent's sentiments toward every question are identical, thus surveys exhibiting such uniformity in responses are considered for removal from the data set. A commonly used guideline in identifying respondent misconduct is to consider surveys with a standard deviation below 0.25 as indicative of a minimal variance among responses, warranting potential deletion (Colliers, 2020). Lastly, the cleaned-up data matrix was uploaded into the SPSS in order to examine the data statistically.

4.10.1.2 Test for Normality

Parametric tests rely on the assumption of normality in data distribution (Demir, 2022; Lakhwani et al., 2020). Normality indicates that data points close to the mean occur more frequently than those farther from the mean (Colliers, 2020). Assessment of normality typically involves the use of Skewness and Kurtosis formulas in software like Amos. Skewness measures the asymmetry or tilt in the distribution, while Kurtosis assesses the peakness or flatness of the distribution (Al Harthy et al., 2013). According to Byrne (2010) and Hair et al. (2010), the acceptable range for Skewness and Kurtosis is +/-2 and +/-7 respectively. However, Al Harthy et al. (2013) and Wong

et al. (2012) argue that slightly broader ranges of +/-3 for Skewness and +/-10 for Kurtosis are also acceptable.

4.10.1.3 Test for Outliers

Outliers refer to data points that deviate substantially from the other observations in the data set and have the potential to compromise the statistical validity of the reported results (Mowbray et al., 2019). This research employed the boxplot feature in SPSS in order to establish outliers for each construct, as this means of establishing outliers uses statistical methods to establish significant outliers as opposed to other methods such as histograms (Mowbray et al., 2019).

Where significant outliers were detected in the boxplot, their potential impact on the data set was assessed through a comparative analysis between the 5% trimmed mean and the conventional mean of the construct with detected outliers. The 5% trimmed mean is computed after excluding the upper and lower 5% of values, thus considered a non-biased measure (Pallant, 2020). Furthermore, a difference between the 5% trimmed mean and original mean greater than 20% indicates that the outlier exerts a distorting influence on the data set and should rather be removed (Pallant, 2020).

4.10.1.4 Descriptive Statistics

Descriptive statistics were employed to succinctly summarise and delineate the primary characteristics of the dataset (Zikmund et al., 2013).

An overview of the descriptive statistics was provided to examine the data set's essential features, utilising frequencies and percentages to portray the demographic and control variables. Subsequently, construct level analysis was explored using mean values, standard deviations, as well as minimum and maximum values. Lastly, a comparative analysis of variances, employing both ANOVA and t-tests in IBM SPSS, was conducted to furnish insights into the variability existing among groups within the data set.

4.10.2 Structural Equation Modelling

SEM represents a versatile statistical framework encompassing techniques like regression and factor analyses. It serves to explore the measurement properties of constructs and unveil the interrelationships among various independent and dependent constructs concurrently (Colliers, 2020). Through confirmatory factor

analysis (CFA), SEM evaluates the researcher's proposed theoretical model, offering insights into the directionality and significance of relationships (Colliers, 2020).

In comparison to other methodologies, such as multiple regression, SEM stands out due to its enhanced robustness and flexibility (Colliers, 2020). It possesses the capacity to simultaneously assess numerous dependent variables, account for measurement errors, and evaluate the entirety of the proposed model rather than focusing solely on individual relationships (Colliers, 2020). In light of these advantages, SEM was chosen as the primary analytical tool for testing the hypotheses and validating the conceptual model in Chapter 3 of this research report.

4.10.2.1 Measurement Model

The initial step in validating the proposed conceptual model depicted in Chapter 2 Figure 2 using SEM through IBM SPSS Amos 28 involves testing the measurement model (factor loadings, validity, reliability and model fit).

CFA was the statistical technique used to assess how effectively the indicators measure each construct and whether these constructs are distinct from one another (Colliers, 2020). The researcher employed CFA over Exploratory Factor Analysis (EFA) as all indicators for each construct were sourced from measurement instruments that have been previously validated in literature, as discussed in section 4.7. Hence, prior to conducting the research, the indicators associated with each construct were already identified and specified (Suhr, 2006). EFA is a more suitable statistical technique when researchers are developing their own measurement instruments, lacking prior modelling and factor analysis, thus poor model fit would be expected (Suhr, 2006).

a. Factor Loadings

Factor loadings in CFA estimate the direct effect of each construct on its indicators, and these measurements are reported as standardised estimates falling within a range of 0 to 1, facilitating convenient comparisons between different indicators (Colliers, 2020). When squared, these standardised factor loadings represent the percentage of variance in the indicator that is accounted for by the construct (Colliers, 2020). According to Vinzi et al, (2010), factor loadings of 0.7 or higher are considered desirable as they explain at least 50% (0.7 squared) of the variance in the indicator, thereby contributing substantially to the understanding of the construct. However, Hair et al. (2010) suggest that factor loadings of 0.5 are acceptable, acknowledging

that weaker loadings are often obtained in social science research. Consequently, observable variables with weaker factor loadings (<0.5) were only considered for exclusion, if doing so lead to significant increase in reliability and validity (Colliers, 2020).

b. Construct Validity

Construct validity was determined using both convergent and discriminant validity which are explained in the following subsections.

i) Convergent Validity

Convergent validity measures the extent to which the observable variables that measure a construct are associated, as theoretically proposed, hence the indicators are expected to converge to measure the underlying construct (Colliers, 2020). Convergent validity is measured using average variance extracted (AVE), which gives an indication of how much of the variance in the indicator is as a result of the construct it is meant to measure (Colliers, 2020). An AVE score of above 0.5 is considered acceptable (Hair et al., 2010; Vinzi et al., 2010).

ii) Discriminant Validity

Due to the fact that there are multiple measures within the study, each construct should be distinct from the other, thus discriminant validity statistically ascertains the uniqueness of the constructs, or the extent to which the respective constructs differ from each other (Colliers, 2020). Discriminant validity is determined by comparing the square root of AVE for a construct to the correlation estimated between the constructs; if the square root of AVE is greater than the correlations between the construct, this construct is considered to be distinct (Fornell & Larcker, 1981; Hair et al., 2010).

While Fornell and Larcker's (1981) method of determining discriminate validity has been a common approach in the past, recent scholars have critiqued the low level of sensitivity in this test in detecting discriminate validity issues (Henseler et al., 2015). Therefore, heterotrait-monotrait (HTMT) ratio of correlations is a more robust approach to determine discriminant validity, as it examines the correlations between indicators across constructs (heterotrait) to the correlations between indicators within constructs (monotrait) (Colliers, 2020; Henseler et al., 2015). The HTMT values below the required 0.85 (Henseler et al., 2015) are required to establish discriminant validity.

c. Construct Reliability

Construct reliability establishes the degree to which the construct consistently measures what it proposes to measure, in other words if a measuring tool consistently yields similar results for the same individuals across various instances, it is deemed reliable (Colliers, 2020; Saunders & Lewis, 2018). In this study, both Cronbach's alpha and composite reliability were employed to conduct a comprehensive assessment of reliability. Values equal to or greater than 0.7 for Cronbach's alpha and composite reliability are considered indicators of acceptable reliability (Hair et al., 2010).

d. Model Fit Analysis

The conclusive stage in testing the measurement model entails verifying its fit with the gathered data, commonly referred to as assessing model fit. For SEM to hold significance, it necessitates an establishment of acceptable goodness-of-fit indices (Colliers, 2020; Hair et al., 2010). Various fit indices exist, with the relative chi-square (Chi-square divided by degrees of freedom) being the most frequently cited. Given the sensitivity of chi-square to sample size, the relative chi-square is preferred for its reduced reliance on sample size consideration (Colliers, 2020).

Adherence to best practices dictates the reporting of a spectrum of model fit indices, thus, this study presents the Comparative Fit Index (CFI), Incremental Fit Index (IFI), Tucker Lewis Index (TLI), Root Mean Square Error of Approximation (RMSEA), and Standardized Root Mean Square Residual (SRMR). Refer to Table 2 for recommended model fit indices.

Table 2: Recommended Model Fit Indices

Model Fit Indices	
Fit Indices	**Recommended**
Relative Chi-square	<3
CFI	>0.90
IFI	>0.90
TLI	>0.90
RMSEA	<0.08
SRMR	<0.08

Source: Colliers (2020)

4.10.2.2 Structural Model

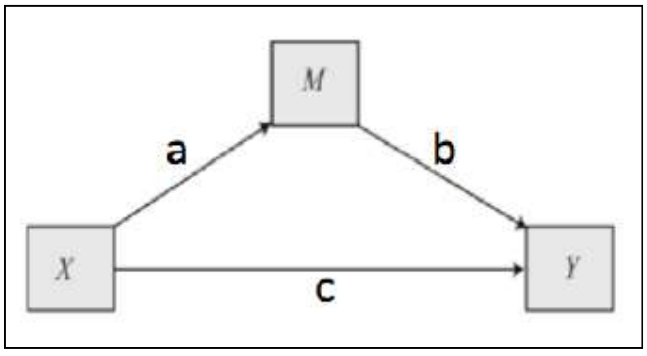
After the measurement model had been tested and obtained acceptable results, the structural model was developed in order to represent and test the hypothesised relationships between the constructs (Hair et al., 2010).

Regression and mediation analyses are the two statistical methods used to explore relationships between constructs, as they serve different purpose and focus on distinct aspects of relationships among the constructs.

Regression analysis is used to test H1 as it focuses on assessing direct associations between POP and IWB, estimating standardised regression coefficients that represent the strength and direction of the relationships (Colliers, 2020).

Mediation analysis was used for H2, H3 and H4 as it explores the direct effect of the independent construct (X) on the dependent construct (Y), also known as the c_path (see Figure 3) in the presence of the mediating construct (M). Ultimately, mediation analysis determines the underlying mechanisms or pathways through which an independent construct (X) influences a dependent construct (Y), also referred to as the indirect effect (a_path multiplied by b_path) (Colliers, 2020). Hence it tests whether the effect of an independent construct (X) on a dependent construct (Y) is mediated (partially or fully) by an intermediate construct called a mediator (M) (Colliers, 2020).

Figure 3: Simple Mediation Model



Source: Prado et al. (2014, p. 9)

Mediation analysis using the Sobel testing is the method commonly used by Baron and Kenny (1986); however, it has been dismissed as an appropriate means of testing mediation, primarily due to the fact that one of the requirements for mediation is that the c_path needs to be significant in the absence of a mediator. However,

Colliers (2020) and Zhao et al. (2010) argue that an indirect effect can still be found even if the c_path is not initially significant; this is due to suppressor effects that may prevent this path from being significant. A bootstrapping technique in SEM, which is considered a more acceptable approach to mediation, was used in this research (Colliers, 2020). This method approaches the data as a pseudo-population and extracts a random sub- sample which is used for model estimation for each sub-sample to ascertain whether the indirect effect lies within the confidence intervals, to establish significance of indirect effect (Colliers, 2020). Resample of 5,000 at a biased-corrected p-values of 95% has been selected as it is considered sufficiently large enough (Colliers, 2020).

If the indirect and direct effects are both significant, a partial effect exists (Colliers, 2020). However, when there is only a significant indirect effect and no significant direct effect, a full mediation exists (Colliers, 2020).

The following statistical measures are reported on during the hypothesis testing:

Regression coefficient: The structural model depicts the regression coefficients between constructs which facilitates comparisons of the relative nature of the relationship between the constructs (Colliers, 2020). Interpreting the regression coefficients involves considering its sign (positive or negative), thus a positive regression coefficient indicates positive relationship between the constructs and a negative regression coefficient suggests an inverse relationship (Colliers, 2020). In addition, the regression coefficients also represent the change in dependant construct in relations to one standard deviation/unit change in independent construct (Colliers, 2020; Hair et al., 2010).

P-value: These measure the magnitude of the relationship between constructs; a p-value less than 0.05 suggests stronger evidence against the null hypothesis, indicating that the relationship between the constructs is statistically significant (Hair et al., 2010).

Squared multiple correlation (R-squared): is the squared value of the standardised regression coefficient and measures by how much the variance in the dependent construct is explained by the independent construct (Colliers, 2020). This is specifically reported in regression analysis for H1.

Similar to the measurement model, the structural model was also assessed for model fit, to ensure that the structural model fits the observed data (Colliers, 2020).

4.11 Quality Control

Quality control measures to ensure validity and reliability were systematically integrated into the research methodology (Saunders & Lewis, 2018):

4.11.1 Validity

Pre-testing: Preceding to the main research, pre-testing of the questionnaires was conducted to ascertain the comprehensibility of the items. This step aimed at identifying any potential issues with language, structure, or ambiguity.

Incomplete Surveys: Incomplete surveys were carefully assessed and subsequently removed from the data set. This ensured that only fully completed surveys, indicative of genuine participant engagement, were encompassed in the final analysis.

Screening Questions: To enhance the relevance of the responses, screening questions were strategically included. These questions aimed to filter and ensure that only respondents meeting the criteria relevant to the research participated in the survey.

Assessment of Respondent Misconduct: Rigorous checks were implemented to identify and address respondent misconduct. This proactive approach served to maintain the integrity of the responses.

4.11.2 Reliability

Online Survey Administration: The questionnaire was made available online, providing respondents with the flexibility to complete it at their convenience. This design choice sought to minimise the potential impact of errors or mistakes that related to the participants (subject error) due to inaccurate answers as a result of time constraints, as well as potential non-response.

Anonymity: Respondents were explicitly informed about the anonymity of their responses, encouraged to answer as intuitively as possible and that there is no right or wrong answer. Given the non-controversial nature of the research topic, the risk of subject biased responses was mitigated.

Elimination of Observer Error and Bias: By opting for online data collection, the research design eliminated the possibility of observer error. The absence of in-person administration ensured a standardised process, minimising variations that could compromise the reliability of responses. Furthermore, observer bias was mitigated through robust statistical testing software such as IBM SPSS Amos 28.

4.12 Limitations

The research design exhibited certain inherent limitations that warrant acknowledgment. Firstly, the utilisation of purposive sampling techniques imposed constraints on the diversity of respondents accessible to the study. While employing snowball sampling served to partially alleviate this limitation, it introduced the potential for homogeneity in the data. This arises from respondents being predisposed to refer individuals who share similar characteristics or experiences (Saunders and Lewis, 2018). This homogeneity is demonstrated by the notable fact that 80% of respondents originated from Namibia. Despite concerted efforts to attract participants from diverse Sub-Saharan African countries, the concentration of responses from Namibia limits the generalisability of findings to the broader Sub-Saharan African context.

The cross-sectional research design presented another limitation by offering a static snapshot of the phenomena under investigation. Consequently, respondent answers may be susceptible to influence from specific occurrences or conditions existing on the day they completed the survey. While a longitudinal study could have provided a more nuanced understanding by capturing changes over time, practical constraints, such as time limitations, rendered its implementation unfeasible in this research.

Furthermore, the research was intentionally structured as a quantitative study, resulting in a constrained set of questions and limited response options. This deliberate choice aimed at facilitating standardised responses for streamlined coding and analysis. However, this approach limits the depth of insight that respondents could provide regarding the context of their responses. Qualitative data could have enriched the understanding of underlying factors and nuances, but the study design did not afford respondents the opportunity to elaborate on their answers.

These limitations, inherent in the research design, necessitate careful consideration when interpreting and generalising the findings. Future studies may benefit from more diverse sampling methods, longitudinal approaches, and a mixed-methods design to offer a wide-ranging understanding of the constructs in this study.

5 RESEARCH RESULTS

5.1 Introduction

This chapter presents the results of the data analysis using the methodology as per Chapter 4. The structure of this chapter follows the headings in Table 1 (see section 4.10 above), namely preliminary analysis (data preparation and descriptive statistics) and SEM (testing the measurement model and structural model) using IBM SPSS Amos 28. All data analysis was done at a 95% confidence level.

5.2 Preliminary Analysis

5.2.1 Data Preparation

The data were collected over a period of two weeks commencing on 23 November 2023, using the Qualtrics online survey platform. A total of 481 survey responses were received during this interval, exceeding the predetermined sample size of 250 outlined in Chapter 4. The research methodology encouraged respondents to disseminate the survey link within their professional networks (snowball sampling), complicating the precise determination of an accurate response rate. In addition, 901 personalised messages were distributed, primarily through platforms such as LinkedIn, WhatsApp and e-mail.

Of the received responses, 69 (14%) were categorised as partially completed surveys and were consequently excluded from subsequent data analysis. Furthermore, analysis of disqualifying questions revealed that 27 (6%) respondents indicated that they did not have a bachelor's degree, eight (2%) were employed outside of Sub-Saharan Africa, and two respondent reported current unemployment status.

After applying these qualification criteria, the final eligible sample size for further data analysis was determined to be 375 respondents (refer to Table 3).

Table 3: Final Sample Size Reconciliation

Description	Respondents
Total attempted responses	**481**
Respondents without bachelor's degree at minimum	*(27)*
Unemployed respondents	*(2)*
Respondents employed outside of Sub-Saharan Africa	*(8)*
Missing respondents	*(69)*
Final sample size	**375**

Following the determination of the final sample size eligible for further analysis, the standard deviation was computed for each survey in order to establish respondent misconduct. In this study, the standard deviations computed in Microsoft Excel for each survey question ranged from 0.55 to 2.40, consequently, no instances of respondent misconduct were detected among the 375 samples, as none of the standard deviations fell below the threshold of 0.25 (Colliers, 2020).

5.2.2 Test for Normality

In this study, the Skewness values for the data set ranged between -2.060 and -0.231, remaining within the broader acceptable range of +/-3 (Al Harthy et al., 2013). Furthermore, the Kurtosis values were observed to fall within the acceptable range, ranging from 4.787 to -1.058, within the +/-10 acceptable bounds (Al Harthy et al., 2013). Detailed results can be found in Appendix C.

5.2.3 Test for Outliers

As per the IBM SPPS boxplot output in Appendix F, the only construct with significant outliers was AM for data points 371, 346 and 334 (marked with asterisks*).

These outliers represent authentic extreme cases within the data set and were not attributed to data entry errors. In the case of the AM construct, the percentage difference between the 5% trimmed mean and the mean was merely 1% and is below the 20% threshold suggested by Pallant (2020). This minimal difference suggests that the identified outliers did not exert a distorting influence on the data set. Consequently, the decision was made to retain these outliers for subsequent analyses. Table 4 further provides results for variances between the 5% trimmed mean and mean, along with normality tests for all constructs. As seen in Table 4, all outcomes fall within the accepted range of normality, as discussed in section 5.2.2.

Table 4: Outlier Analysis

Construct	Mean	5% Trimmed Mean	Δ Mean	Δ Mean Percentage	Skewness	Kurtosis
POP	5.442	5.536	-0.094	-2%	-1.249	1.817
IWB	3.500	3.530	-0.030	-1%	-0.547	-0.359
PO fit	4.902	4.995	-0.093	-2%	-0.884	0.046
AM	**4.208**	**4.265**	**-0.057**	**-1%**	**-1.216**	**2.099**

5.2.4 Descriptive Statistics

Descriptive statistics were employed to concisely summarise and outline the primary characteristics of the data set. Section 5.2.4.1 offers an in-depth examination of the data set's essential features, utilising frequencies and percentages to portray the demographic and control variables. Subsequently, section 5.2.4.2 undertakes analysis at the construct level, exploring mean values, standard deviations, as well as minimum and maximum values. Lastly, in section 5.2.4.3, a comparative analysis of variances, employing both ANOVA and t-tests in IBM SPSS, has been conducted to furnish insights into the inconsistency existing among groups within the data set.

Discrepancies observed in the responses provided in the control variable "functional departments" resulted in the decision to omit this control variable from subsequent analyses. As 127 respondents (34%) opted for the "other" category in response to this question, and upon further examination of the textual content supplied by respondents, it became evident that individuals primarily indicated their job roles and industries rather than specifying functional departments. Additionally, the extensive array of functional departments across diverse industries posed challenges in consolidating similar functional departments effectively for meaningful analysis. Hence, to ensure greater accuracy in the analysis, the decision was made to exclude this control variable from further analysis.

5.2.4.1 Overview of Data set

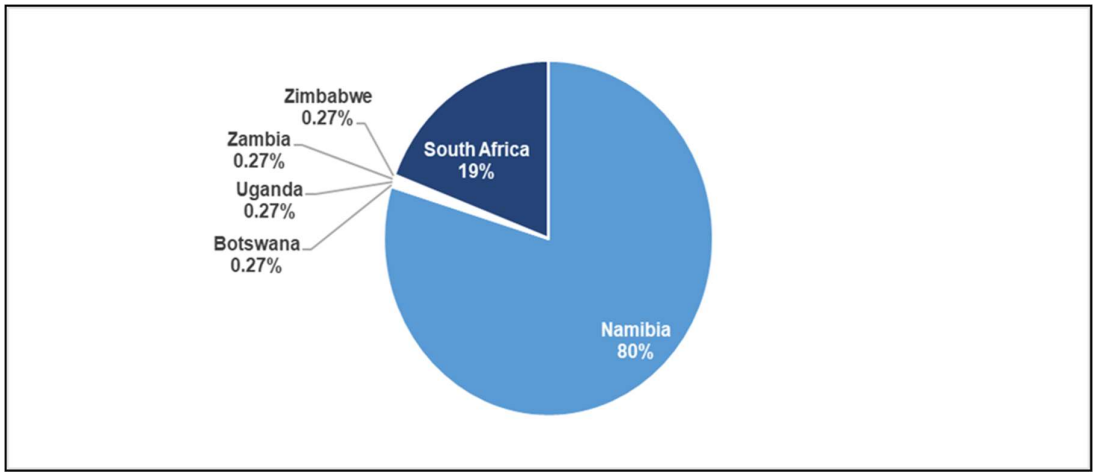
This subsection provides an overview of the frequency and percentages on demographic information and control variables in the data set.

a. Respondents' Country of Employment

The research targeted professionals employed within Sub-Saharan Africa. As noted in Figure 4 below, 300 (80%) respondents were predominantly employed in Namibia,

while 72 (19%) of respondents were from South Africa. Furthermore, 4 (1%) of respondents represented other Sub-Saharan African countries, namely Zimbabwe 1 (0.26%), Zambia 1 (0.26%), Uganda 1 (0.26%) and Botswana 1 (0.26%). Despite efforts made through social media groups to ensure a diverse distribution across Sub-Saharan Africa, the concentration of respondents was primarily observed in Namibia and South Africa. This concentration can be attributed to the researcher's primary networking connections, which were predominantly situated within these two specific Sub-Saharan African countries.

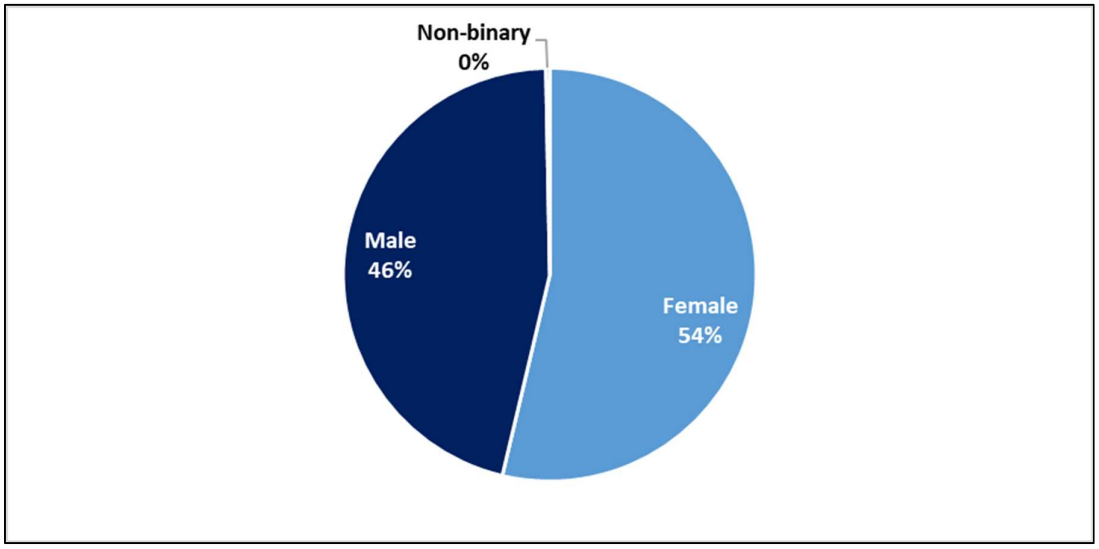
Figure 4: Country of Employment



b. Gender of Respondents

The gender distribution of the respondents, as depicted in Figure 5, was relatively balanced with females being 200 (54%) and males 174 (46%). Only 1 (0.26%) respondent identified themselves as non-binary.

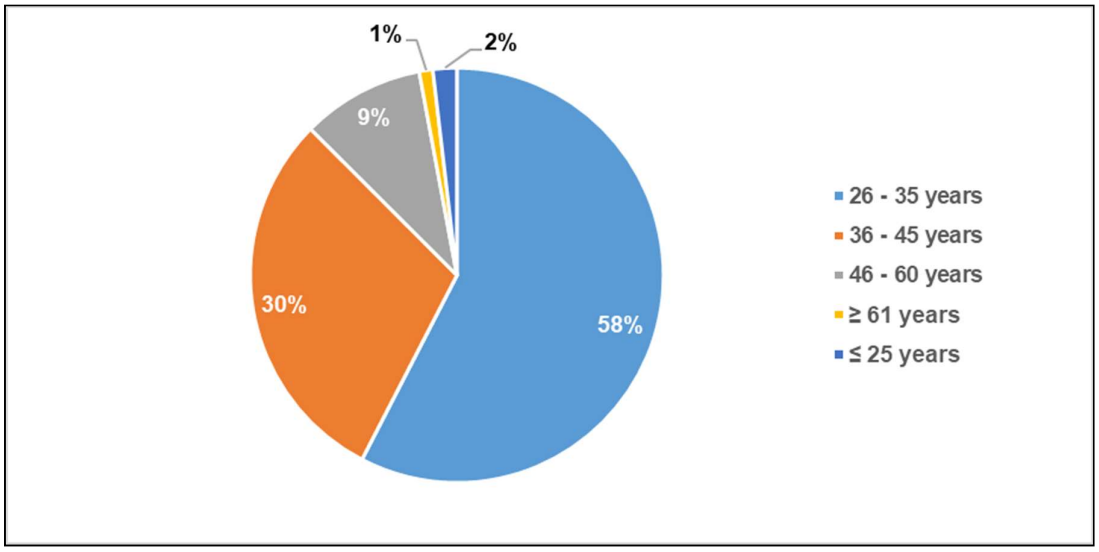
Figure 5: Gender of Respondents



c. Age of Respondents

Most of the respondents, amounting to 217 (58%), were young professionals in the 26 to 35 years age bracket, while 112 (30%) were within the 36 to 45 years age bracket. Furthermore, 36 (9%) respondents were between 46 to 60 years of age, four (1%) respondents were equal to and older than 61 years of age, and seven (2%) respondents were equal to and younger than 25 years of age. Refer to Figure 6 below.

Figure 6: Age of Respondents



d. Respondents' Tenure in Current Organisation

As per the results displayed in Table 5 below, 169 (45%) of the respondents indicated that they were employed for three or less years within their organisation, while 144 (38%) indicated that they were employed in the current organisation for 4 to 10 years. Furthermore, 54 (14%) indicated that they were employed in the current organisation for 10 to 20 years. Only 8 (3%) were employed in the current organisation for equal to and more than 21 years.

Table 5: Respondents' Tenure in Current Organisation

Years	Frequency	Percent
0 to 3 years	169	45%
4 to 10 years	144	38%
10 to 20 years	54	14%
≥ 21 years	8	2%
Total	**375**	**100%**

e. Respondents' Level of Education

The study specifically focused on professionals possessing at the least bachelor's degrees. Consequently, as stated in section 5.2.1, respondents not having bachelor's degrees at minimum were excluded from the analysis. Moreover, among the participants, there were 11 individuals (3%) who indicated possessing "other" qualifications. Upon closer examination, six of these respondents were affiliated with professional bodies, while another five held postgraduate diplomas. The findings, presented in Table 6, reveal that among the respondents, 166 (44%) held honours degrees, 106 (28%) possessed master's degrees, and 84 (22%) had bachelor's degrees. A smaller proportion of the respondents, only 8 (2%), held doctorate degrees.

Table 6: Respondents' Level of Education

Highest Level of Education	Frequency	Percent
Bachelor's degree	84	22%
Honours degree	166	44%
Master's degree	106	28%
Doctorate degree	8	2%
Other	11	3%
Total	**375**	**100%**

f. Respondents' Job Level

The research was targeting professionals in Sub-Saharan Africa holding at minimum a degree. Thus, the purpose of this control variable was to determine the organisational hierarchy or job level of these professionals. While the job level groupings are ordinal data aimed at depicting the organisational hierarchy, it is worth noting that despite variations in titles between the "Professional" and "Junior Managers" groupings, they could be situated at comparable levels within the organisational hierarchy. Hence, the job level grouping labelled "Professional" was intended to encompass professionals, who despite lacking formal managerial title, qualified as respondents by virtue of holding at minimum a bachelor's degree.

After reviewing textual responses of the eleven respondent that indicated that the fall within the "other" job level classification, two respondents identified themselves as "Founders" and were placed in the 'Executive' category. The other nine respondents, lacking managerial titles, were placed in the 'Professionals' category. According to the findings presented in Table 7, 194 individuals (52%) held managerial positions, including junior, middle, and senior managers, 137 individuals (37%) were at non-managerial (professional) job level and 44 individuals (12%) were at the executive level.

Table 7: Respondent' Job Level (Post-Regrouping)

Job Level	Frequency	Percent
Professional	137	37%
Junior Manager	39	10%
Middle Manager	89	24%
Senior Manager	66	18%
Executive	44	12%
Total	**375**	**100%**

g. Respondents' Industry

The primary objective of this research was to engage professionals employed across diverse industries within Sub-Saharan Africa. Among the respondents, 82 (22%) were classified under the "other" industry due to the absence of an exhaustive industry list provided by the researcher, as outlined in Table 8. Recognising the significance of this category, the researcher examined textual responses from respondents to identify potential new industry classifications or realignments that could enhance the reporting of respondent industry information.

The top four industries with the highest number of respondents post-regrouping were identified as the banking and financial services industry (24%), mining and mineral processing (16%), manufacturing (10%), and government (10%). The “other” industry group consists of respondents working for non-profit organisations, entertainment, and multiple other industries. Refer to Table 8 for a comprehensive breakdown of respondent industry analysis after the regrouping process.

Table 8: Respondents’ Industry (Post-Regrouping)

Industry	Frequency	Percent
Banking and Financial Services	90	24%
Mining and Mineral Processing	61	16%
Manufacturing	36	10%
Government	36	10%
Education	26	7%
Health **care**	26	7%
Consulting	17	5%
Information Communication and Technology	17	5%
Retail	11	3%
Energy and Utilities	11	3%
Logistics	7	2%
Oil and Gas	6	2%
Construction	6	2%
Legal and Regulatory	6	2%
Other	19	5%
Grand Total	**375**	**100%**

In conclusion, the respondents represented a balanced gender distribution, predominantly between 26 and 45 years of age. They are primarily employed in Namibia, with organisational tenure ranging from 0 to 10 years. Industries represented include banking, mining, manufacturing, and the public sector. Many hold a range of managerial positions, while others occupy professional roles. Lastly, a significant portion possess honours or master's degrees.

5.2.4.2 Construct Level Comparison

a. Descriptive Statistics for POP

The assessment of the POP involved the utilisation of a 12-question instrument, gauging dimensions such as contribution (C1 to C3), authenticity (A1 to A3), guidance (G1 to G3), and inspiration (I1 to I3). As portrayed in Table 9, the mean Likert scale value across all questions was 5.443 (SD=1.487). Consequently, respondents generally expressed a stance of "Somewhat Agree" concerning their

organisations' purpose in terms of contribution, guidance, authenticity, and inspiration. Specifically, participants exhibited a higher level of agreement regarding the organisational purpose's contribution to society (M=5.757) compared to its role as guiding (M=5.223) and inspirational (M=5.290).

Table 9: Descriptive Statistics for POP

Observations	Mean	Mean Dimension	Std. Dev	Min	Max
POP_C1 My organisation aims to contribute to the common good	5.890	5.757	1.417	1	7
POP_C2 My organisation seeks to create a positive change in the world	5.910		1.335	1	7
POP_C3 My organisation aims to achieve something that goes beyond its own benefit	5.470		1.628	1	7
POP_A1 My organisation remains true to its core values, even when conflict occur	5.340	5.500	1.617	1	7
POP_A2 My organisation is fully committed to its overarching goals	5.690		1.331	1	7
POP_A3 My organisation credibly embodies its core values	5.470		1.482	1	7
POP_G1 My organisations overarching goals provide orientation in complex situations	5.180	5.223	1.476	1	7
POP_G2 My organisations higher goals guide decisions and actions	5.420		1.446	1	7
POP_G3 My organisations overarching goals provide stable guidance in times of rapid change	5.070		1.552	1	7
POP_I1 My organisation unites through inspiring higher goals	5.150	5.290	1.564	1	7
POP_I2 My organisation conveys the idea of being part of something bigger	5.500		1.518	1	7
POP_I3 My organisation inspires by providing a higher cause	5.220		1.479	1	7
Total	**5.443**		**1.487**		

b. Descriptive Statistics for IWB

The evaluation of IWB involved the administration of a nine-question instrument, capturing dimensions related to idea generation (G1 to G3), idea promotion (P1 to P3), and idea realisation/implementation (R1 to R3). As depicted in Table 10, the predominant Likert scale value across all nine inquiries was 3.499 (SD=1.119), indicating that respondents typically exhibited IWB "most of the time". Specifically, participants engaged in idea generation "most of the time" (M=3.663), while displaying idea promotion and idea realisation "half of the time" (M=3.470 and M=3.363, respectively).

Table 10: Descriptive Statistics for IWB

Observations	Mean	Mean per Dimension	Std. Dev	Min	Maxi
IWB_G1 I create new ideas for difficult issues	3.710	3.663	0.977	1	5
IWB_G2 I search out new working methods, techniques, or instruments	3.740		1.037	1	5
IWB_G3 I generate original solutions for problems	3.540		1.023	1	5
IWB_P1 I mobilise support for innovative ideas	3.620	3.470	1.116	1	5
IWB_P2 I acquire approval for innovative ideas	3.520		1.230	1	5
IWB_P3 I make important organisational members enthusiastic for innovative ideas	3.270		1.169	1	5
IWB_R1 I transform innovative ideas into useful applications	3.300	3.363	1.176	1	5
IWB_R2 I introduce innovative ideas into the work environment in a systematic way	3.330		1.160	1	5
IWB_R3 I evaluate the utility of innovative ideas	3.460		1.180	1	5
Total	**3.499**		**1.119**		

c. Descriptive Statistics for PO fit

The assessment of PO fit comprised three questions gauging the degree to which respondents perceived alignment between their personal values/purpose and that of the organisation. As delineated in Table 11, the prevailing Likert scale value across all three questions was 4.900 (SD=1.678). This indicates that respondents generally took a stance of "somewhat agree", suggesting that they perceive a moderate alignment between their personal values/purpose and those of the organisation.

Table 11: Descriptive Statistics for PO fit

Observations	Mean	Mean per Dimension	Std. Dev	Min	Max
POF_1 The things that I value in life are very similar to the things that my organisation values	4.85	4.900	1.69	1	7
POF_2 My personal values match my organisation's purpose, values and culture	4.87		1.699	1	7
POF_3 My organisations purpose provides a good fit with the things that I value in life	4.98		1.645	1	7
Total	**4.900**		**1.678**		

d. Descriptive Statistics for AM

The evaluation of AM involved a six-question instrument, assessing two dimensions: intrinsic motivation (IM1 to IM3) and integrated regulation (extrinsic AM) (IR1 to IR3).

As presented in Table 12, the predominant Likert scale value across all six queries was 4.208 (SD=0.852). This indicates that respondents generally expressed “agree”; however, participants exhibited a slightly higher level of extrinsic AM (M=4.430) compared to intrinsic motivation (M=3.987)

Table 12: Descriptive Statistics for AM

Observations	Mean	Mean per Dimension	Std. Dev	Min	Max
AM_IR1 I personally consider it important to put efforts in this job	4.530	4.430	0.649	1	5
AM_IR2 Putting efforts in this job aligns with my personal values	4.400		0.787	1	5
AM_IR3 Putting efforts in this job has personal significance to me	4.360		0.815	1	5
AM_IM1 I have fun doing my job	3.930	3.987	0.973	1	5
AM_IM2 What I do in my work is exciting	3.930		0.965	1	5
AM_IM3 The work I do is interesting	4.100		0.921	1	5
Total	**4.208**		**0.852**		

5.2.4.3 Comparison Between Groups

One-way Analysis of Variances (ANOVA) and independent t-tests were performed in order to further enhance the descriptive information about the data set by means of performing a comparison between the independent demographic and control variables and the dependant variables, being POP, PO fit, AM and IWB. Even though comparison between groups is not the main focus of the hypothesis, the output provides descriptive statistics such as group means, variances, and standard deviations for each group. Therefore, these descriptive statistics offer a summary of the data distribution and central tendencies across groups, aiding in understanding the characteristics of the data set.

The assumptions for one-way ANOVA and t-test were met, as prescribed by Tabachnick and Fidell (2007).

Assumption one: The dependent variables are all measured as numeric or ordinal data using Likert scales, ensuring compatibility with the analysis methods.

Assumption two: The independent variables consist of three or more categories for one-way ANOVA and two categories for t-test, adhering to the required conditions for each statistical test.

Assumption three: There is no significant relationship between the groupings, as each respondent could only select one group per demographic class or control variable.

Assumption four: Significant outliers within the data set were assessed and addressed in subsection 5.2.3, ensuring the integrity of the statistical analysis.

Assumption five: Normal distribution of dependent variables for each group of independent variables was confirmed through the Skewness and Kurtosis tests. Results were within the acceptable range of +/-3 for Skewness and +/-10 for Kurtosis. Refer to Appendix C for test of normality per observable variable.

Assumption six: Homogeneity of variances was assessed using Levene's test in IBM SPSS. If homogeneity was not met, the study proposed the use of the Welch ANOVA to establish significance of variances, ensuring a robust approach in cases where homogeneity assumption was not fully satisfied.

a. Respondents' Country of Employment

There are no statistically significant differences among the responses from different countries of employment groups for the measured variables. The details of the findings are as follows:

POP: One-way ANOVA: $F(2, 372) = 1.883$, p-value > 0.05

IWB: One-way ANOVA: $F(2, 372) = 0.119$, p-value > 0.05

PO fit: One-way ANOVA: $F(2, 372) = 2.334$, p-value > 0.05

AM: Welch ANOVA: $F(4, 370) = 1.839$, p-value > 0.05**.** Levene's test: Significant, indicating no assumption of homogeneity for AM.

In summary, the assumption of homogeneity of variance was met for POP, IWB and PO fit variables as Levene's tests were non-significant. The study found no evidence of significant variations in responses related to POP, IWB, PO fit, and AM across the different country of employment groups. Refer to Table 13 for a comprehensive summary of the result.

Table 13: ANOVA- Respondents' Country of Employment

		Descriptive			Test of Homogeneity (Mean)		ANOVA		
Dependent Variables	**Job Level**	**N**	**Mean**	**Std. Dev**	**Levene Statistic**	**p-value (Sig)**	**F**	**Welch Statistic**	**p-value (Sig)**
POP	Namibia	299	5.994	1.128	1.147	0.319	1.883	N/A	0.154
	South Africa	72	5.711	1.274					
	Other	4	6.250	0.844					
	Total	**375**	**5.942**	**1.158**					
IWB	Namibia	299	3.508	0.841	0.414	0.662	0.119	N/A	0.888
	South Africa	72	3.478	0.773					
	Other	4	3.333	0.894					
	Total	**375**	**3.500**	**0.827**					
PO fit	Namibia	299	4.984	1.537	0.878	0.416	2.334	N/A	0.098
	South Africa	72	4.546	1.674					
	Other	4	5.167	1.503					
	Total	**375**	**4.902**	**1.570**					
AM	Namibia	299	4.237	0.624	6.077	**0.003**	N/A	1.839	0.219
	South Africa	72	4.069	0.882					
	Other	4	4.500	0.430					
	Total	**375**	**4.208**	**0.681**					

b. Gender of Respondents

ANOVA could not be conducted for the gender variable due to the "non-binary" group having only one respondent. Consequently, this group was excluded from the analysis. An independent t-test was then performed between the remaining "male" and "female" groups. The results are as follows:

POP: t(372) = 1.067, p-value > 0.05

PO fit: t(372) = 1.611, p-value > 0.05

AM: t(372) = 0.850, p-value > 0.05

IWB: t(372) = 3.798, **p-value <0.05**

The assumption of homogeneity of variance was met for all variables as Levene's tests were non-significant. Refer to Table 14 for a detailed summary of the results. There were no statistically significant differences in perceptions of POP, PO fit, and

AM among male and female groups. However, significant differences were observed, with males (M=3.672, SD=0.783) displaying significantly higher IWB compared to females (M=3.352, SD=0.838). The magnitude of the significant difference in mean was 0.320. These findings align to research by Abukhait et al. (2019), Gligor et al. (2022), and Zuraik et al. (2020), indicating complex relationships between gender and factors influencing IWB, as well as gender biases in the innovation context. These findings are further elaborated on in section 6.2.

Table 14: ANOVA- Respondent Gender

					Levene's Test for Equality of Variances		t-test for Equality of Means			
Dependent Variable	Gender	N	Mean	Std Dev	F	Sig.	t	df	Significance (Two-Sided p)	Mean Difference
POP	Male	174	6.009	1.117	1.384	0.240	1.067	372	0.287	0.128
	Female	200	5.881	1.194						
IWB	Male	174	3.672	0.783	1.651	0.200	3.798	372	**<.001**	0.320
	Female	200	3.352	0.838						
PO fit	Male	174	5.038	1.513	0.959	0.328	1.611	372	0.108	0.262
	Female	200	4.777	1.611						
AM	Male	174	4.238	0.613	3.626	0.058	0.850	372	0.396	0.060
	Female	200	4.178	0.736						

c. Age of Respondents

No statistically significant differences were observed at a significance level of p-value > 0.05 among responses from different age groups for the measured variables:

POP: One-way ANOVA: F(4, 370) = 1.479, p-value > 0.05

IWB: One-way ANOVA: F(4, 370) = 0.756, p-value > 0.05

PO fit: One-way ANOVA: F(4, 370) = 1.371, p-value > 0.05

AM: One-way ANOVA: F(4, 370) = 0.985, p-value > 0.05

In summary, the assumption of homogeneity of variances was met for all variables. There were no statistically significant differences in perceptions of POP, IWB, PO fit, and AM among different age groups. For detailed results, refer to Table 15.

Table 15: ANOVA -Respondent Age Group

		Descriptive			Test of Homogeneity (Mean)		ANOVA	
Dependent Variables	Age Groups	N	Mean	Std. Deviation	Levene Statistic	p-value (Sig)	F	p-value (Sig)
POP	≤ 25	7	6.881	0.666	1.062	0.375	1.479	0.208
	26 - 35	216	5.928	1.122				
	36 - 45	112	5.938	1.219				
	46 - 60	36	5.803	1.239				
	≥ 61	4	6.438	0.851				
	Total	**375**	**5.942**	**1.158**				
IWB	≤ 25	7	3.413	0.848	0.831	0.506	0.756	0.555
	26 - 35	216	3.452	0.823				
	36 - 45	112	3.610	0.796				
	46 - 60	36	3.454	0.949				
	≥ 61	4	3.639	0.745				
	Total	**375**	**3.500**	**0.827**				
PO fit	≤ 25	7	6.191	0.790	0.937	0.442	1.371	0.243
	26 - 35	216	4.843	1.563				
	36 - 45	112	4.961	1.539				
	46 - 60	36	4.796	1.728				
	≥ 61	4	5.167	1.934				
	Total	**375**	**4.902**	**1.570**				
AM	≤ 25	7	4.333	0.544	0.856	0.490	0.985	0.415
	26 - 35	216	4.160	0.670				
	36 - 45	112	4.244	0.691				
	46 - 60	36	4.310	0.758				
	≥ 61	4	4.625	0.285				
	Total	**375**	**4.208**	**0.681**				

d. Respondents' Tenure in Current Organisation

No statistically significant differences were found at a significance level of p-value > 0.05 based on the length of service to the organisation for the measured variables:

POP: One-way ANOVA: F(3, 371) = 1.216, p-value > 0.05

IWB: One-way ANOVA: F(3, 371) = 1.195, p-value > 0.05

PO fit: One-way ANOVA: F(3, 371) = 2.111, p-value > 0.05

AM: One-way ANOVA: F(3, 371) = 0.338, p-value > 0.05

In summary, there were no statistically significant differences in perceptions of POP, IWB, PO fit, and AM among different length of service groups. The assumption of homogeneity of variances was met for all variables. For detailed results, refer to Table 16.

Table 16: ANOVA- Respondent Tenure

		Descriptive			Test of Homogeneity (Mean)		ANOVA	
Dependent Variables	**Tenure in years**	**N**	**Mean**	**Std. Deviation**	**Levene Statistic**	**p-value (Sig)**	**F**	**p-value (Sig)**
POP	0 to 3	168	6.043	1.108	1.976	0.117	1.216	0.304
	4 to 10	144	5.869	1.204				
	10 to 20	54	5.772	1.246				
	≥ 21	9	6.250	0.525				
	Total	**375**	**5.942**	**1.158**				
IWB	0 to 3	168	3.583	0.791	1.418	0.237	1.195	0.311
	4 to 10	144	3.405	0.812				
	10 to 20	54	3.498	0.945				
	≥ 21	9	3.506	0.930				
	Total	**375**	**3.500**	**0.827**				
PO fit	0 to 3	168	5.077	1.548	1.491	0.216	2.111	0.098
	4 to 10	144	4.653	1.596				
	10 to 20	54	4.963	1.605				
	≥ 21	9	5.259	0.795				
	Total	**375**	**4.902**	**1.570**				
AM	0 to 3	168	4.217	0.646	1.478	0.220	0.338	0.798
	4 to 10	144	4.182	0.716				
	10 to 20	54	4.213	0.739				
	≥ 21	9	4.407	0.401				
	Total	**375**	**4.208**	**0.681**				

e. Respondents' Level of Education

No statistically significant differences were found at a significance level of p-value > 0.05 based on the education level of the groups for the measured variables:

POP: One-way ANOVA: F(4, 370) = 0.160, p-value > 0.05

IWB: One-way ANOVA: F(4, 370) = 2.050, p-value > 0.05

PO fit: One-way ANOVA: F(4, 370) = 1.259, p-value > 0.05

AM: One-way ANOVA: F(4, 370) = 0.872, p-value > 0.05

In summary, there were no statistically significant differences in perceptions of POP, IWB, PO fit, and AM among different education level groups. The assumption of homogeneity of variances was met for all variables. For detailed results, refer to Table 17.

Table 17: ANOVA- Respondent Level of Education

		Descriptive			Test of Homogeneity (Mean)		ANOVA	
Dependent Variables	**Education Level**	**N**	**Mean**	**Std. Dev**	**Levene Statistic**	**p-value (Sig)**	**F**	**p-value (Sig)**
POP	Bachelor's	84	5.894	1.186	0.621	0.648	0.160	0.958
	Master's	106	5.895	1.224				
	Doctorate	8	5.990	0.962				
	Other	11	6.015	0.894				
	Honours	166	5.989	1.135				
	Total	**375**	**5.942**	**1.158**				
IWB	Bachelor's	84	3.296	0.905	2.033	0.089	2.050	0.087
	Master's	106	3.630	0.822				
	Doctorate	8	3.486	1.147				
	Other	11	3.647	0.748				
	Honours	166	3.512	0.764				
	Total	**375**	**3.500**	**0.827**				
PO fit	Bachelor's	84	4.627	1.736	1.156	0.330	1.259	0.286
	Master's	106	4.843	1.553				
	Doctorate	8	5.333	1.234				
	Other	11	4.879	1.572				
	Honours	166	5.060	1.498				
	Total	**375**	**4.902**	**1.570**				
AM	Bachelor's	84	4.153	0.717	1.483	0.207	0.872	0.481
	Master's	106	4.288	0.747				

	Doctorate	8	4.438	0.519				
	Other	11	4.258	0.603				
	Honours	166	4.170	0.629				
	Total	**375**	**4.208**	**0.681**				

f. Respondents' Job Level

Statistically significant differences were found based on the job level of the groups for the measured variables:

POP: One-way ANOVA: F(5, 369) = 1.246, p-value > 0.05

IWB: Welch ANOVA: Statistically significant difference, F(5, 369) = 5.950, **p-value < 0.05**

Levene's test violated homogeneity.

Post-hoc analysis (Dunnett's T3 in IBM SPSS): Professionals (M=3.286) significantly less than senior managers (M=3.719) and executives (M=3.826).

PO fit: One-way ANOVA: F(5, 369) = 1.267, p-value > 0.05

AM: One-way ANOVA: Statistically significant difference, F(5, 369) = 5.079,

p-value < 0.05

Post-hoc analysis (Dunnett's T3 in IBM SPSS): Professionals (M=4.122) and junior managers (M=3.936) significantly less than executives (M=4.527).

In conclusion, the assumption of homogeneity of variance was met for POP, PO fit and AM. There were no statistically significant differences among job levels for POP and PO fit. However, significant differences were found for IWB and AM. Detailed results are in Table 18 below.

Table 18: ANOVA- Respondent Job Level

		Descriptive			Test of Homogeneity (Mean)		ANOVA		
Dependent Variables	**Job Level**	**N**	**Mean**	**Std. Deviation**	**Levene Statistic**	**p-value (Sig)**	**F**	**Welch Statistic**	**p-value (Sig)**
POP	Profes-sional	137	5.345	1.176	1.211	0.306	1.246	N/A	0.291
	Junior Manager	39	5.513	0.882					
	Middle Manager	89	5.566	1.071					
	Senior Manager	66	5.285	1.311					
	Executive	44	5.665	1.227					
	Total	375	5.442	1.158					
IWB	Profes-sional	137	3.285	0.890	2.957	0.020	N/A	5.950	**<.001**
	Junior Manager	39	3.385	0.825					
	Middle Manager	89	3.559	0.790					
	Senior Manager	66	3.719	0.672					
	Executive	44	3.826	0.725					
	Total	375	3.500	0.826					
PO fit	Profes-sional	137	4.745	1.534	0.524	0.718	1.267	N/A	0.283
	Junior Manager	39	4.667	1.439					
	Middle Manager	89	4.996	1.561					
	Senior Manager	66	5.010	1.677					
	Executive	44	5.250	1.619					
	Total	375	4.902	1.570					
AM	Profes-sional	137	4.122	0.681	1.217	0.303	5.076	N/A	**<0.001**
	Junior Manager	39	3.936	0.780					
	Middle Manager	89	4.228	0.680					
	Senior Manager	66	4.306	0.631					
	Executive	44	4.527	0.523					
	Total	375	**4.208**	**0.681**					

Post-hoc analysis revealed that professionals displayed significantly less IWB compared to senior managers and executives, indicating that lower job levels exhibit lower levels of IWB. Furthermore, professionals and junior managers displayed significantly less AM compared to the highest job level, executives. These finding align with Abukhait et al. (2019) and Kaur and Sandhu (2020), who argue that higher job levels generally experience higher fulfilment of fundamental psychological needs, such as autonomy, and enjoy access and control over resources required to

champion and implement innovation. However, section 6.2 will further elaborate on these findings. Refer below to post-hoc comparison in Table 19 below.

Table 19: Post-hoc Comparison Job Levels

Dependent Variables	Job levels	Mean differences	Sig
IWB	Professionals - Senior managers	-.43337	0.002
	Professionals – Executives	-.54028	0.001
AM	Professionals – Executives	-.40486	< 0.001
	Junior managers – Executives	-.59062	0.002

g. Respondents' Industry

No statistically significant differences were found at a significance level of p-value > 0.05 based on the industry of the groups for the measured variables:

POP: Welch ANOVA: No statistically significant difference, F(14, 360) = 1.057, p-value > 0.05. Levene's test: Significant, homogeneity violated for IWB

PO fit: One-way ANOVA: F(14, 360) = 1.466, p-value > 0.05

AM: One-way ANOVA: F(14, 360) = 1.246, p-value > 0.05

IWB: Welch ANOVA: No statistically significant difference, F(14, 360) = 1.607, p-value > 0.05. Levene's test: Significant, homogeneity violated for IWB.

In conclusion, the assumption of homogeneity of variance was met for POP, PO fit and AM. There were no statistically significant differences among industry groups for PO fit and AM. Although homogeneity was violated, the Welch ANOVA results indicated no significant differences for POP and IWB as well. Detailed results are in Table 20.

Table 20: ANOVA- Respondent Industry

		Descriptive			Test of Homogeneity (Mean)		ANOVA		
Dependent Variables	Job Level	N	Mean	Std. Dev	Levene Statistic	p-value (Sig)	F	Welch Statistic	p-value (Sig)
POP	Mining and Mineral Processing	61	6.119	0.986	2.027	0.015	N/A	1.057	0.413
	Manufacturing	36	5.782	1.229					
	Banking and Financial Services	90	6.178	0.959					
	Health care	26	5.785	1.166					
	Information Technology	17	5.926	0.902					
	Retail	11	6.030	1.224					
	Education	26	5.881	1.350					
	Logistics	7	5.917	0.978					
	Government	36	5.993	1.137					
	Construction	6	4.389	1.666					
	Other	19	5.969	1.075					
	Energy and Utilities	11	6.159	1.057					
	Oil and Gas	6	5.694	1.252					
	Legal and Regulatory	6	5.292	1.311					
	Consulting	17	5.284	1.834					
	Total	375	5.942	1.158					
IWB	Mining and Mineral Processing	61	3.408	0.843	1.979	0.019	N/A	1.607	0.103
	Manufacturing	36	3.543	0.652					
	Banking and Financial Services	90	3.501	0.781					
	Health care	26	3.500	1.031					
	Information Technology	17	3.405	0.688					
	Retail	11	3.758	0.612					
	Education	26	3.491	0.941					
	Logistics	7	3.778	1.030					
	Government	36	3.549	1.009					
	Construction	6	3.352	0.738					
	Other	19	3.643	0.686					
	Energy and Utilities	11	3.667	0.820					
	Oil and Gas	6	2.778	0.516					
	Legal and Regulatory	6	2.907	0.514					

	Consulting	17	3.712	0.872					
	Total	375	3.500	0.826					
PO fit	Mining and Mineral Processing	61	4.945	1.525	1.095	0.36	1.466	N/A	0.121
	Manufacturing	36	4.657	1.699					
	Banking and Financial Services	90	5.285	1.308					
	Health care	26	4.885	1.591					
	Information Technology	17	4.569	1.504					
	Retail	11	5.303	1.690					
	Education	26	4.987	1.351					
	Logistics	7	3.952	2.281					
	Government	36	4.713	1.620					
	Construction	6	3.222	1.917					
	Other	19	4.807	1.844					
	Energy and Utilities	11	4.909	1.814					
	Oil and Gas	6	4.333	1.135					
	Legal and Regulatory	6	4.222	1.695					
	Consulting	17	5.137	1.744					
	Total	375	4.902	1.570					
AM	Mining and Mineral Processing	61	4.238	0.567	1.094	0.361	1.246	N/A	0.239
	Manufacturing	36	4.074	0.726					
	Banking and Financial Services	90	4.115	0.688					
	Health care	26	4.519	0.608					
	Information Technology	17	4.147	0.860					
	Retail	11	4.379	0.738					
	Education	26	4.359	0.702					
	Logistics	7	4.476	0.466					
	Government	36	4.310	0.626					
	Construction	6	3.972	0.826					
	Other	19	4.149	0.636					
	Energy and Utilities	11	4.273	0.544					
	Oil and Gas	6	3.917	0.346					
	Legal and Regulatory	6	4.333	0.675					
	Consulting	17	3.951	0.979					
	Total	375	4.208	0.681					

5.3 Structural Equation Modelling

5.3.1 Measurement Model

The initial step in validating the proposed conceptual model depicted in Chapter 2 Figure 2 using SEM through IBM SPSS Amos version 28 involves testing the measurement model.

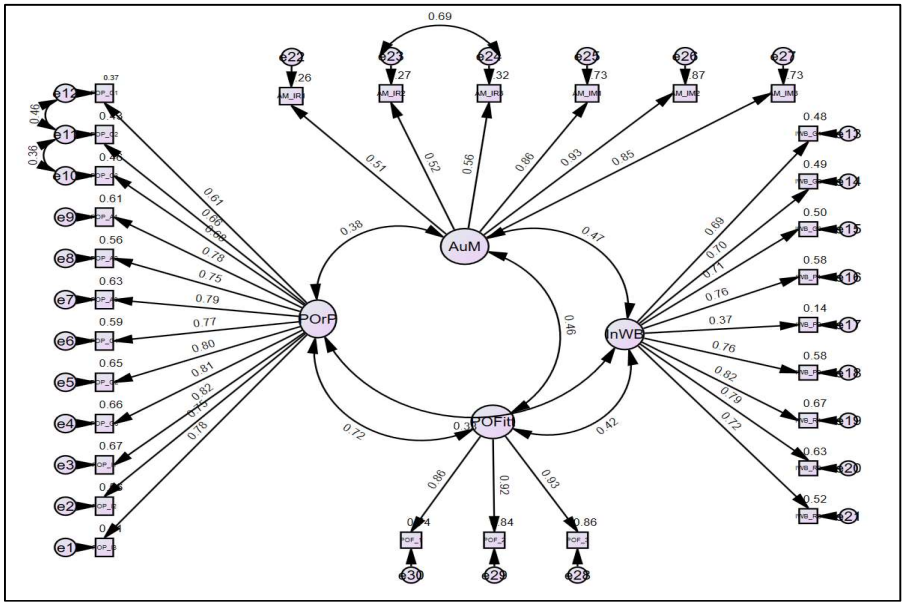
5.3.1.1 Factor Loadings

Establishing the factor loading is important as it provides information about how well the observed variables measure the construct and is critical in establishing the validity and reliability of the observed variables (Colliers, 2020). Factor loading measurements are reported as standardised estimates falling within a range of 0 to 1, facilitating convenient comparisons between different indicators. High factor loadings (closer to 1) suggest that the observed variables effectively represent or measures the constructs, supporting the validity of measurement. Conversely, low factor loadings (closer to 0) may indicate poor measurement validity, suggesting that the observed variables do not adequately capture the intended constructs.

In the present study, the factor loadings for most indicators were found to be within the acceptable range of 0.5 (Hair et al., 2010). However, the indicator IWB_P2 ("I acquire approval for innovative ideas") under the IWB construct exhibited a factor loading of 0.371, falling below the commonly accepted threshold. In line with Colliers (2020), the impact of this indicator on composite reliability or convergent validity will be assessed in subsequent sections before considering its removal. Refer to detailed factor loadings in Appendix D.

Figure 7 below represents the graphical output of the measurement model. The smaller circles (symbolised as ⚲) represent the measurement error which is the extent to which the observable variable fails to perfectly capture the constructs they are intended to represent. The square blocks (symbolised as ☐) represent the observable variables (the questions in the survey) which measure the constructs depicted as the larger circles (symbolised as ⬭). Furthermore, the numbers on the lines between the observable variances and the construct are the factor loadings ranging from 0 to 1. The numbers on the lines between the constructs depict the covariance which is the degree to which the two constructs change in relation to each other.

Figure 7: CFA- Measurement Model



Source: Researcher's IBM SPSS Amos 28

5.3.1.2 Construct Validity

a. Convergent Validity

As referred to in the approach to data analysis section 4.10.2.1(b)(i), convergent validity measures the correlation between the indicators that measure a construct, as theoretically proposed, hence the indicators are expected to converge to measure the underlying construct (Colliers, 2020). The convergent validity for the constructs were all above 0.5 (refer to Table 21 below). The AVE for IWB is 0.510 and when removing the weak loading indicator (IWB_P2), the convergent validity increases to 0.556, which is not considered a material change to the validity of the construct.

Table 21: Convergent Validity Measure (AVE)

Construct	AVE	Accept/Reject
POP	0.570	Accept
IWB	0.510*	Accept
PO fit	0.814	Accept
AM	0.544	Accept
**IWB without indicator IWB_P2 is 0.556*		

b. Discriminant Validity

As refer to in the approach to data analysis section 4.10.2.1(b)(ii), discriminant validity statistically determines the uniqueness of the constructs, or constructs being studied are truly unique and not simply different expressions of the same underlying concept (Colliers, 2020). There were no discriminant validity concerns in this study as all the constructs' square root of AVE (in bold) are above the inter-construct correlations. Refer to Table 22.

Table 22: Discriminate Validity (Fornell and Larcker)

	POP	IWB	PO fit	AM
POP	**0.755**			
IWB	0.326	**0.714**		
PO fit	0.714	0.417	**0.902**	
AM	0.406	0.477	0.478	**0.738**

Fornell and Larcker's (1981) technique for evaluating discriminant validity, while widely used in the past, has faced criticism for its low sensitivity in detecting issues (Henseler et al., 2015). Recent scholars advocate for the HTMT ratio of correlations as a more robust approach (Colliers, 2020). HTMT compares correlations between indicators across constructs (heterotrait) to correlations within constructs (monotrait), offering a more comprehensive assessment (Colliers, 2020; Henseler et al., 2015).

The HTMT values between constructs, as shown in Table 23, are all below the required limit of 0.85 (Henseler et al., 2015), hence discriminant validity has been established.

Table 23: Discriminate Validity (HTMT)

	POP	IWB	PO fit	AM
POP				
IWB	0.302			
PO fit	0.664	0.379		
AM	0.420	0.419	0.461	

5.3.1.3 Construct Reliability

As refer to in the approach to data analysis section 4.10.2.1(c) construct reliability establishes the extent to which the measuring tool consistently yields similar results for the same individuals across various instances (Colliers, 2020; Saunders & Lewis,

2018). All calculated Cronbach's alphas and composite reliability metrics exceed the acceptable threshold of 0.7, aligning closely with those reported in existing literature (see Table 24 below). Upon exclusion of the low-factor-loading indicator IWB_P3, the Cronbach's alpha increased from 0.895 to 0.909, while composite reliability increased from .901 to .909 (see Appendix E for Cronbach's alpha output). In addition to the marginal increase in convergent validity resulting from the removal of the weak-loading indicator IWB_P2, the elimination of the low-loading indicator also did not substantially improve internal consistency. The construct IWB remains above the acceptable range of 0.7, indicating that the indicator in question has not been deemed necessary for removal.

Table 24: Cronbach's Alpha and Composite Reliability results

Construct	Cronbach's Alpha	Cronbach's Alpha-Literature	Cronbach's Alpha-Literature Source	Composite Reliability	Reliable/Unreliable
POP	0.940	0.960	(Jasinenko & Steuber, 2022)	0.941	Reliable
IWB	0.895	0.950	(Janssen, 2000)	0.901	Reliable
AM	0.882	0.800*	(Gagné et al., 2015)	0.901	Reliable
PO fit	0.928	0.930	(van Ingen et al., 2021b)	0.929	Reliable
**** Average of Intrinsic motivation (0.890) and identified regulation (0.710)***					

5.3.1.4 Model Fit Analysis

The final stage in testing the measurement model entailed verifying whether the model proposed by the researcher fits the data collected, commonly referred to as assessing model fit (Colliers, 2020). If the model fits the data well, it means the relationships proposed between variables in your model are supported by the data (Colliers, 2020).

For SEM to hold significance, it necessitates an establishment of acceptable model fit indices (Colliers, 2020; Hair et al., 2010). Various fit indices exist, with the relative chi-square (Chi-square divided by degrees of freedom) being the most frequently cited, given the sensitivity of chi-square to sample size, the relative chi-square is preferred for its reduced reliance on sample size consideration (Colliers, 2020).

Adherence to best practices dictates the reporting of a spectrum of model fit indices, thus, this study presents the CFI, IFI, TLI, RMSEA, and SRMR.

Refer to Table 25 for a detailed overview of model fit indices in the current research in comparison to the recommended model fit indices. All model fit indices obtained are above the recommended level of fit by Colliers (2020).

Table 25: Model Fit Indices

Fit Indices	Recommended Model Fit Indices	Obtained Model Fit Indices	Accept/Reject
Relative Chi-square	<3	2.72	Accept
CFI	>0.90	0.914	Accept
IFI	>0.90	0.914	Accept
TLI	>0.90	0.905	Accept
RMSEA	<0.08	0.068	Accept
SRMR	<0.08	0.0598	Accept

In conclusion, the researchers assert the acceptability of the measurement model's outcomes. Although the indicator IWB_P2 ("I acquire approval for innovative ideas") under the IWB construct exhibited a factor loading of 0.371, falling below the commonly accepted threshold, composite reliability and convergent validity were subsequent assessed and returned acceptable measures (see sections 5.3.1.2 and 5.3.1.3), hence the poor loading had no impact on the validity and reliability of the variables. Therefore, in line with Colliers (2020), there was no need to remove the indicator. Consequently, the measurement model received overall acceptance, thereby enabling the subsequent testing of the structural model.

5.3.2 Structural Model

After the measurement model had produced satisfactory results, the structural model was developed in order to represent and test the hypothesised relationships between the constructs (Hair et al., 2010). Figures 8, 9, 10 and 11 depict the graphical output of the full structural models for each hypothesis developed in IBM SPSS Amos 28. The lines (symbolised as $\rightarrow$) between the constructs represent the direction of the relationship conceptualised and the values on the line depict the standardised regression coefficients for Figure 8 and unstandardised for the structural models in Figures 9, 10 and 11, which depict the stength and direction of the relationship.

5.3.2.1 Structural Model Fit

After running covariance's between error terms, as suggested by modification indices in Amos, the models fit indices were within the recommended ranges and not significantly different to the measurement models (Colliers, 2020; Hair et al., 2010). See Table 26 below for structural model fit indices.

Table 26: Structural Model Fit Indices

Fit Indices	Recommended	Obtained Value	Accept/Reject
Relative Chi-square	<3.00	2.79	Accept
CFI	>0.90	0.913	Accept
IFI	>0.90	0.913	Accept
TLI	>0.90	0.904	Accept
RMSEA	<0.08	0.068	Accept
SRMR	<0.08	0.064	Accept

5.3.2.2 Regression Analysis

a. Hypothesis 1 Results

The objective of the first hypothesis (H1) was to establish whether there is a positive and significant relationship between POP and IWB (refer to Figure 8 for H1 Structural Model). The results indicated that the null hypothesis was rejected as the direct relationship between POP and IWB was positive and significant. The standardised regression coefficient (Beta) is a positive 0.316 and the p-value is less than 0.05, thus indicating a significance. Furthermore, the R-squared was 0.112 for IWB, which indicates that 11% of the variance in IWB is directly accounted for by POP. Although POP accounted for only 11% of the variance in IWB, the statistical significance of the relationship implies that other factors may influence IWB. This hypothesis is further explored in subsequent analyses involving PO fit and AM as potential mediators (H2, H3, and H4).

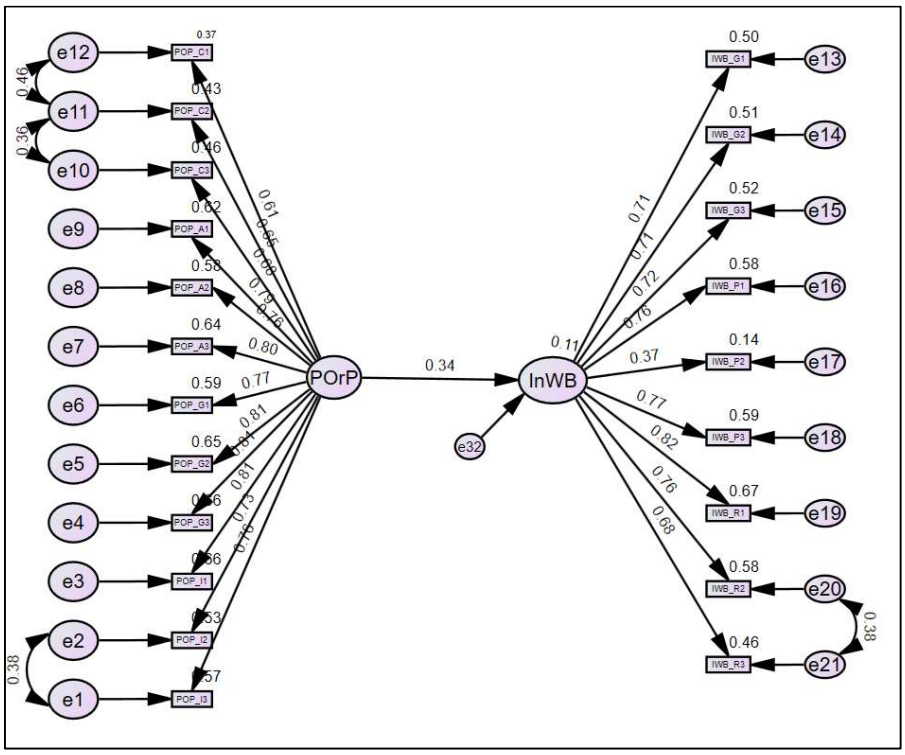
Model fit indices are all within acceptable range and the summary of results is presented in Table 27.

Table 27: Hypothesis 1 Results

Hypothesised Relationship	Standardised Regression Coefficients	R-Squared	p-value	Decision
H1: POP→IWB	0.335	0.112	< 0.05	Null hypothesis rejected
Model fit Indices: CMIN/df 2.822, IFI 0.933, TLI 0.924, CFI 0.933, RMSEA 0.070, SRMR 0.0408				

Figure 8 depicts the graphical output for H1 structural model from IBM SPSS Amos. The lines between the constructs depict the direction of the relationship. The number on the lines between POP and IWB depicts the standardised regression coefficient of 0.34.

Figure 8: H1 Structural Model



Source: Researcher's IBM SPSS Amos 28

5.3.2.3 Mediation Analysis

a. Hypothesis 2 Results

The objective of the second hypothesis (H2) was to establish whether the relationship between POP and IWB is significantly mediated by AM. The results indicated that the null hypothesis was rejected as a significant and positive indirect relationship

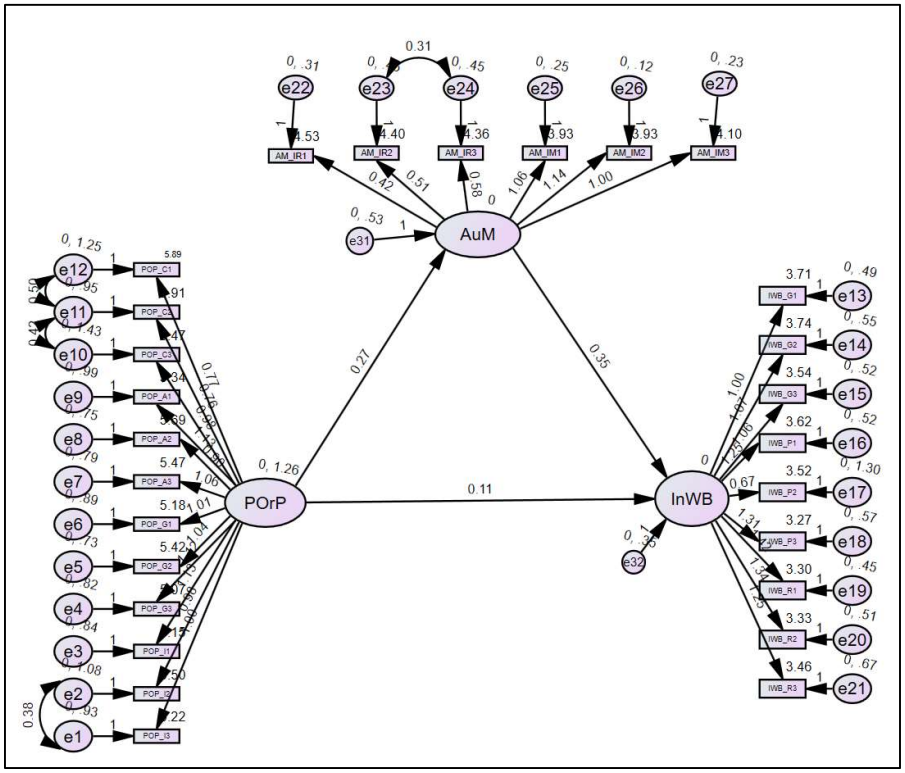
exists between POP and IWB through AM (unstandardised regression coefficient= 0.093 and p-value < 0.05). Furthermore, the direct relationship between POP and IWB in the presence of the mediator AM is also significant and positive (unstandardised regression coefficient= 0.107 and p-value < 0.05). Hence AM partially mediates the relationship between POP and IWB. Model fit indices are all within acceptable range and the summary of results is presented in Table 28.

Table 28: Hypothesis 2 Results

Hypothesised Relationship	Unstandardised Regression Coefficient	p-value	Nature of Mediation
Direct Effect (POP→IWB)	0.107	0.002	Partial Mediation
Indirect effect (POP→AM→IWB)	0.093	0.000	
Hypothesis Conclusion	Reject null hypothesis		
Model fit Indices: CMIN/df 2.918, IFI 0.910, TLI 0.899, CFI 0.909, RMSEA 0.72, SRMR 0.0625			

Figure 9 is the graphical output of H2 structural model from IBM SPSS Amos. The lines between the constructs depict the direction of the relationship. The number on the line between POP on IWB, in the presence of AM, is the unstandardised regression coefficient of 0.107, which is the direct effect. The number on the lines between POP through AM to IWB is the unstandardised regression coefficient of 0.093 (multiply 0.27 by 0.35), the indirect effect.

Figure 9: H2 Structural Model



Source: Researcher's IBM SPSS Amos 28

b. Hypothesis 3 Results

The objective of the third hypothesis (H3) was to establish whether the relationship between POP and AM is positively and significantly mediated by PO fit. The results indicated that the null hypothesis was rejected as a significant and positive indirect relationship exists between POP and AM through PO fit (unstandardised regression coefficient= 0.197 and p-value < 0.05). Furthermore, the direct relationship between POP and AM in the presence of the mediator PO fit is not significant (P-value is above 0.05) although it is positive (unstandardised regression coefficient= 0.064 and p-value= 0.232).

In mediation analysis the nature of the mediation can be partial or full. If the indirect and direct effect are both significant, a partial mediation exists (Colliers, 2020). However, when there is only a significant indirect effect and no significant direct effect, a full mediation exists (Colliers, 2020). The direct relationship between POP and AM, in the presence of the mediator PO fit, lacks statistical significance. However, the indirect relationship through the mediator PO fit is statistically significant. This suggests full mediation, hence PO fit fully mediates the relationship

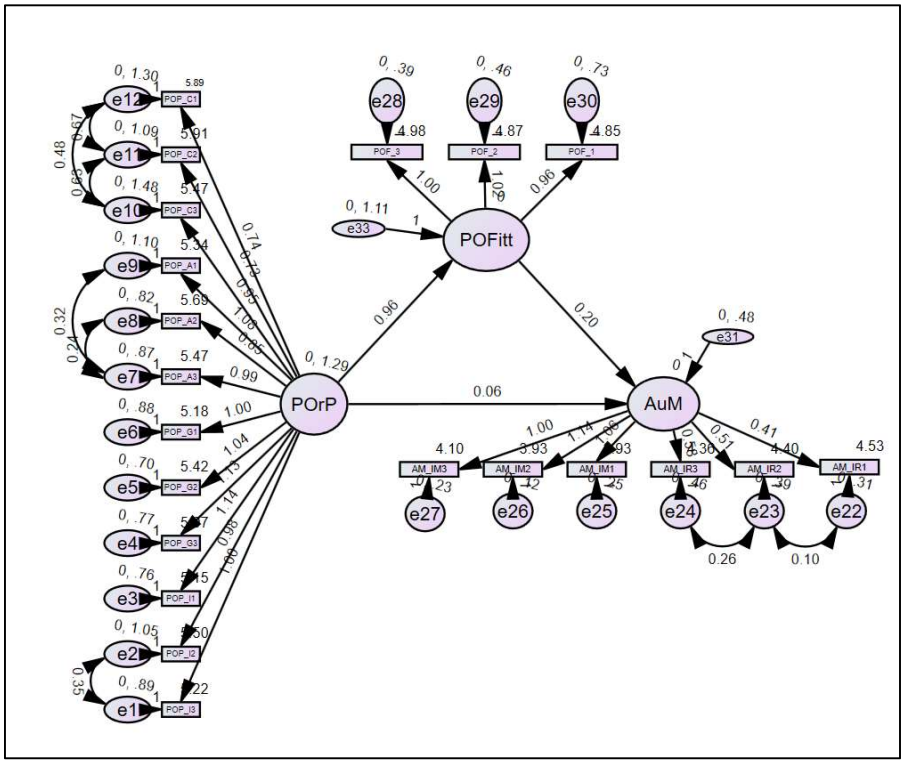
between POP and AM. Model fit indices are all within acceptable range and the summary of results is presented in Table 29 below.

Table 29: Hypothesis 3 Results

Hypothesised Relationship	Unstandardised Regression Coefficient	p-value	Nature of Mediation
Direct Effect (POP→AM)	0.064	0.232	Full Mediation
Indirect Effect (POP→PO fit→AM)	0.197	0.000	
Hypothesis Conclusion	Reject null hypothesis		
Model fit Indices: CMIN/df 2.882, IFI 0.945, TLI 0.935, CFI 0.945, RMSEA 0.071, SRMR 0.0693			

Figure 10 depicts the graphical output for H3 structural model from IBM SPSS Amos. The lines between the constructs depict the direction of the relationship. The number on the lines between POP and AM depicts the unstandardised regression coefficient of 0.06 for the direct effect and the number on the lines between POP through PO fit to AM depicts the indirect effects of 0.197 (multiply 0.96 by 0.20).

Figure 10: H3 Structural Model



Source: Researcher's IBM SPSS Amos 28

c. Hypothesis 4 Results

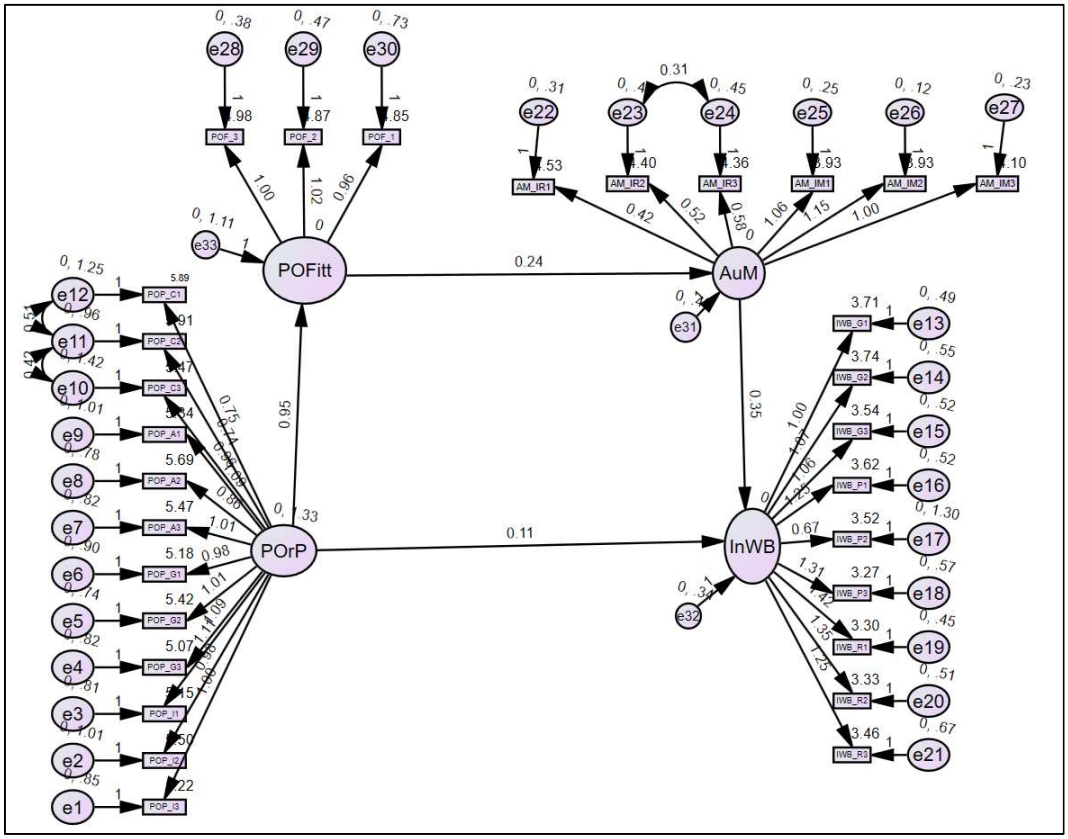
The objective of the fourth hypothesis (H4) was to establish whether the relationship between POP and IWB is positively and significantly serially mediated by PO fit and AM. The results indicated that the null hypothesis was rejected as a significant and positive indirect relationship exists between POP and IWB through PO fit and AM sequentially (unstandardised regression coefficient= 0.081 and p-value < 0.05). Furthermore, the direct relationship between POP and IWB in the presence of the mediators PO fit and AM is also significant and positive (unstandardised regression coefficient= 0.107 and p-value < 0.05). Hence PO fit and AM partially and serially mediate the relationship between POP and IWB. Model fit indices are all within acceptable range (see Table 28) and the summary of results is presented in Table 30 below.

Table 30: Hypothesis 4 Results

Hypothesised Relationship	Unstandardised Regression Coefficient	p-value	Nature of Mediation
Direct Effect (POP→AM)	0.107	0.001	Partial Mediation
Indirect effect (POP→PO fit→AM→IWB)	0.081	0.000	
Hypothesis Conclusion	Reject null hypothesis		

Figure 11 depicts the graphical output for H4 structural model from IBM SPSS Amos. The lines between the constructs depict the direction of the relationship. The number on lines between POP and IWB depicts the unstandardised regression coefficient of 0.107 for the direct effect and the number on the lines between POP through PO fit and AM to IWB depicts the indirect effects of 0.081 (multiply 0.95 by 0.24 and by 0.35).

Figure 11: H4 Structural Model



Source: Researcher's IBM SPSS Amos 28

5.4 Conclusion

This chapter presented the comprehensive results obtained through the data analysis approach outlined in section 4.10, beginning with preliminary analysis involving data preparation, testing for normality, and identification of outliers. Subsequently, a detailed examination of descriptive statistics was conducted to gain an in-depth understanding of respondent characteristics. Finally, SEM analysis was performed to test the hypotheses presented in Chapter 3. Table 31 below summarises the key findings.

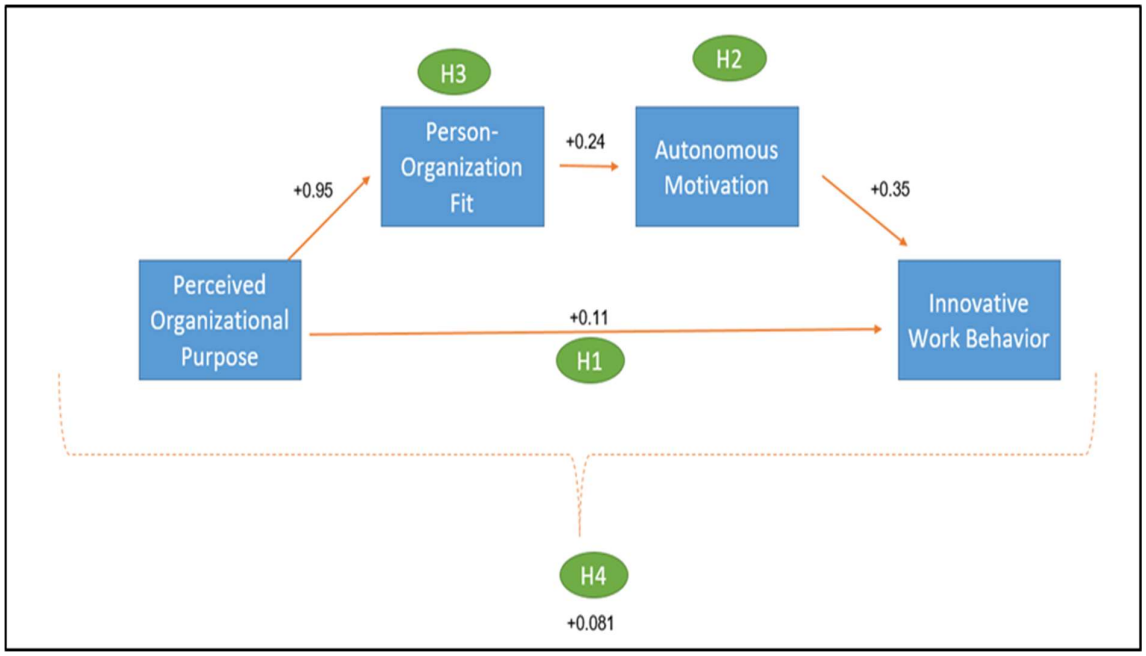
Table 31: Hypotheses Summary

Number	Hypotheses	Conclusion
H1	H_{01}: Perceived organisational purpose and innovative work behaviour have no significantly positive relationship. Ha1: Perceived organisational purpose and innovative work behaviour have a significantly positive relationship.	Alternative hypothesis accepted
H2	H_{02}: The relationship between perceived organisational purpose and innovative work behaviour is not significantly mediated by autonomous motivation. H_{a2}: The relationship between perceived organisational purpose and innovative work behaviour is significantly mediated by autonomous motivation.	Alternative hypothesis accepted
H3	H_{03}: The relationship between perceived organisational purpose and autonomous motivation is not significantly mediated by person-organisation fit. H_{a3}: The relationship between perceived organisational purpose and autonomous motivation is significantly mediated by person-organisation fit.	Alternative hypothesis accepted
H4	H_{04}: The relationship between perceived organisational purpose and innovative work behaviour is not significantly serially mediated by person-organisation fit and autonomous motivation. H_{a4}: The relationship between perceived organisational purpose and innovative work behaviour is significantly serially mediated by person-organisation fit and autonomous motivation.	Alternative hypothesis accepted

Figure 12 depicts the model this research has empirically validated. The line between the constructs depicts the direction of the relationship. The number on the lines between POP and IWB depicts the unstandardised regression coefficient of 0.11 for

the direct effect and the numbers on the lines between POP through PO fit and AM to IWB depict the indirect effects of 0.081 (multiply 0.95 by 0.24 and by 0.35). The total effect is computed as the sum of direct and indirect effect which is 0.19 (0.11 plus 0.08). Therefore, this research validated that the relationship POP and IWB is partially explained by PO fit and AM sequentially, as both direct and indirect paths are significant.

Figure 12- Empirically Validated Conceptual Model



Source: Researcher's own construct

Lastly these findings are discussed in the subsequent Chapter 6, considering the literature reviewed in Chapter 2.

6 DISCUSSION

6.1 Introduction

The objective of this chapter is to contextualise the results obtained in Chapter 5 within the framework of the literature reviewed in Chapter 2, in order to address the overarching research hypothesis.

Initially, this chapter provides an overview of the demographic profiles of the respondents. Additionally, a comparative analysis of variances among groups is discussed to offer further insights into the respondents.

Finally, the findings concerning the research hypothesis are thoroughly discussed in light of the literature reviewed in Chapter 2. The overarching research question probes into the existence of a positive and significant relationship between POP and IWB (H1). To test this research question, regression analysis was employed to ascertain the strength and direction of the relationship. The research question was approached from three perspectives through mediation analysis, aimed at uncovering the psychological mechanisms facilitating the relationship between POP and IWB.

The first perspective (H2) is grounded in the primary theory supporting this research, which is SDT, and seeks to establish whether AM is the mechanism through which POP fosters IWB. The second perspective (H3) integrates PO fit theory with SDT to examine whether perceived PO fit serves as the mechanism through which POP fosters AM. The last perspective (H4) consolidates the prior three hypotheses to validate the conceptual model, affirming whether POP's motivational influence in fostering IWB occurs through the sequential psychological processes of PO fit and AM.

6.2 Descriptive and Context

The descriptive statistics in this study serve a dual purpose: firstly, to offer contextual insights into the results, and secondly, to facilitate comparison against the findings of existing literature.

The demographic profile of respondents reveals a balanced representation of gender, with approximately 88% falling within the age bracket of 26 to 45 years. Predominantly, respondents are employed in Namibia (80%) and South Africa (19%).

A considerable portion of participants has organisational tenures ranging from 0 to 3 years (45%), while another significant segment falls within the 4 to 10 years range (38%). The primary industries represented include banking and financial services (24%), mining and mineral processing (16%), manufacturing (10%), and the public sector (10%). Within the organisational hierarchy, a majority of respondents hold managerial positions (52%), while others, although not in managerial roles, occupy professional job levels (34%). The academic qualifications of the respondents are noteworthy, with a substantial portion holding honours degrees (44%) and others possessing master's degrees (28%).

The researcher contends that this demographic composition is a valid representation of the targeted population. This assertion is grounded in the criterion that all respondents possess at least a bachelor's degree and are employed across diverse industries in Sub-Saharan Africa, particularly in Namibia and South Africa. The selection of professionals, managers, and executives is justified by their acknowledged potential as influence on workplace innovation and their pivotal role in executing innovative ideas (Strobl et al., 2020).

When evaluating the overall mean scores for each construct to discern respondent perceptions of specific organisational aspects (constructs), the findings suggest that respondents lean towards agreement, although not strongly so, concerning their POP in terms of contribution, guidance, authenticity, and inspiration. Additionally, respondents demonstrate a perceived alignment between the organisation's purpose and their own values and purpose. Furthermore, respondents exhibit high levels of AM and frequently engage in IWB. The respondent perceptions alone do not establish a statistically significant relationship, as observed patterns might be due to chance. Sections 6.2 to 6.5 discuss hypothesis test results to ensure a robust foundation for meaningful conclusions.

The findings from the comparison of variances between groups in section 5.2.4.3 indicated that there was no significant variance for POP, AM, IWB and PO fit between age, countries, organisational tenure, level of education and industry.

However, significant differences were observed, with males exhibiting higher IWB compared to their female counterparts. This aligns with previous research by Abukhait et al. (2019), Gligor et al. (2022), and Zuraik et al. (2020), indicating complex relationships between gender and factors influencing IWB. Factors such as

higher job demand facilitate innovation among men while stifling innovation among women (Gligor et al., 2022). Furthermore, women tend to be more risk averse (Abukhait et al., 2019) and less responsive to technological innovations (Gligor et al., 2022). The collective findings suggest an inherent gender bias, with innovation traditionally associated with male-dominated fields and women facing challenges in having their ideas recognised and supported (Abukhait et al., 2019; Gligor et al., 2022; Zuraik et al., 2020). This gender bias contributes to a disempowering work environment for women, limiting their inclination to engage in IWB. These findings are rather disheartening and prompt a need for additional research on gender inclusivity within the innovation process. However, such an investigation falls beyond the scope of the current research.

Furthermore, significant differences emerged between job levels, with professionals demonstrating significantly less IWB compared to senior managers and executives. This suggests that individuals in lower job levels exhibit lower levels of IWB. These findings align with Abukhait et al. (2019), who state that “The question is not who is creative, but rather who holds the power and is listened to in organisations” (p.19), suggesting that higher job levels face fewer limitations in implementing ideas due to their control over resources. Higher job levels also enjoy enhanced job autonomy, a factor known to boost work engagement and foster a greater propensity for IWB (Arshi & Rao, 2019; Kassa & Tsigu, 2022; Kwon & Kim, 2020).

As anticipated, significant differences were also observed in AM across job levels. Professionals and junior managers exhibited significantly less AM compared to executives. This aligns with Kaur and Sandhu's (2020) Maslow's hierarchy of needs inspired perspective, indicating that higher hierarchical levels are better positioned to satisfy higher-order needs. The results are consistent with SDT, where greater autonomy in upper management fulfils a fundamental need, fostering higher levels of AM (Ryan & Deci, 2020). Moreover, Oh et al. (2021) found that higher job levels have significantly higher AM, especially when having positive perceptions of corporate activities beyond profit.

In conclusion, the presented descriptive statistics offer contextual insights into the research, affirming the suitability of the respondents. Furthermore, intriguing gender-related nuances emerged, providing valuable directions for future research. The evident association between AM and IWB, particularly noting higher levels of AM and

IWB among top job levels, aligns with SDT. This association is further explored in the following discussions on hypothesis results in section 6.4 to 6.7.

6.3 Measurement Model

All indicators for each construct were sourced from measurement instruments that have been previously validated in literature. Therefore CFA was deemed appropriate to assess how effectively the indicators measure each construct and whether these constructs are distinct from one another (Colliers, 2020; Suhr, 2006).

Firstly, the factor loadings tested in section 5.3.1.1, which are critical in establishing reliability and validity of the observed variables, were found to be within the acceptable range of 0.5 (Hair et al., 2010). An exception was found in indicator IWB_P2 ("I acquire approval for innovative ideas") under the IWB construct which had a factor loading of 0.371. However, following Colliers (2020) suggestion, this indicator did not negatively impact reliability and validity, therefore it was retained in the measurement model.

The validity of the measurement instruments used in this study was deemed acceptable. Consequently, the indicators measuring their respective constructs not only demonstrated theoretical relevance, but were also distinct from one another, as outlined in section 5.3.1.2. Furthermore, the reliability of the constructs was satisfactory, ensuring consistent measurement of their intended construct, as detailed in section 5.3.1.3. Lastly, the model fit indices tested in section 4.10.2.1(d), were all within the acceptable ranges, indicating that the model proposed by the researcher fits the data collected.

In conclusion the results from the factor loadings, validity, reliability and model fit indices affirm the acceptability of the measurement model used in this research. Consequently, meaningful and dependable conclusions can be drawn from the hypothesis testing in the SEM. The following section will discuss the results obtained from the hypothesis testing in Chapter 5 together with the literature reviewed in Chapter 2.

6.4 Hypothesis 1: Perceived organisational purpose and innovative work behaviour have a significantly positive relationship

The CFA demonstrated the reliability and validity of the measurement model, with satisfactory model fit indices indicating that the collected data align well with the proposed model. Consequently, the SEM analysis proceeded to examine the relationships between POP and IWB.

The results indicated that:

- The rejection of the null hypothesis, signifying a positive and statistically significant relationship between POP and IWB.
- Although POP accounted for only 11% of the variance in IWB, the statistical significance of the relationship implies that other factors may influence IWB. This hypothesis is further explored in subsequent analyses involving PO fit and AM as potential mediators (H2, H3, and H4).
- An increase in POP by one standard deviation corresponded to a 0.335 standard deviation increase in IWB, reinforcing the positive association between these constructs.

The researcher's SEM results affirm the existence of a significant positive relationship between POP and IWB, acknowledging that while POP contributes modestly to the variance in IWB, other factors may play a substantial role, warranting further investigation into potential mediators such as PO fit and AM.

The empirically established positive and significant relationship between POP and IWB aligns with theoretical frameworks put forth by scholars such as Afridi et al. (2020), Henderson (2021), Henderson and Serafeim (2020) and Henisz (2023). These scholars have contributed to the conceptual understanding of how POP influences IWB.

Afridi et al. (2020) and Henderson and Serafeim (2020) posit that when organisations go beyond profit maximisation by engaging in activities that serve broader stakeholders, it may enhance positive feelings such as self-determination, meaningfulness, pychological safety and commitment. Afridi et al. (2020) further state that these positive emotions can motivate employees to part take in extra-role behaviours, including IWB.

Building on this, Henderson (2021) suggests that managers embracing a shared social purpose adopt a more expansive view, enabling them to identify new opportunities. Hence the current research findings align with Henderson's (2021) proposition, affirming that a perceived authentic and shared purpose is a critical element in influencing innovation in the workplace.

Henderson (2021), Henderson and Serafeim (2020) and Henisz (2023) collectively argue that a shared purpose among employees fosters trust and enhances the organisation's ability to address complex challenges. This research empirically supports these arguments, emphasising that an authentic, inspiring, contributing, and guiding organisational purpose plays a critical role in driving innovations, not only within the workplace, but also to address world wide issues such as climate change (Henderson & Serafeim, 2020).

Lastly, the research also supports findings from practitioner literature by Harvard Business Review and Ernst and Young that found that executives prioritising organisational purpose reported greater success in innovation and transformation efforts (Dewettinck & Defever, 2020). This is attributed to the reinforcing effect of authentic purpose on factors leading to IWB, such as market sensitivity, dissatisfaction with the status quo, risk-taking behaviour, goal orientation, trust, and cohesion (Dewettinck & Defever, 2020).

In response to the increasing demand for OP research, recent empirical studies, including those conducted by scholars such as Jasinenko and Steuber, (2022), van Ingen et al. (2021b) and van Tuin et al. (2020) have been undertaken to investigate the positive employee outcomes associated with a favourable OP. These studies (van Ingen et al., 2021b; van Tuin et al., 2020) have identified a positive and significant relationship between OP and employee engagement. The Beta's reported across these studies, reflecting the strength and direction of this relationship—0.34 (van Tuin et al., 2020) and 0.28 (van Ingen et al., 2021b)—are comparable to the Beta of 0.34 found in the present study between POP and IWB. These consistent positive associations can be attributed to the empirical evidence supporting the idea that the conditions necessary for innovation extend beyond capabilities, but also include an engaged state of mind (Pajuoja, 2022). Accordingly, existing literature highlights employee engagement as a key antecedent to IWB (Arshi & Rao, 2019; Kassa & Tsigu, 2022; Kwon & Kim, 2020). Jasinenko and Steuber (2022) further extend this investigation to encompass various other positive outcomes associated

with a positively perceived OP, revealing significant results between POP and employee well-being (Beta 0.54), job satisfaction (Beta 0.68), and meaningfulness (Beta 0.79).

Moreover, this research aligns with the call for additional exploration into the potential outcomes of a well perceived OP (Henderson, 2021; Jasinenko & Steuber, 2022; Jones-Khosla & Gomes, 2023; van Ingen et al., 2021a; van Ingen et al., 2021b; van Tuin et al., 2020). The empirical findings of this research affirm that IWB stands as one of the numerous positive behavioural outcomes, that a well perceived OP can contribute toward an organisation's most direct stakeholders—its employees.

In summary, the empirical findings in H1 not only validate established theoretical frameworks, but also align with findings in practitioner literature. Moreover, these results actively respond to the scholarly call for more in-depth exploration into the potential outcomes associated with a well perceived OP. The demonstrated positive and significant relationship between POP and IWB underlines the pivotal role of a purposeful organisational ethos in fostering an enabling environement for innovation. This not only enhances our understanding of the connection between organisational purpose and employee behaviour, but also highlights the practical implications for organisations seeking to cultivate innovation through a well-defined and meaningful purpose.

6.5 Hypothesis 2: The relationship between perceived organisational purpose and innovative work behaviour is significantly and positively mediated by autonomous motivation

The CFA demonstrated the reliability and validity of the measurement model, with satisfactory model fit indices indicating that the collected data align well with the proposed model. Consequently, the SEM analysis proceeded to examine whether AM significantly mediated the relationship between POP and IWB.

The findings from the analysis can be summarised as follows:

- The null hypothesis was rejected, indicating a significant and positive indirect relationship between POP and IWB through the mediator AM.
- The unstandardised regression coefficient for the indirect relationship (POP and IWB through AM) is 0.088. This value signifies a positive indirect relationship between POP and IWB through AM, suggesting that the influence

of POP on IWB is not solely through a direct pathway but is also influenced by the presence of AM. The p-value is less than 0.05, indicating the statistical significance of this positive effect.

- The unstandardised regression coefficient for the direct relationship between POP and IWB in the presence of the mediator AM is 0.107. The associated p-value is also less than 0.05, which indicates that the direct effect is also statistically significant.
- Both the direct and indirect relationships between POP and IWB, in the presence of the mediator AM, are positive and significant. This pattern of results points towards a partial mediation. In other words, while there is a direct impact of POP on IWB, a statistically significant portion of this influence is channelled through the mediator AM.

The results of this hypothesis provide empirical support for the motivational potential of employee perceived OP in indirectly fostering IWB through AM. These findings affirm Henderson's (2021) conceptualisation, asserting that a positively perceived OP satisfies fundamental human needs, thereby promoting a sense of meaning and shared identity, which are the core drivers of AM. Henderson (2021) further contends that AM significantly correlates with traits associated with IWB, including the ability to discern new connections, cultivate new skills, exhibit resilience and manifest resistance. This research emphasises the notion that human motivation extends beyond immediate interests, such as financial incentives. Instead, it emphasises the efficacy of softer management practices characterised by an authentic, guiding, inspirational, and contributing OP. These softer practices have the potential to influence motivation and cultivate the innovation necessary for organisations to navigate the rising competitive landscape.

Self-Determination Theory (SDT), which forms the theoretical foundation of this research, posits that individuals strive for psychological well-being by fulfilling fundamental needs such as autonomy, relatedness, and competence (Deci & Ryan, 2000). Deci and Ryan (2000) also opine that acts of benevolence, such as contributing to one's community, are associated with a heightened satisfaction of basic needs. The satisfaction of fundamental psychological requirements fosters higher levels of internalisation, consequently, more autonomous forms of motivation.

Importantly, these research findings not only align with SDT, but also resonate with empirical findings of van Ingen et al. (2021b) and van Tuin et al. (2020) on the

motivational potential of POP. These studies collectively suggest that the satisfaction of basic human needs occurs when employees perceive that the OP serves the broader interests of society. The fulfilment of the basic need for autonomy arises as employees align with the organisational purpose, leading them to willingly contribute to tasks (van Ingen et al., 2021b; van Tuin et al., 2020). Simultaneously, the employees perceive that their work benefits the greater society, fostering a sense that they belong to something larger than themselves (relatedness) (van Ingen et al., 2021b; van Tuin et al., 2020). Additionally, they are driven by a clear and challenging purpose, stimulating not only the display of competencies but also the pursuit of their further development (competence) (van Ingen et al., 2021b; van Tuin et al., 2020). Therefore, the findings of this research highlight that the fulfilment of these fundamental needs through POP contributes to the necessary self-determined motivation required for employees to engage in IWB.

Additionally, these findings provide corroboration for Messmann et al. (2022), Saether (2019) and van Tuin et al. (2020) by establishing a link between autonomous motivation and critical attributes such as complex problem-solving, creativity, and proactivity—key precursors for IWB. Lastly, this research addresses an empirical gap by highlighting AM as an underlying mechanism in the relationship between POP and IWB.

6.6 Hypothesis 3: The relationship between perceived organisational purpose and autonomous motivation is significantly mediated by person-organisation fit

The CFA demonstrated the reliability and validity of the measurement model, with satisfactory model fit indices indicating that the collected data align well with the proposed model. Consequently, the SEM analysis proceeded to examine whether PO fit significantly mediated the relationship between POP and AM.

The findings from the analysis can be summarised as follows:

- The null hypothesis was rejected as a significant and positive relationship exists between POP and AM through PO fit.
- The indirect relationship between POP and AM, mediated by PO fit, demonstrates a positive association as unstandardised regression coefficient

is 0.197. This positive impact is deemed statistically significant, as the p-value is less than 0.05.

- The direct relationship between POP and AM in the presence of PO fit is positive (unstandardised regression coefficient = 0.064), however this direct relationship is not statistically significant (p-value = 0.232).
- Since the direct relationship between POP and AM is not significant, and the indirect relationship through the mediator PO fit is statistically significant, there exists a full mediation. This suggests that the relationship between POP and AM is fully explained by the mediating variable PO fit.

The hypothesis incorporates PO fit theory, within the overarching SDT to elucidate the crucial psychological mechanism, PO fit, through which POP fosters AM. This finding is consistent with the fundamental tenets of PO fit theory, asserting that human behaviour is a consequence of the interplay between individuals and their environment. Thus, comprehending employees' attitudes and behaviour necessitates considering the compatibility between their personal and organisational values. This alignment becomes a pivotal predictor of positive attitudes such as AM (Eromafuru et al., 2023; Kristof-Brown et al., 2023).

Moreover, these findings resonate with the perspectives of scholars such as Kao et al. (2022), Liu et al. (2023), Saether (2019), Sørlie et al. (2022), Zhao et a.l (2023), van Ingen et al. (2021a) and van Ingen et al. (2021b). Collectively, these scholars posit that OP serves as a signal of organisational values, thus, when employees identify with these values, they develop meaning from their work. The extent of alignment between an individual’s values and those of the organisation, is identified as a critical precursor to satisfying basic needs such as autonomy, relatedness, and competence and, in turn, AM.

Sørlie et al. (2022) and Liu et al. (2023) elaborate further, that when organisational values align with employees', individuals identify with the organisation, satisfying the need for autonomy as they willingly engage in problem-solving. Additionally, the presence of PO fit enhances employees' ambitions and work confidence, thereby satisfying the basic need for competence (Liu et al., 2023). Finally, the need for relatedness is fulfilled, as employees develop a greater emotional connection to the organisation due to the alignment with organisational values (Liu et al., 2023; Tang et al., 2019).

In summary, these findings emphasise the intricate relationship between POP, PO fit, and AM, drawing on both PO fit theory and SDT. The alignment between personal and organisational values emerges as a noteworthy factor in predicting positive attitudes, and the satisfaction of fundamental psychological requirements, further explains the mechanisms through which this alignment contributes to positive outcomes such as AM. The academic integration of PO fit theory and SDT enriches the understanding of the cognitive functions underlying the relationship between POP and employee behavioural outcomes such as IWB.

6.7 Hypothesis 4: The relationship between perceived organisational purpose and innovative work behaviour is significantly serially mediated by person-organisation fit and autonomous motivation

The CFA demonstrated the reliability and validity of the measurement model, with satisfactory model fit indices indicating that the collected data align well with the proposed model. Consequently, the SEM analysis proceeded to examine whether PO fit and AM significantly serially mediated the relationship between POP and IWB.

The findings from the analysis can be summarised as follows:

- The null hypothesis was rejected as a significant and positive relationship exists between POP and IWB through PO fit and AM.
- The indirect relationship between POP and IWB, sequentially mediated by PO fit and AM, demonstrates a positive association quantified by an unstandardised regression coefficient of 0.081. Importantly, this positive impact is deemed statistically significant, as reflected by the p-value falling below the conventional threshold of 0.05.
- The direct relationship between POP and IWB in the presence of PO fit and AM is positive (unstandardised regression coefficient = 0.107); this effect is statistically significant (p-value < 0.05).
- Both the indirect and indirect relationships are positive and significant; this indicates that that PO fit and AM partially and serially mediate the relationship between POP and IWB. Hence, while there is a direct positive relationship between POP and IWB, a significant portion of this relationship is explained by the sequential mediation through PO fit and AM.

This final hypothesis serves as the culmination of the three preceding hypotheses, ultimately validating the conceptual model proposed in this research, as delineated in Chapter 3 Figure 2. This outcome is consistent with the research conducted by van Ingen et al. (2021a) and van Ingen et al. (2021b), which highlights the influence of POP on optimal organisational outcomes through the mechanisms of fit between personal values and organisational values (PO fit) and the fulfilment of basic needs according to SDT. The finding further affirms that the congruence between personal and organisational values establishes a motivating connection, fostering a sense of belonging, relatedness, and competence, thereby promoting AM—a key precondition for extra-role behaviours, such as IWB (Saether, 2019).

In contrast, Syafranuddin et al. (2023) report a divergent finding, indicating that the relationship between PO fit and IWB was not explainable by intrinsic motivation, which is considered the most internally driven motivation. This variance could be attributed to the unique industry context of Syafranuddin et al.'s (2023) study, centred on an Indonesian government agency (West Java Civil Registry Services). The nature of government agency work may prompt employees to engage in IWB, not solely for personal pleasure, but rather as a source of meaning derived from their work, leading to a more extrinsically motivated form of autonomous motivation (Gagné et al., 2022).

Additionally, Saether (2019) and Subramanian et al. (2022) suggest that studies have found that higher levels of PO fit could result in employee homogeneity, fostering contentment and higher resistance to change, thereby inhibiting IWB. However, the present research aligns with the perspectives of numerous scholars (Eromafuru et al., 2023; Kao et al., 2022; Sørlie et al., 2022; Wahyuningtias & Nugroho, 2023), asserting that heightened perceptions of PO fit support increased levels of IWB.

6.8 Conclusion

Employee-led innovation emerges as a critical driver for enhancing organisational competitiveness and sustainability. This research makes a noteworthy contribution to the relatively limited body of literature on OP by intricately connecting it with the well-established field of IWB. Although the direct effect between POP and IWB is significant at a modest level (R-squared 0.11), the study provides valuable insights into the psychological mechanisms, such as PO fit and AM, through which POP

exerts an impact on individual-level motivation. These psychological mechanisms are identified as antecedents to IWB, shedding light on the intricate pathways through which organisational purpose influences employees' innovation-oriented actions. These findings emphasise the significance of aligning organisational values with individual values and the fulfilment of psychological needs in fostering a work environment conducive to innovative endeavours. This nuanced understanding contributes to the broader discourse on the role of OP in driving innovation within the workforce.

7 CONCLUSION

7.1 Introduction

This chapter aims to synthesise the research objectives and findings. It begins by offering a restatement of the key findings in relation to the research problem and purpose. Subsequently, it explores the research's contribution to literature and its practical business implications. Finally, the chapter addresses the limitations of the research and presents recommendations for future studies.

7.2 Principal Findings

Recent academic literature and societal conversations consistently highlight two prominent themes: innovation and organisational purpose (Henderson, 2021). The imperative is to address diverse global challenges, spanning ecological concerns (climate change and biodiversity), societal issues (poverty, inequality, and racism), and governance complexities (Pajuoja, 2022). The speed of technological disruptions adds to the complexity of these challenges and emphasises the critical role of in-house innovation for organisations. However, the simultaneous decline in confidence and trust in organisations has ignited a discerning inquiry into the role of business in society, beyond profit maximisation (Sandoghdar & Bailey, 2023).

Scholarly insights posit that a well-perceived organisational purpose can evoke meaning, trust, and fulfil fundamental human needs, thereby igniting the required self-determined motivation crucial for fostering IWB (Dewettinck & Defever, 2020; Henderson, 2021; Henisz, 2023). This prompts a call for more nuanced research, not only to discern the antecedents of IWB, but also to comprehend the subjective perceptions of organisational purpose and their consequential impact on stakeholders (Pratt & Hedden, 2023).

In alignment with these considerations, this research empirically investigated the relationship between POP and IWB. Leveraging foundational organisational psychology theories, namely PO fit and SDT, the research aimed to discern whether PO fit and AM operate as underlying mechanisms in this relationship.

The key findings of the research objectives are summarised as follows:

- **There is a significant and positive relationship between POP and IWB.** An OP that is perceived to serve the broader interests of society ignites

positive feelings, such as trust and meaningfulness, which could lead to extra-role behaviours such as IWB. This finding is affirmed by Afridi et al. (2020), Henderson (2021), Henderson and Serafeim (2020) and Henisz (2023.

- **AM partially mediates the relationship between POP and IWB.** The OP, when perceived to serve broader societal interests, satisfies fundamental human needs (autonomy, relatedness, and belonging), fostering autonomous forms of motivation and subsequently promoting IWB. This finding is confirmed by Henderson (2021), van Ingen et al. (2021b) and van Tuin et al. (2020).
- **PO fit fully mediates the relationship POP and AM.** The perceived alignment between personal purpose/values and organisational purpose/values proves pivotal in predicting the satisfaction of fundamental psychological requirements—autonomy, relatedness, and belonging—thus fostering AM. This finding is in alignment with Kao et al. (2022), Liu et al. (2023), Saether (2019), Sørlie et al. (2022), van Ingen et al. (2021a), van Ingen et al. (2021b) and Zhao et al. (2023).
- **The relationship between POP and IWB is partially mediated by PO fit and AM sequentially.** The motivational relationship between POP and IWB is partially facilitated by the alignment of personal and organisational values (PO fit), resulting in the emergence of AM, depicting a serial mediation. This finding is aligned with Saether (2019), van Ingen et al. (2021a) and van Ingen et al. (2021b).

7.3 Contribution to Theory

Given the significance of IWB in enhancing organisational competitiveness and sustainability by facilitating the exploration of solutions and opportunities, scholars (AlEssa & Durugbo, 2022; Muchiri et al., 2020) continue to wrestle with identifying ways to cultivate this voluntary and intricate behaviour within organisations. Consequently, this research contributes to the existing knowledge base by investigating the nascent research field of OP alongside the well-established domain of IWB, empirically demonstrating that POP serves as an antecedent to IWB.

Organisational purpose is an emerging research domain in both practitioner (Sandoghdar & Bailey, 2023) and academic literature (van Ingen et al., 2021a). However, empirical research in this field has until recently been hindered by

definitional ambiguity and a lack of empirically validated measurement tools. Jasinenko and Steuber (2022) addressed this gap by developing empirically validated measurement instruments for POP. Building upon their work, this research examined the subjective perception of OP and its impact on individual-level outcomes such as IWB, an aspect that has not been previously explored. While previous studies have investigated outcomes such as employee engagements (van Ingen et al., 2021b), and well-being and meaningfulness (Jasinenko & Steuber, 2022) as consequences of POP, the relationship with IWB remained unexplored.

Employees serve as an important source of human capital and competitive advantage for companies seeking to succeed in the global marketplace. Their skills, knowledge, and dedication have a pivotal role in leading innovation and sustaining growth on a global scale. Therefore, organisations recognise that retaining and motivating employees with high levels of skills are crucial for achieving competitive advantage. Consequently, this research contributes to the work motivation literature, particularly SDT, in relation to employee retention theories such as PO fit.

The research empirically demonstrates that softer forms of management practices, such as a well-defined organisational purpose, serve as antecedents to PO fit by reflecting organisational values in relation to its purpose. This not only addresses subjective needs, but also reinforces personal values to enhance perceived PO fit. PO fit further serves as a critical mediator that supports the satisfaction of fundamental psychological requirements such as autonomy, relatedness, and belonging, thus, encouraging AM. Ultimately, a well perceived OP, PO fit, and AM collectively serve as motivational antecedents to IWB.

7.4 Practical Implications for Management

This research holds several practical implications. For management aiming to foster innovation within the workplace, establishing an OP that goes beyond profit maximisation is crucial. Additionally, this purpose should be actively integrated into the organisation's daily operations in an authentic, contributing, guiding, and inspirational manner to promote IWB.

The research findings suggest that OP serves as a signal for organisational values (Saether, 2019). Therefore, to reinforce this signal, management should communicate the purpose regularly through seminars, reports, events, and

programmes. This communication helps to create awareness and fosters congruence between organisational and personal values. It also satisfies employees' fundamental psychological requirements for belonging, autonomy, and relatedness by aligning them with an organisation that contributes positively to society and the environment, thus encouraging engagement in complex behaviour such as IWB.

Given the critical role that employees play in fostering organisational competitiveness and the increasing demand for meaningfulness in the workplace (Jasinenko & Steuber, 2022), management can enhance employee retention and motivation by investing in an authentic purpose. This softer form of management practice not only fosters innovation, but also yields other positive outcomes at the individual level, ultimately improving organisational performance.

Lastly, POP scales utilised in this research could assist organisations in assessing the current state of POP and monitoring its progress over time. These scales provide a valuable tool for organisations to gauge the effectiveness of their purpose-driven initiatives and make informed decisions regarding their ongoing development.

In summary, by embracing an authentic and purpose-driven approach, organisations could cultivate a work environment that promotes innovation, engagement, and meaningfulness, leading to enhanced employee satisfaction, retention and ultimately organisational success.

7.5 Limitation and Suggestions for Future Research

While the findings of this study hold value, several limitations should be acknowledged. Firstly, the research employed a quantitative, cross-sectional, and self-reported single-source methodology. While suitable for exploring individual perceptions, this approach lacks the definitive capacity to establish causal relationships (van Ingen et al., 2021b). Furthermore, although mitigating measures were put in place to minimise common method bias, such as ensuring the validity and reliability of responses (see section 5.3.1.2 and 5.3.1.3) alongside statistical measure to detect responded misconduct (see section 5.2.1), common method bias remains an inherent risk to studies of this nature. Longitudinal data could enhance future research, providing clearer insights into causal directionality. Given the prevalence of survey-based methods in IWB research, incorporating more

exploratory qualitative studies could yield deeper understanding of this intricate human behaviour.

The study contributes to the current knowledge base on OP and IWB within the Sub-Saharan African context, an area that has been sparsely explored (AlEssa & Durugbo, 2022). However, the researcher only managed to reach predominantly Namibian and South African participants, which was attributable to the purposeful sampling as well as snowball sampling effect. Thus, further research should replicate this study in other parts of Sub-Saharan Africa as there may be nuanced differences detected related to the context.

While this study primarily targeted professional employees holding at least a degree, it is essential to acknowledge the perspective of Botha and Steyn (2020), who argue that ordinary employees, often considered closer to the business operations, are an important source of innovation within the workplace. These non-degree-holding employees bring valuable insights and perspectives that may differ from those of their professional counterparts. This research found that higher job levels experience higher AM and IWB, therefore, future research should consider incorporating the perceptions and experiences of employees from varies job levels to gain a more wide-ranging understanding of POP, AM and IWB across diverse job levels.

Furthermore, future research could use the contribution sub-scales of POP in order to obtain the perceptions of external stakeholders such as the local community, customers and government in order to establish how their perceptions could influence outcomes such as employee attraction and customer engagement.

The research focused mainly on individual level outcomes. Research on organisational-level outcomes remains scarce, and Henderson (2021) suggests that embracing a purpose beyond profit correlates with improvement in financial performance. Future comparative studies could assess the differences in financial performance between organisations perceived positively and negatively.

Lastly, this research found that males exhibit significantly higher IWB compared to their female counterparts, which aligns with findings by Abukhait et al. (2019), Gligor et al. (2022), and Zuraik et al. (2020), indicating gender disparities in IWB. Therefore, future research could deepen the understanding of gender disparities in the complex interplay between organisational purpose and motivation and innovation, ultimately informing strategies for creating more inclusive and innovative workplaces.

7.6 Concluding Remarks

Against the backdrop of the VUCA landscape intertwined with multifaceted environmental, societal, and economic externalities, the world seeks not only purpose and meaning, but also prompts inquiry into the role of businesses within society. This inquiry becomes particularly pronounced in burgeoning regions like Sub-Saharan Africa, where organisational purpose transcends beyond mere rhetoric, acting as a powerful means of enabling innovative behaviour, which is essential in addressing the complex challenges of the VUCA environment in this context.

The study contributes valuable theoretical and practical insights into the motivational potency of POP in fostering IWB. It highlights how the satisfaction of basic psychological needs, facilitated by a congruent organisational purpose/values and AM, serves as a cornerstone for cultivating this relationship.

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APPENDICES

Appendix A: Questionnaire

Start of Block: Section 1: Consent Form

Section 1 Dear Respondent

I am currently a student at the University of Pretoria's Gordon Institute of Business Science and completing my research in partial fulfilment of an MBA.

I am conducting research to investigate the correlation between an individual's perception of an organization's purpose and their propensity for innovative work behavior.

Your insights on this topic are integral to our comprehensive understanding of innovative work behavior. I kindly request your participation in this brief survey, which will take no longer than 5 minutes of your time. Your valuable input will significantly aid my research efforts.

Your participation is voluntary, and you can withdraw at any time without penalty. Your participation is anonymous and only aggregated data will be reported.

By completing the survey, you indicate that you voluntarily participate in this research. If you have any concerns, please contact my supervisor or me.

End of Block: Section 1: Consent Form

Start of Block: There are no right or wrong answers - I just want to understand your views.

Please note In this survey, there are no right or wrong answers. I am solely interested in understanding your perspectives.

End of Block: There are no right or wrong answers - I just want to understand your views.

Start of Block: Section 2: Demographics

Question 1 Please specify the country where you are employed

- ○ Namibia (1)
- ○ South Africa (2)
- ○ Other (Please specify below) (3) _____

Question 2 How would you describe yourself?

- ○ Male (1)
- ○ Female (2)
- ○ Non-binary (3)

Question 3 What is your age bracket?

- ○ Under 25 years (1)
- ○ 26 to 35 years (2)
- ○ 36 to 45 years (3)
- ○ 46 to 60 years (4)
- ○ Above 61 years (5)

Question 4 Years of service at your current organization?

- ○ 0-3 years (1)
- ○ 4-10 years (2)
- ○ 10- 20 years (3)
- ○ More than 21 years (4)

Question 5 What is your highest level of education?

- ○ Diploma or Certificate (1)
- ○ Bachelors degree (2)
- ○ Honours degree (6)
- ○ Masters degree (3)
- ○ Doctorate degree (4)
- ○ Other specify below: (5) _____

Question 6 What is your job level?

- ○ Professional (1)
- ○ Junior Manager (2)
- ○ Middle Manager (3)
- ○ Senior Manager (4)
- ○ Executive (5)
- ○ Other specify below: (6) _____

Question 7 In which functional department are you employed?

- ○ Finance and Administration (1)
- ○ Operations (2)
- ○ Supply Chain (3)
- ○ Communications (4)
- ○ Human Resources (5)
- ○ Information Technology (6)
- ○ Research and Development (7)
- ○ Sales and Marketing (8)
- ○ Other (specify below): (9)

Question 8 In which Industry do you work?

- ○ Mining and Mineral Processing (1)
- ○ Manufacturing (2)
- ○ Banking and Financial Services (3)
- ○ Healthcare (4)
- ○ Information Technology (5)
- ○ Retail (6)
- ○ Education (7)
- ○ Construction (8)
- ○ Government (9)
- ○ Logistics (10)
- ○ Other (specify below) (11)

_____

Start of Block: Section 3: Perceived Organisational Purpose (POP)

Questions 9 Listed below are a number of statements regarding your organizations purpose. Please read each one and indicate to what extend you "agree" or "disagree" with each statement based on your personal perception.

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
My organization aims to contribute to the common good (1)	○	○	○	○	○	○	○
My organization seeks to create a positive change in the world (2)	○	○	○	○	○	○	○
My organization aims to achieve something that goes beyond its own benefit (3)	○	○	○	○	○	○	○
My organization remains true to its core values, even when conflict of interest arise with stakeholders (4)	○	○	○	○	○	○	○
My organization is fully committed to its overarching goals (5)	○	○	○	○	○	○	○
My organization credibly embodies its core values (8)	○	○	○	○	○	○	○

Question 8 Continued Listed below are a number of statements regarding your organizations purpose. Please read each one and indicate to what extend you "agree" or "disagree" with each statement based on your personal perception.

	Strongly disagree (2)	Disagree (3)	Somewhat disagree (4)	Neither agree nor disagree (5)	Somewhat agree (6)	Agree (7)	Strongly Agree (8)
My organizations overarching goals provide orientation in complex situations (1)	○	○	○	○	○	○	○
My organizations higher goals guide decisions and actions (2)	○	○	○	○	○	○	○
My organizations overarching goals provide stable guidance in times of rapid change (3)	○	○	○	○	○	○	○
My organization unites through inspiring higher goals (7)	○	○	○	○	○	○	○
My organization conveys the idea of being part of something bigger (5)	○	○	○	○	○	○	○
My organization inspires by providing a higher cause (6)	○	○	○	○	○	○	○

End of Block: Section 3: Perceived Organisational Purpose (POP)

Start of Block: Section 4: Innovative Work Behaviour (IWB)

Question 9 Listed below are several statements concerning your work behavior. Please go through each one and specify how often you exhibit them, using a scale from "never" to "always".

	Never (1)	Sometimes (2)	About half the time (3)	Most of the time (4)	Always (5)
I create new ideas for difficult issues (1)	○	○	○	○	○
I search out new working methods, techniques, or instruments (2)	○	○	○	○	○
I generate original solutions for problems (3)	○	○	○	○	○
I mobilize support for innovative ideas (4)	○	○	○	○	○
I acquire approval for innovative ideas (5)	○	○	○	○	○

Question 9 Continued Listed below are several statements concerning your work behavior. Please go through each one and specify how often you exhibit them, using a scale from "never" to "always".

	Never (1)	Sometimes (2)	About half the time (3)	Most of the time (4)	Always (5)
I make important organizational members enthusiastic for innovative ideas (1)	○	○	○	○	○
I transform innovative ideas into useful applications (2)	○	○	○	○	○
I introduce innovative ideas into the work environment in a systematic way (3)	○	○	○	○	○
I evaluate the utility of innovative ideas (4)	○	○	○	○	○

End of Block: Section 4: Innovative Work Behaviour (IWB)

Start of Block: Section 5: Person Organisation Fit (PO Fit)

Question 10 Listed below are a number of statements. Please read each one and indicate to what extend you "agree" or "disagree" with each statement.

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
The things that I value in life are very similar to the things that my organization values (1)	○	○	○	○	○	○	○
My personal values match my organization's purpose, values and culture (2)	○	○	○	○	○	○	○
My organizations purpose provides a good fit with the things that I value in life (3)	○	○	○	○	○	○	○

End of Block: Section 5: Person Organisation Fit (PO Fit)

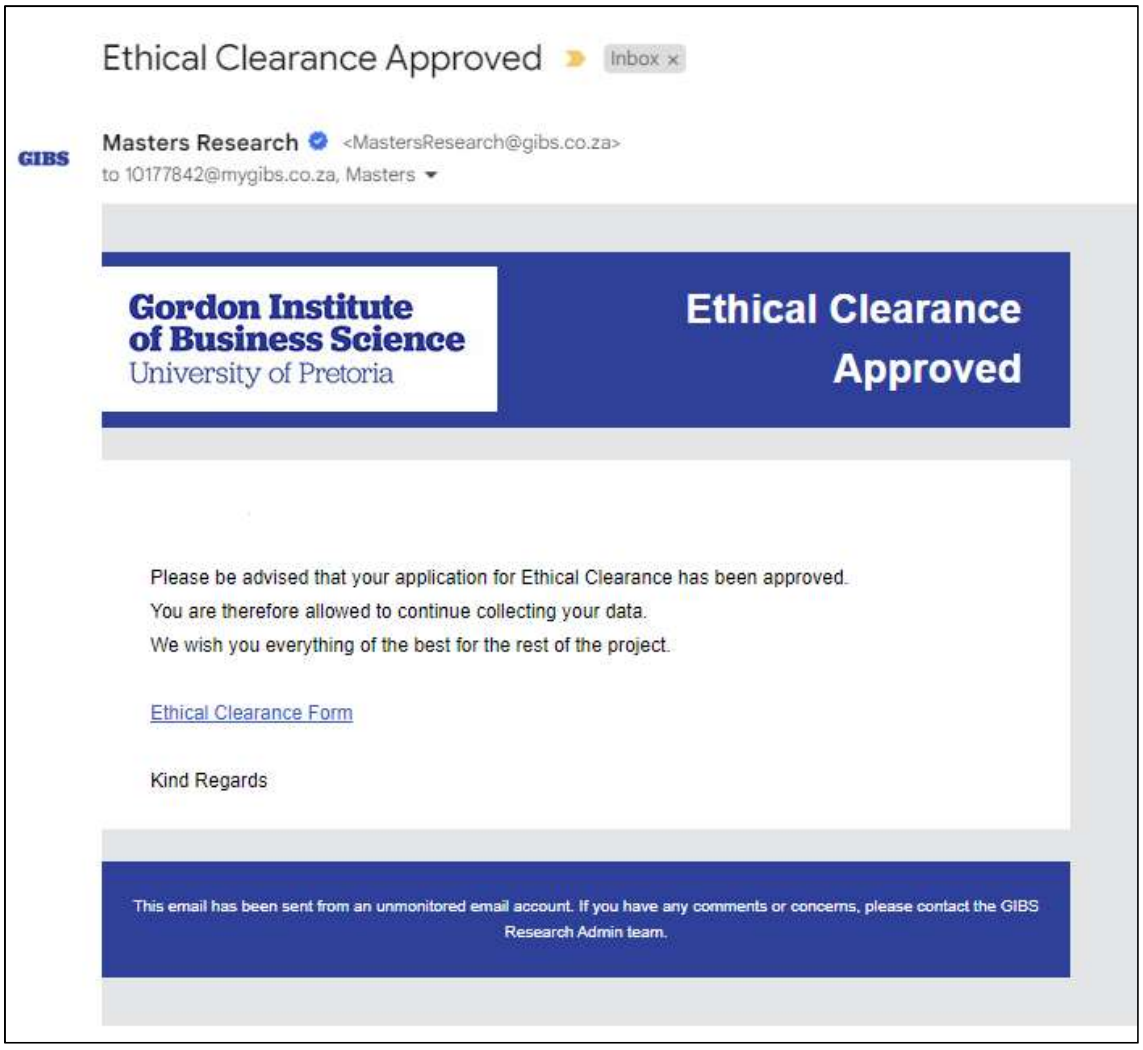
Start of Block: Section 6: Autonomous Motivation (AM)

Question 11 Listed below are a number of statements. Please read each one and indicate to what extend you "agree" or "disagree" with each statement.

	Strongly disagree (1)	Disagree (2)	Neither agree nor disagree (3)	Agree (4)	Strongly agree (5)
I personally consider it important to put effort in this job (1)	○	○	○	○	○
Putting effort in this job aligns with my personal values (2)	○	○	○	○	○
Putting effort in this job has personal significance to me (3)	○	○	○	○	○
I have fun doing my job (4)	○	○	○	○	○
What I do in my work is exciting (5)	○	○	○	○	○
The work I do is interesting (6)	○	○	○	○	○

End of Block: Section 6: Autonomous Motivation (AM)

Appendix B: Ethical Clearance



Ethical Clearance Approved Inbox ×

GIBS **Masters Research** <MastersResearch@gibs.co.za>
to 10177842@mygibs.co.za, Masters

Gordon Institute of Business Science
University of Pretoria

Ethical Clearance Approved

Please be advised that your application for Ethical Clearance has been approved.
You are therefore allowed to continue collecting your data.
We wish you everything of the best for the rest of the project.

Ethical Clearance Form

Kind Regards

This email has been sent from an unmonitored email account. If you have any comments or concerns, please contact the GIBS Research Admin team.

Source: Personal communication to Researcher, 7 September 2023

Appendix C: Test for Normality Results

Variable	Skewness	Kurtosis
POF_1	-0.831	-0.160
POF_2	-0.883	-0.076
POF_3	-0.960	0.088
AM_IM3	-1.183	1.493
AM_IM2	-0.916	0.646
AM_IM1	-1.046	1.107
AM_IR3	-1.701	3.810
AM_IR2	-1.815	4.621
AM_IR1	-1.681	4.742
IWB_R3	-0.484	-0.831
IWB_R2	-0.348	-0.923
IWB_R1	-0.231	-1.049
IWB_P3	-0.234	-1.012
IWB_P2	-0.400	-1.058
IWB_P1	-0.596	-0.515
IWB_G3	-0.487	-0.581
IWB_G2	-0.564	-0.666
IWB_G1	-0.580	-0.515
POP_C1	-2.016	4.154
POP_C2	-2.060	4.787
POP_C3	-1.330	1.095
POP_A1	-1.101	0.503
POP_A2	-1.535	2.635
POP_A3	-1.450	1.813
POP_G1	-1.195	1.060
POP_G2	-1.372	1.510
POP_G3	-0.988	0.237
POP_I1	-1.101	0.591
POP_I2	-1.375	1.421
POP_I3	-1.054	0.550

Source: IBM SPSS Amos 28 output

Appendix D: Factor Loadings

			Factor Loadings
POP_I3	<---	POP	0.783
POP_I2	<---	POP	0.750
POP_I1	<---	POP	0.809
POP_G3	<---	POP	0.801
POP_G2	<---	POP	0.796
POP_G1	<---	POP	0.769
POP_A3	<---	POP	0.787
POP_A2	<---	POP	0.744
POP_A1	<---	POP	0.783
POP_C3	<---	POP	0.701
POP_C2	<---	POP	0.674
POP_C1	<---	POP	0.639
IWB_G1	<---	IWB	0.694
IWB_G2	<---	IWB	0.698
IWB_G3	<---	IWB	0.706
IWB_P1	<---	IWB	0.762
IWB_P2	<---	IWB	0.371
IWB_P3	<---	IWB	0.764
IWB_R1	<---	IWB	0.819
IWB_R2	<---	IWB	0.791
IWB_R3	<---	IWB	0.721
AM_IR1	<---	AM	0.543
AM_IR2	<---	AM	0.567
AM_IR3	<---	AM	0.610
AM_IM1	<---	AM	0.856
AM_IM2	<---	AM	0.911
AM_IM3	<---	AM	0.844
POF_3	<---	PO fit	0.926
POF_2	<---	PO fit	0.917
POF_1	<---	PO fit	0.863

Source: IBM SPSS Amos 28 output

Appendix E: Cronbach's Alpha IBM SPSS Output

AM

Reliability Statistics

Cronbach's Alpha	N of Items
.882	6

Item Statistics

	Mean	Std. Deviation	N
AM_IR1	4.53	.649	375
AM_IR2	4.40	.787	375
AM_IR3	4.36	.815	375
AM_IM1	3.93	.973	375
AM_IM2	3.93	.965	375
AM_IM3	4.10	.921	375

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
AM_IR1	20.72	13.405	.608	.876
AM_IR2	20.85	12.498	.646	.869
AM_IR3	20.88	12.152	.686	.862
AM_IM1	21.31	10.992	.740	.854
AM_IM2	21.31	10.863	.774	.847
AM_IM3	21.15	11.382	.721	.856

PO fit

Reliability Statistics

Cronbach's Alpha	N of Items
.928	3

Item Statistics

	Mean	Std. Deviation	N
POF_1	4.85	1.690	375
POF_2	4.87	1.699	375
POF_3	4.98	1.645	375

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
POF_1	9.86	10.348	.825	.919
POF_2	9.83	9.946	.871	.882
POF_3	9.72	10.324	.865	.888

IWB

Reliability Statistics

Cronbach's Alpha	N of Items
.895	9

Item Statistics

	Mean	Std. Deviation	N
IWB_G1	3.71	.977	375
IWB_G2	3.74	1.037	375
IWB_G3	3.54	1.023	375
IWB_P1	3.62	1.116	375
IWB_P2	3.52	1.230	375
IWB_P3	3.27	1.169	375
IWB_R1	3.30	1.176	375
IWB_R2	3.33	1.160	375
IWB_R3	3.46	1.180	375

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
IWB_G1	27.79	45.672	.659	.883
IWB_G2	27.76	45.144	.654	.883
IWB_G3	27.97	45.023	.675	.882
IWB_P1	27.88	43.395	.727	.878
IWB_P2	27.98	47.903	.347	.909
IWB_P3	28.23	43.001	.715	.878
IWB_R1	28.20	42.225	.767	.874
IWB_R2	28.17	42.721	.743	.876
IWB_R3	28.04	43.554	.666	.882

POP

Reliability Statistics

Cronbach's Alpha	N of Items
.940	12

Item Statistics

	Mean	Std. Deviation	N
POP_C1	5.89	1.417	375
POP_C2	5.91	1.335	375
POP_C3	5.47	1.628	375
POP_A1	5.34	1.617	375
POP_A2	5.69	1.331	375
POP_A3	5.47	1.482	375
POP_G1	5.18	1.476	375
POP_G2	5.42	1.446	375
POP_G3	5.07	1.552	375
POP_I1	5.15	1.564	375
POP_I2	5.50	1.518	375
POP_I3	5.22	1.479	375

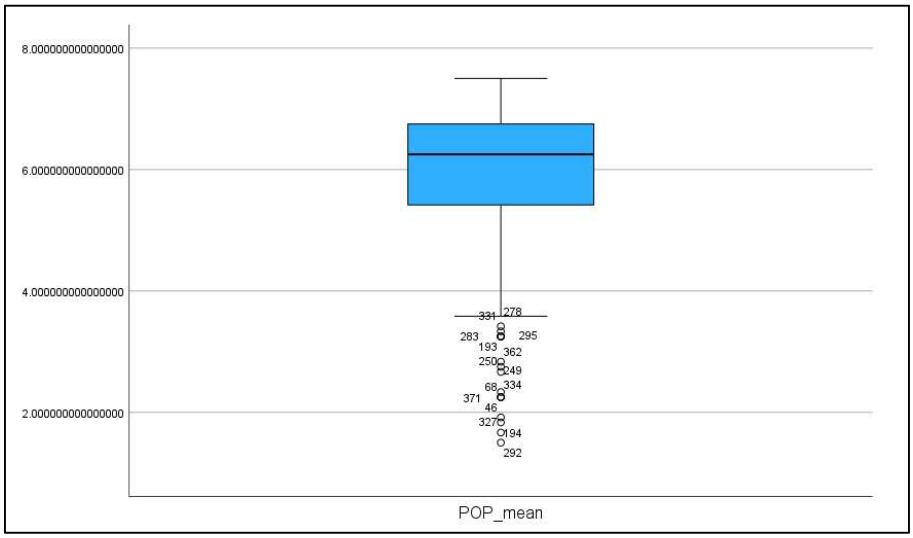
Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
POP_C1	59.41	167.666	.641	.938
POP_C2	59.39	167.742	.684	.937
POP_C3	59.83	161.677	.697	.937
POP_A1	59.97	159.790	.753	.935
POP_A2	59.61	166.676	.720	.936
POP_A3	59.84	162.463	.755	.935
POP_G1	60.13	162.711	.752	.935
POP_G2	59.88	163.181	.756	.935
POP_G3	60.23	160.831	.761	.934
POP_I1	60.16	160.438	.765	.934
POP_I2	59.81	162.765	.726	.936
POP_I3	60.08	162.552	.754	.935

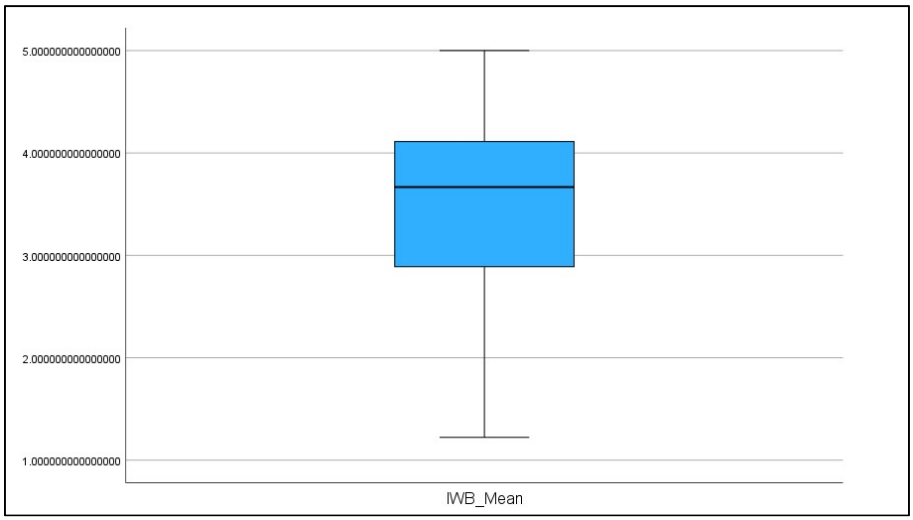
Source: Researchers IBM SPSS output

Appendix F: Test for Outliers –Boxplots

Appendix F.1: POP- Boxplots

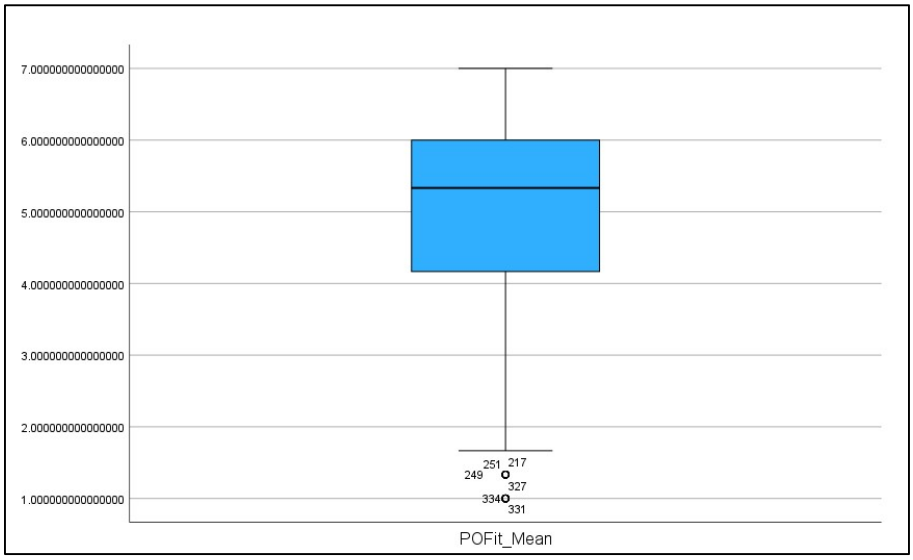


Appendix F.2: IWB- Boxplots

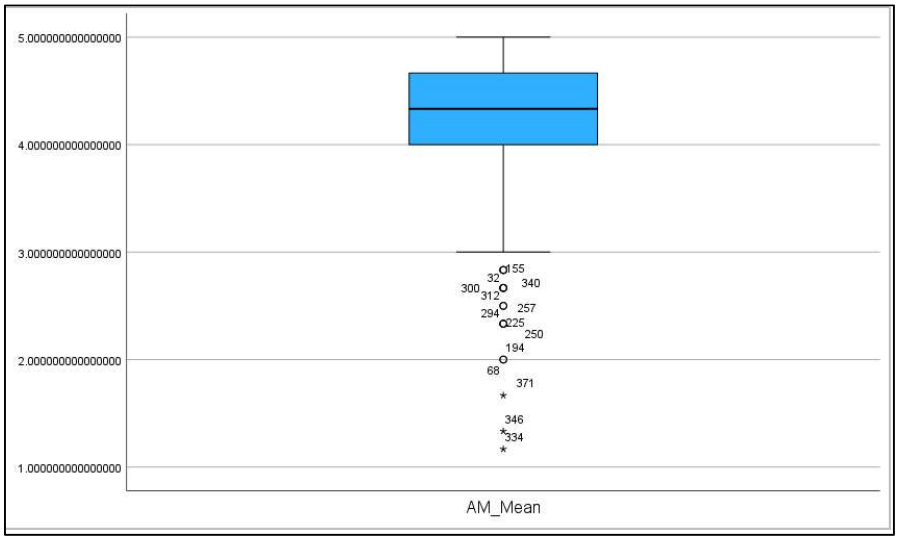


Source: Researchers IBM SPSS output

Appendix F.3: PO fit- Boxplots



Appendix F.4: AM- Boxplots



Source: Researchers IBM SPSS output