



# Elevating Industry IQ: The Dance of Empowerment, Resourcefulness, and Innovation in Petrochemical Realms

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## ABSTRACT

Aim of research was to explore the connections between perceived organizational support, job resourcefulness, and innovation. Our investigation also investigated into the mediating role played by job psychological empowerment in these relationships. Data was collected from 25 petrochemical companies, amassing 100 valuable datasets. These were analyzed using PLS-SEM 4. Findings cast light on important role that employee empowerment plays as a mediator in the link between job resourcefulness and innovation. Job resourcefulness indeed wields a significant total impact on innovation, this effect dissipates when the lens shifts to include empowerment. This underscores the pivotal importance of empowerment in the complex relationship between job resourcefulness and innovation. The study advances our understanding of the intricate dynamics of perceived organizational support, job resourcefulness, psychological empowerment, and innovation within the petrochemical industry. Notably, it introduces the concept of job psychological empowerment as a mediator between resourcefulness and innovation, adding depth to existing models.

**Keywords:** Perceived Organizational Support, Job Resourcefulness, Empowerment, Innovation, Mediation Analysis

**JEL Classifications:** J24, J28, O32, O33

## 1. INTRODUCTION

In the contemporary and dynamic landscape of the business world, innovation stands as a pivotal force steering the triumph of organizations. Numerous entities are actively exploring avenues to cultivate an atmosphere that nurtures innovation, stimulating their workforce to generate novel concepts and problem-solving strategies. In this particular context, two key factors play a crucial role in shaping an individual's ability to innovate: Perceived organizational support (POS) and job resourcefulness (JR). POS is a measure of how employees perceive their organization's acknowledgment of their contributions and its genuine concern for their well-being. In contrast, JR pertains to an individual's skill in efficiently accessing and leveraging resources to fulfill their work objectives.

It is possible that POS and JR may lead to innovation through their impact on job psychological empowerment, which is the

belief that one has the skills, abilities, and resources necessary to influence one's work environment and outcomes. However, the extent to which POS and JR lead to innovation may be mediated by other factors, such as an individual's personality, motivation, and organizational culture.

This study explored POS, JR, and innovation interaction, with a specific focus on examining the potential mediating role of job psychological empowerment in this intricate dynamic. By understanding the factors that influence innovation, organizations can develop strategies and interventions to promote a culture of innovation and enhance the creativity and productivity of their employees.

The subsequent sections of this article are structured to delve into the intricate dimensions of this research. The subsequent segment is on a comprehensive literature review, delving into the existing body of knowledge. This review culminates in the unveiling of

the conceptual model that serves as the backbone of the study. Subsequently, the methodology section unravels the intricacies of the research design and data analysis techniques employed.

The ensuing findings section expands the empirical results, paving the way for a thorough discussion that knits these findings into the existing literature. Lastly, the article culminates in a conclusion section that distills the essence of this research and its implications for both academia and the practical world.

## 2. LITERATURE REVIEW

### 2.1. Perceived Organizational Support, Empowerment and Innovation

Perceived organizational support (POS) holds a significant place in organizational psychology. It's all about how employees perceive their organization's recognition of their efforts and concern for their well-being (Eisenberger et al., 1986). This topic has garnered extensive research attention, particularly in understanding its impact on various aspects of the employee experience, like job satisfaction, commitment, and performance (Dinh et al., 2020; Fan et al., 2022).

In the realm of organizational studies, the relationship between POS, empowerment, and innovation is quite fascinating (Eisenberger et al., 2020).

When employees perceive a strong sense of appreciation from their organization, reflecting the value placed on their contributions (POS), it tends to foster a concurrent sense of empowerment. In this context, empowerment denotes the degree of authority and autonomy granted to employees, enabling them to make impactful decisions that influence their work environment and processes (Mathafena and Grobler, 2021). This empowerment encompasses the ability to exercise discretion and self-determination, creating an environment where employees have the freedom to shape their work-related outcomes. The support and trust implied by POS can contribute to this sense of empowerment. In turn, empowered employees are often more creative, proactive, and motivated, which aligns with fostering innovation (Park and Kim, 2022). This link between empowerment and innovation is a key area of interest for organizations looking to encourage creativity and fresh ideas among their staff.

In a similar vein, Marfuatun and Muafi (2021) examined the positive correlation between POS and innovation, encompassing both individual and group levels. Their research was conducted among a cohort of 112 employees hailing from the Indonesian food processing sector. It's worth noting that their investigation was grounded in the theoretical framework of Self-Determination Theory (SDT). According to SDT, creating a workplace environment that nurtures employee motivation can enhance job performance, particularly in roles requiring creativity (Ryan and Deci, 2000).

In light of the collective evidence, it appears that POS may play a pivotal role in fostering innovation by cultivating a supportive and encouraging work atmosphere that stimulates employees to

think creatively and embrace risk-taking. Consequently, for the present research, our hypothesized propositions are as follows:

H1: POS is positively related to innovation.

H2: POS is positively related to empowerment

### 2.2. Job Resourcefulness, Empowerment and Innovation

Job Resourcefulness (JR) constitutes an inherent attribute denoting an individual's capacity to proficiently acquire, cultivate, and apply resources for adeptly handling and adapting to workplace challenges (Rod and Ashill, 2009). It is characterized by the use of a range of strategies, such as seeking support, information, and feedback from others, and using problem-solving and decision-making skills to overcome challenges and achieve goals. Some evidence suggests that JR may be related to innovation (Nuzul et al., 2020). JR has been found to be positively related to creative problem-solving, which is a key component of innovation (Chen, 2019). Individuals possessing elevated levels of job resourcefulness are inclined to actively explore and employ diverse resources and approaches in problem-solving, potentially cultivating an environment of innovation within an organization (Harris et al., 2006; Harris et al., 2021).

Furthermore, JR has shown a positive association with proactive behavior, which in turn, may be linked with innovation (Semedo et al., 2018). Proactive behavior entails taking proactive steps to pursue objectives, rather than merely reacting to unfolding events. Individuals with heightened job resourcefulness are likely to proactively identify problems and seek innovative solutions, potentially contributing to an innovative organizational culture.

While further research is necessary to comprehensively elucidate the connection between job resourcefulness and innovation, our study postulates that job resourcefulness may serve a dual role: Promoting innovation on one hand and enhancing empowerment on the other.

H3: JR is positively related to innovation

H4: JR is positively related to Empowerment

### 2.3. Empowerment and Innovation

In the domains of organizational psychology and management, there exists a well-established body of research delving into the intricate relationship between empowerment and creativity. This extensive literature scrutinizes how empowered work settings and practices exert influence over the creative thought processes and problems solving capabilities of employees affecting their tasks (Akhtar, 2022; Page and Czuba, 1999).

Scholars have meticulously investigated the drivers of empowerment, encompassing variables such as leadership styles, organizational culture, and job design. Their inquiries have extended to examining the consequential impacts of empowerment on diverse dimensions of employee performance, prominently including innovative behavior (Ashfaq et al., 2021). When you're empowered at work, you're not just following orders; you're given the freedom to think creatively and make choices. It's like you're the captain of your ship, navigating uncharted waters. This autonomy can spark your innovative thinking because you're not

confined by strict rules or procedures (Pastor, 1996; Yuni and Muafi, 2020). Empowerment isn't just about giving employees more control; it's about igniting their innovative spirit. It nurtures creativity, motivation, and a problem-solving mindset, making it a cornerstone of innovation in any organization (Guo and Jin, 2019).

Furthermore, some studies have revealed that empowerment may exert a positive influence on innovation, potentially mediated by variables such as job satisfaction and organizational commitment (Ashfaq et al., 2021; Maan et al., 2020).

Overall, the available evidence suggests that empowerment may play a pivotal role in promoting innovation by cultivating a nurturing and positive work environment that empowers employees to proactively seek creative solutions to problems and challenges (Nadeem, 2021).

H5: Empowerment is positively related to Innovation

#### 2.4. Mediating Role of Psychological Empowerment

Numerous studies have explored the interplay between POS and innovation, revealing that POS exerts a positive impact on innovation, often mediated by the empowerment of individuals (Kanake and Kemboi, 2020). For example, Krishnan (2012) discovered a positive influence of POS on innovation, with empowerment acting as a mediator, within a cohort of Indian software professionals. Similarly, Abdullatif et al. (2016) found that empowerment played a mediating role, connecting POS to innovation, while also finding that job satisfaction and organizational commitment served as mediators in this relationship. Dedahanov et al. (2019) further corroborated this trend, demonstrating that POS positively correlated with innovation through the intermediary effect of empowerment among a group of 390 employees employed in Korean manufacturing firms.

Collectively, these findings indicate that empowerment may facilitate the connection between POS and innovation by empowering employees to take initiative and employ creativity in resolving problems and overcoming challenges. Nevertheless, a more comprehensive understanding of the intricate relationship between these variables necessitates further research.

H6: Psychological empowerment mediates the relationship between POS and Innovation.

Research on the connection between job resourcefulness and innovation remains limited, and the existing literature does not definitively establish whether empowerment serves as a mediator in this relationship (Figure 1).

Empowerment, in this context, signifies the degree to which individuals have the capacity to influence their work environment and make decisions that impact their tasks. While there may be a potential relationship between job resourcefulness and empowerment, as individuals high in job resourcefulness might exhibit greater proactivity in seeking assistance and support, the current body of evidence does not offer sufficient clarity regarding

whether empowerment acts as an intermediary between job resourcefulness and innovation.

In summary, a more comprehensive understanding of the intricate relationship among these variables necessitates further research to shed light on the complex dynamics between job resourcefulness, empowerment, and innovation.

H7: Psychological empowerment mediates the relationship between JR and Innovation.

## 3. METHODS

### 3.1. Sample Size and Procedure

Data was collected from 25 companies of oil and petrochemical industry in Saudi Arabia. Final year students who were doing their COOP in these companies were used to collect the data from these companies. Each COOP training students was told to collect the data on the open ended questionnaire from four to five of the employees working in your department. The online link to survey form was sent to the students through email and WhatsApp. This link then they shared with the employees in their respective departments. It was categorically stated on the questionnaire that the data collected is for academic purpose. No personal information (Name, email id, or name of the company) was collected to keep the anonymity of the respondents.

The questionnaire link was shared with 50 COOP training students. It was expected to get a response of 200 employees ( $50 * 4 = 200$ ) but we could manage only 100 filled and complete questionnaire. Only 7% of the respondents were female and 93% were men. Further demographic analysis of educational background revealed that 11% of the respondents were post graduate degree holder and 89% were undergraduate.

### 3.2. Measures

The study was conducted in Saudi Arabia where first language is Arabic. To make sure that the respondents understand the question very well, all the questions in the survey were translated in Arabic language. All the questions were translated into Arabic. There were total 27 questions (Appendix 1) on four latent variables (POS, JR, Empowerment and Innovation). All the questions were measured on Likert scale of 1-5 (from 1- strongly disagree to 5- strongly agree). For POS the scale of (Eisenberger et al., 1997) was used. There were total 8 items, 2 of these items were reverse coded. The scale of JR was originally developed by Licata et al. (2003) and it has three items. The study employed a 12-item scale introduced by Spreitzer (1995) was used to measure the perceived empowerment. The 4-items scale of Quinn (1988) was used to measure the perceived Innovative behavior among the employees.

## 4. RESULTS

### 4.1. Measurement Model

As we delved into evaluating our model, we encountered some interesting findings. We decided to remove two items (E11 and E6) from our analysis since they exhibited low factor loadings, each

falling below the 0.06 threshold, a practice suggested by Gefen and Straub (2005). On the flip side, we retained two other items with higher factor loadings, specifically above 0.539, primarily because the average variance explained (AVE) was quite robust, clocking in at 0.50 or even higher.

When it came to assessing the reliability of our constructs, we didn't rely on just one measure. We found that all the CR values comfortably surpassed the recommended benchmark of 0.700, perfectly aligning with the guidance provided by Wasko and Faraj (2005) guidelines. Moreover, we found that the Cronbach's alpha for each of our constructs exceeded the 0.700 threshold as well.

Another important aspect of our study was convergent validity. We were delighted to see that it met the mark, with the Average Variance Extracted (AVE) exceeding 0.500. All these intriguing results, including the factor loadings for our items, can be found neatly summarized in Table 1.

## 4.2. Structural Model

Our research involves a structural model that essentially maps out the pathways we hypothesized in our research framework. To evaluate how well our model performs, we rely on a set of key indicators: R2, Q2, and the significance of the pathways. Results are presented in Tables 2 and 3.

In our quest to measure the model's quality, we focus on the strength of each of these pathways. This strength is best represented by the R2 value for the dependent variable, a concept we borrowed from Briones Peñalver et al. (2018). For us, the magic number is 0.1; if the R2 value meets or exceeds this threshold, we're in business, following the guidance of Falk and Miller (1992). The exciting part is when we looked at our results in Table 3, we found that all our R2 values comfortably surpass this 0.1 mark, reassuring us of the model's predictive power.

Then, there's the matter of predictive relevance, something we gauge using Q2. An above-zero value here signifies that the model is doing its job in predicting the constructs with statistical significance. Our results, detailed in Table 4, validate the model's ability to make these predictions accurately.

Digging deeper, we delve into the model's fit using a statistic called SRMR. It's a bit like a tailored suit-it needs to fit just right. With our SRMR value resting at 0.096, below the required threshold of 0.10, our model comfortably fits (Hair Jr et al., 2017).

To further evaluate our model's performance, we ran some hypothesis tests. These tests determine the significance of relationships, which we've illustrated in Figure 2. Take Hypothesis H1, for example. It delves into whether POS significantly influences INNOV. Our results paint a clear picture of a significant and positive impact of POS on INNOV ( $\beta = 0.544$ ,  $t = 6.918$ ,  $P < 0.001$ ), providing strong support for H1. Similarly, H2 explores the connection between POS and EMPOW, and the findings confirm a significant and positive relationship ( $\beta = 0.460$ ,  $t = 7.046$ ,  $P < 0.001$ ), lending robust support to H2. JR was subjected to testing to assess its relationship with INNOV. However, the outcomes indicated that JR bears no

**Table 1: Loadings, reliability and validity**

Variables	Loading	Cronbach's alpha	Composite reliability	AVE			
EMP1	0.713	0.887	0.909	0.503			
EMP2	0.781						
EMP3	0.769						
EMP4	0.539						
EMP5	0.539						
EMP7	0.825						
EMP8	0.799						
EMP9	0.754						
EMP10	0.675						
EMP12	0.631						
INNOV1	0.888				0.934	0.953	0.835
INNOV2	0.926						
INNOV3	0.954						
INNOV4	0.885						
JR1	0.810	0.820	0.893	0.736			
JR2	0.880						
JR3	0.881						
POS1	0.864	0.905	0.926	0.680			
POS2	0.836						
POS3	0.892						
POS4	0.880						
POS5	0.619						
POS8	0.826						

AVE: Average variance extracted, POS: Perceived organizational support, JR: Job resourcefulness

**Table 2: Fornell-locker criterion**

Variables	EMPOW	INNOV	JR	POS
EMPOW	0.709			
INNOV	0.722	0.914		
JR	0.542	0.472	0.858	
POS	0.591	0.783	0.339	0.825

Values in italics represents square root of AVE.

AVE: Average variance extracted, POS: Perceived organizational support, JR: Job resourcefulness

**Table 3: HTMT ratio**

Variables	EMPOW	INNOV	JR	POS
EMPOW				
INNOV	0.777			
JR	0.647	0.532		
POS	0.617	0.825	0.389	

POS: Perceived organizational support, JR: Job resourcefulness

significant relationship with INNOV ( $\beta = 0.100$ ,  $t = 1.610$ ,  $P = 0.108$ ). Consequently, H3 was not accepted.

Moving on to H4, it examines whether JR has a substantial relationship with EMPOW. The findings affirm that JR indeed exerts a significant impact on EMPOW ( $\beta = 0.386$ ,  $t = 4.311$ ,  $P < 0.001$ ), supporting H4.

Furthermore, H5 was investigated to determine if EMPOW influences INNOV. The test results unequivocally establish that EMPOW has a noteworthy effect on INNOV ( $\beta = 0.346$ ,  $t = 4.640$ ,  $P < 0.001$ ). Hence, H5 garnered empirical support so it was accepted.

It's important to note that the presence of a confidence interval different from zero signifies a significant relationship.

Summarizing the results of our hypotheses testing, we find the following in Table 4.

### 4.3. Mediation Analysis

H6: Empowerment mediates the relationship between POS and INNOV.

In the pursuit of a deeper understanding, we conducted a mediation analysis to explore the intricate interplay between POS, INNOV, and the mediating influence of employee empowerment. Our meticulous examination, meticulously recorded in Table 5 - Mediation Analysis, brought to the fore a

compelling indirect effect of POS on INNOV (H6:  $\beta = 0.159$ ,  $T = 3.478$ ,  $P = 0.001$ ).

What adds gravitas to this discovery is the unwavering strength of the overall effect of POS on INNOV, which remains remarkably robust ( $\beta = 0.704$ ,  $T = 11.403$ ,  $P < 0.001$ ), even with the mediator introduced into the equation. In the presence of the mediator, the influence of POS on INNOV retains its potency and statistical significance ( $\beta = 0.544$ ,  $T = 6.918$ ,  $P < 0.001$ ).

Essentially, these results illuminate the mediating function of employee empowerment, acting as an intermediary component within the complex link connecting POS and INNOV. This empirical substantiation firmly approves our hypothesis, H6, and adds a formal layer to our understanding of these complex dynamics. It's akin to meticulously dissecting a sophisticated puzzle to reveal how its elements interact and mutually affect one another.

H7: Empowerment mediates the relationship between JR and INNOV.

In our study, we conducted an in-depth analysis to understand the influence of employee empowerment as a mediator in the relationship between JR and INNOV. Firstly, the results revealed a noteworthy indirect effect of JR on INNOV, as indicated by the values: H7:  $\beta = 0.134$ ,  $T = 3.693$ ,  $P < 0.001$ . Interestingly, we observed that the overall effect of JR on INNOV was statistically significant with the following values:  $\beta = 0.234$ ,  $T = 3.375$ ,  $P = 0.001$ . However, when we introduced the mediator, we found that the significance of JR on INNOV was no longer apparent, as shown by these values:  $\beta = 0.100$ ,  $T = 1.610$ ,  $P = 0.108$ .

Figure 1: Conceptual framework

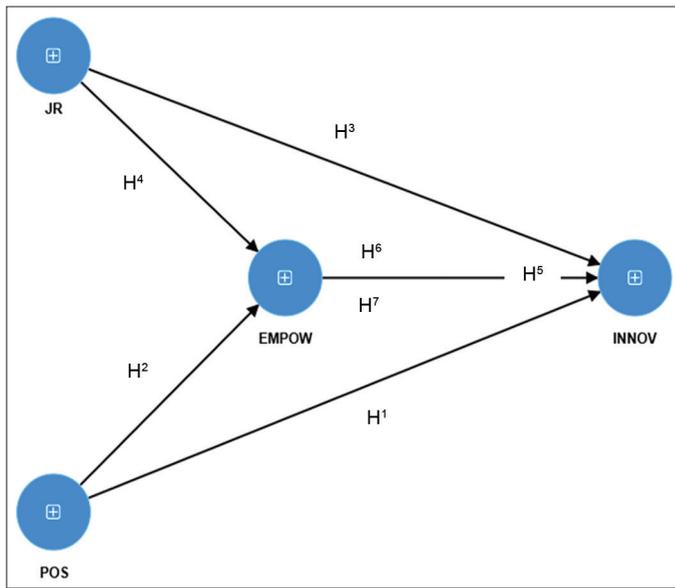
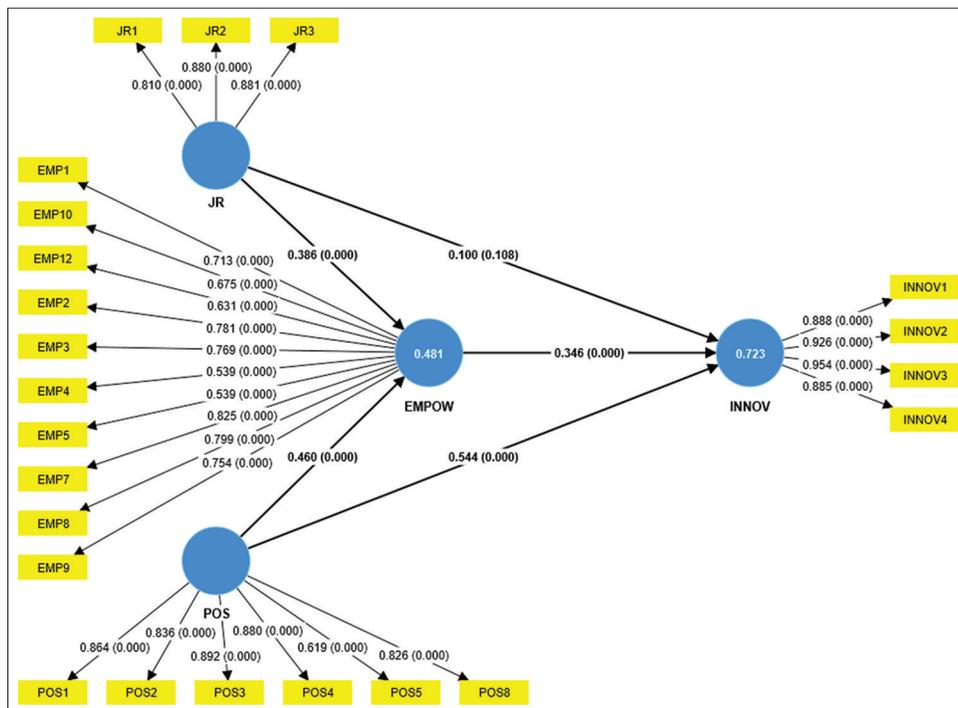


Figure 2: Path analysis



This essential findings demonstrates that employee empowerment plays a complete mediating role in the intricate connection between JR and INNOV, providing robust empirical support for H7. It's like finding that essential puzzle piece that perfectly fits, revealing how employee empowerment fully mediates the connection between JR and INNOV, and further enriching our understanding of these intricate dynamics.

## 5. DISCUSSION

These findings offer a substantial and affirmative insight into the relationship between POS and innovation. Specifically, a one-unit increment in POS is associated with a notable 0.544-unit boost in INNOV. The statistical significance of this relationship is underscored by a robust  $t = 6.918$  and a remarkably low  $P < 0.001$ , emphasizing the pivotal contribution of POS in nurturing innovation.

Furthermore, the study's outcomes reveal a significant and favorable correlation between POS and psychological empowerment (EMPOW). Remarkably, a one-unit upturn in POS is linked to a considerable 0.460-unit increase in EMPOW. The statistical significance of this connection is further reinforced by a substantial  $t = 7.046$  and a highly significant  $P < 0.001$ . These findings shed light on the crucial role of POS in facilitating psychological empowerment, which, in turn, serves as a catalyst for innovation. In summary, these outcomes lend robust support to the formulated hypotheses and align with the research findings of Fan et al. (2022) and Ryan and Deci (2000), emphasizing the substantial impact of POS on innovation and its meaningful association with psychological empowerment. The findings suggest that organizations can bolster innovation by offering support and resources to their employees, thereby creating a nurturing work environment.

More specifically, a one-point elevation in job resourcefulness corresponds to a mere 0.100-point increase in innovation.

However, it is essential to note that this correlation lacks statistical significance, as indicated by a  $P = 0.108$ . These findings suggest that job resourcefulness alone may not be a significant driver of innovation among employees.

Conversely, the results reveal a substantial and positive association between job resourcefulness and psychological empowerment. In particular, a single-point rise in job resourcefulness is associated with a significant 0.386-point increase in psychological empowerment. Importantly, this association is statistically significant, supported by a  $t = 4.311$  and a  $P < 0.001$ . These findings signify that job resourcefulness may contribute to the promotion of psychological empowerment, which, in turn, has the potential to facilitate innovation.

Furthermore, the findings indicate that psychological empowerment exerts a substantial and positive influence on innovation. Specifically, a one-point increase in psychological empowerment corresponds to a notable 0.346-point increase in innovation. Importantly, this association is statistically significant, as evidenced by a  $t = 4.640$  and a  $P < 0.001$ , underscoring the pivotal role of psychological empowerment in facilitating innovation.

These outcomes imply that while job resourcefulness may not directly impact innovation, it may still contribute to innovation by virtue of its influence on psychological empowerment. These findings support the hypothesis positing a significant relationship between JR and EMPOW, and further affirm the substantial impact of EMPOW on INNOV. They imply that organizations can enhance innovation by nurturing a sense of psychological empowerment among their employees.

Additionally, our mediation analysis reveals that employee empowerment operates as a partial mediator in the association between POS and innovation. This aligns with the conclusions drawn by Dedahanov et al. (2019), who also observed a significant indirect effect of POS on INNOV mediated by EMPOW. Notably,

**Table 4: Hypothesis testing**

Hypothesis	Relationship	$\beta$	STDEV	T statistics	P-values	2.50%	97.50%	Decision
H1	POS ->INNOV	0.544	0.079	6.918	0.000	0.367	0.677	Accepted
H2	POS ->EMPOW	0.460	0.065	7.046	0.000	0.325	0.578	Accepted
H3	JR ->INNOV	0.100	0.062	1.610	0.108	-0.001	0.236	Rejected
H4	JR ->EMPOW	0.386	0.090	4.311	0.000	0.196	0.553	Accepted
H5	EMPOW ->INNOV	0.346	0.075	4.640	0.000	0.199	0.490	Accepted
		$R^2$	$Q^2$					
	INNOV	0.723	0.631					
	EMPOW	0.481	0.433					

JR: Job resourcefulness

**Table 5: Mediation analysis**

Relationship	Total effect		Direct effect		Indirect effect			Confidence interval		Decision
	$\beta$	t	$\beta$	t	$\beta$	SE	t	2.50%	97.50%	
H6: POS ->EMPOW->INNOV	0.704 (0.000)	11.403	0.544 (0.000)	6.918	0.159 (0.001)	0.046	3.478	0.078	0.260	Partial mediation
H7: JR->EMPOW->INNOV	0.234 (0.001)	3.375	0.100 (0.108)	1.610	0.134 (0.000)	0.036	3.693	0.073	0.220	Full mediation

the overall effect of POS on INNOV remains substantial, with a beta coefficient of 0.704 and a robust  $t = 11.403$ . Importantly, even when considering the mediating influence of EMPOW, the effect of POS on INNOV remains statistically significant, as indicated by a beta coefficient of 0.544 and a  $t = 6.918$ . These results emphasize the pivotal role of EMPOW in the POS-INNOV relationship while suggesting the potential involvement of other influencing factors.

In light of these findings, it becomes evident that our hypothesis regarding the partial mediation of the relationship between POS and INNOV by EMPOW gains empirical support. These results propose that organizations can foster innovation by not only offering support and resources to their employees but also by cultivating a supportive work environment that facilitates the development of psychological empowerment. This, in turn, can contribute to the enhancement of innovation.

Furthermore, our research findings indicate that employee empowerment (EMPOW) serves as a complete mediator in the connection between job resourcefulness (JR) and innovation (INNOV). The analysis uncovers a significant indirect effect of JR on INNOV, mediated through the influential role of EMPOW. The total effect of JR on INNOV remains noteworthy, with a beta coefficient of 0.234 and a  $t = 3.375$ . However, when considering the mediating influence of EMPOW, the direct effect of JR on INNOV loses its statistical significance, with a beta coefficient of 0.100 and a  $t$ -value of 1.610. These outcomes underscore the pivotal role of EMPOW in the JR-INNOV relationship, implying that JR may not exert a direct impact on innovation.

In summary, our findings provide substantial support for the hypothesis proposing that EMPOW fully mediates the relationship between JR and INNOV. This implies that organizations can promote innovation by nurturing a sense of psychological empowerment among their employees. This can be achieved by providing the necessary resources and support to enable employees to perform their tasks effectively, ultimately contributing to the enhancement of innovation.

## 6. CONCLUSION

This research makes the vital contribution in the field of OB. Nowadays, empowerment has become the buzz word in the field of management. It is considered a solution to all the challenges. The study has highlighted that the empowerment is an important factor in fostering innovation. Empowerment can play a role in fostering innovation by giving employees the autonomy, resources, and support they need to come up with new ideas and see them through to fruition. However, POS must also be in place in order for innovation to truly thrive. Moreover, the organizations invest enough resources in finding and hiring the right talent. Resourcefulness is an important quality that can help individuals and organizations be more innovative. It involves being able to make the most of the resources available to you, and finding creative solutions to problems even when you don't have all the resources you need. However, resourcefulness alone is not enough to foster innovation. In order to truly innovate, you need to empower these talented employees and give them the

access to resources such as time, money, and technology, as well as a supportive organizational culture that values and rewards innovation. Additionally, you need the ability to take risks and embrace change, as well as a willingness to learn and adapt in order to continuously improve and stay ahead of the curve.

### 6.1. Practical Implications

The study was able to establish the factors which contribute towards the innovation. In light of this study, organizations should provide their employees with the resources they need to do their work, in order to foster a sense of empowerment and facilitate innovation. Further, managers need to create a supportive and empowering work environment, in order to facilitate the development of psychological empowerment and enhance innovation. For this management should provide resources and support for employees to engage in professional development and learning, in order to increase their skills and capabilities and enhance their ability to innovate. The organizations which create a culture that values innovation and encourages employees to take initiative will be able to cultivate the culture of innovation and new ideas.

### 6.2. Limitations of the Study

The study's findings should be interpreted with caution, considering the limited sample size, which may restrict their applicability to a broader population. Generalizing the study's results to different contexts or settings should be approached with care. It's important to note that uncontrolled variables such as age, seniority, and position could have introduced some influence on the study's outcomes. Future research endeavors might benefit from incorporating these variables into the research model for a more comprehensive understanding of the relationships under investigation.

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## APPENDIX

### Appendix I: Questionnaire

Please rate your answers on the scale of 1-5  
(1-strongly disagree to 5-strongly agree)

#### Perceived organizational support

- My organization cares about my opinions.
- My organization really cares about my well-being.
- My organization strongly considers my goals and values
- Help is available from my organization when I have a problem.
- My organization would forgive an honest mistake on my part
- If given the opportunity, my organization would take advantage of me. (R)
- My organization shows very little concern for me. (R)
- My organization is willing to help me if I need a special favor

#### Job resourcefulness

- I am very clever and enterprising in doing my job.
- I am a very resourceful person in finding ways to do my job.
- I pride myself on being able to make things happen in the face of scarcity.

#### Empowerment

- The work I do is very important to me.
- My job activities are personally meaningful to me.
- The work I do is meaningful to me.
- I am confident about my ability to do my job.
- I am self-assured about my capabilities to perform my work activities.
- I have mastered the skills necessary for my job.
- I have significant autonomy in determining how I do my job.
- I can decide on my own how to go about doing my work.
- I have considerable opportunity for independence and freedom in how I do my job.
- My impact on what happens in my department is large.
- I have a great deal of control over what happens in my department.
- I have significant influence over what happens in my department.

#### Innovation

- My facility is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks.
  - Managers in my facility are risk-takers. They encourage employees to take risks and be innovative.
  - The glue that holds my facility together is commitment to innovation and development. There is an emphasis on being first.
  - My facility emphasizes growth and acquiring new resources.
  - Readiness to meet new challenges is important.
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