

Internal Marketing and Employee's Innovative Work Behavior: The Mediating Role of Job Embeddedness

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Abstract

The current study objective was to find the impact of internal marketing (IM) on innovative work behavior (IWB) of employees with mediating role of job embeddedness (JE) and Social capital (SC) as a moderating variable. A non-probability sampling technique was used to collect data from employees of auto parts manufacturing sector from different cities of Pakistan. In order to test the hypothesis, regression analysis, mediation and moderation analysis were used in SPSS and in Hayes Bootstrap Method. For confirmatory factor analysis (CFA), AMOS was used. Regression results revealed that IM has a positive impact on IWB and JE. Similarly, JE, when used as an independent variable, has a positive impact on IWB. The mediation analysis showed that JE mediates between IM and IWB. Moderation analysis depicts that SC moderates between JE and IWB. At the end implications of this study, suggestions for future empirical exploration of the constructs have been proposed.

Keywords: Internal marketing, innovative work behavior, job embeddedness, social capital

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Introduction

Innovative work behavior (IWB) is imperative for innovation and one of the most widely studied construct. IWB is an intentional behavior of an individual to introduce and/or apply new ideas, products, processes, and procedures to his or her work role, unit, or organization (De Jong and den Hartog, 2007). In Organizational Behavior and Psychology studies, employees' behavior is one of the most important factors that bring innovation (Van de Ven, 1986). That is why previous studies have tried to establish the link between different constructs and IWB such as self-concepts and identity (Rank, Nelson, Allen, and Xu, 2009), knowledge and abilities (Amabile, Conti, Coon, Lazenby, and Herron, 1996), psychological factors (Han & Yang, 2011), motivation (Yuan & Woodman, 2010). The research on IWB is scarce and needs to be studied further (Janssen, Van de Vliert, & West, 2004) and in the evolutionary stage as well (De Jong & Den Hartog, 2010). IWB is an attitudinal variable that varies according to situation and employee's perception. A gap is still in literature to identify the construct that considers individual first. Contemporary research on IWB is also devoid of individual focus construct to predict IWB. The contemporary research antecedents of IWB are organizational culture (Stoffers, Neessen, & van Dorp, 2015; Sinha, Priyadarshi & Kumar, 2016), cyberloafing (Derin & Gökçe, 2016); leadership (Masood & Afsar, 2017) and managerial support (Lukes, Lukes, Stephan, & Stephan, 2017). The behavior of individual varies according to values of societies and the values of societies have changed after 9/11 (Murphy, Gordon, & Mullen, 2004). After 9/11, there is no big study on individual's behavior in Pakistan, one of most affected country of terrorism (Javaid, 2011). Global competitive index (GCI) report 2016 revealed that Pakistan ranks 119th among 140 countries due to lack of innovation in process and product development (Schwab, 2016). However, Kemal (2006) alarmed that the manufacturing sector of Pakistan lacks in the process and product innovation domain. Unfortunately, the manufacturing sector remains a neglected aspect of research in Pakistan. Innovation is an individual's behavior because innovative work behavior is all about the cognition of an individual (Wu, Parker, & De Jong, 2014).

Internal Marketing (IM) is a new concept of HR practices that considers employees as an internal customer and a new key determinant of organization's innovativeness (Mieres, Sánchez, & Vijande, 2012). IM activities are focused on the employee as of external customer. It consists of strategic rewards, internal communication, training and development, leadership and empowerment. The studies of IWB with individual IM facets, rewards (Aarons, 2006), internal communication (De Bussy, Ewing, & Pitt, 2003), training and development (Ahmad, Jehanzeb, &

Alkelabi, 2012), leadership (Valle & Avella, 2003) and empowerment (Marane, 2012) have been established the predictors of IWB. IM as a composite variable has never been tested as an antecedent of IWB. Research depicts that composite variable provides better results than individual facets (Luthans, Avolio, Avey, & Norman, 2007). In this study, IM has been used as a composite variable. The committed employees with organization show more innovative work behavior due to gaining more experience and knowledge of work and the organization.

The other construct for this research is Job Embeddedness (JE) that is an employee's commitment and sticks employee with the organization due to organizational and social factors. More committed employees with the organization due to JE exhibit IWB (Ng & Feldman, 2010). JE has already been proved as a significant mediating variable between other variables (Karatepe, 2016; Ferreira et al., 2017). JE has been proved as a significant mediating variable between IM and turnover intention (Ibrahim, 2013). JE in this study is a new addition to literature as a mediating variable between independent variable IM and dependent variable IWB.

Research depicts that when individuals interact with each other, they form networking and share ideas, and bring innovation to the organization (Watson & Papamarcos, 2002).

Social capital (SC) is a social networking of employees at work place that helps them to establish networks and share ideas informally. In previous research, SC has significantly moderated between motivation and subjective well-being (Jin, 2015) and acquisition of resource and environment dynamism (Huang & Wang, 2013). After literature review and found the gap in the literature, SC has been taken as moderating variable in this research between JE and IWB. Internal marketing as a composite variable was missing in literature to determine IWB. The research was needed in Pakistani context to serve as the pre requisite for managers to improve innovative work behavior of employees. Research with internal marketing, job embeddedness, and social capital is first of its own kind to determine innovative work behavior in the manufacturing sector of Pakistan.

Theoretical Underpinning

Innovative work Behavior (IWB) is an intentional creation, introduction, and application of new ideas within a work role, group or organization, in order to benefit role performance, the group or the organization (Janssen, 2000). In early research, IWB was defined as a generalized willingness to change (Hurt, Joseph, & Cook, 1977).

The contemporary research is still investigating the antecedents of IWB such as employee's job performance and feeling about fit for job (Afsar, Badir, & Khan, 2015), managerial practices and leadership style (Odoardi, Montani, Boudrias, & Battistelli, 2015), proactive goal generation (Odoardi et al., 2015), positive mood and personality (Madrid, Patterson, Birdi, Leiva, & Kausel, 2014) and human resource practices (Prieto & Pérez, Santana, 2014). An antecedent is still missing to focus on the only individual is behavior.

Employees are the people who are responsible for innovation because they play an important role regarding the innovation performance of organizations since they expand, hold, act in response to and adapt ideas (Van de Ven, 1986).

Research with different individual and contextual factors of IWB, is still inconclusive, underdeveloped and needs more work (Shalley, Zhou, & Oldham, 2004; West & Farr, 1989). Internal Marketing (IM) is an emerging construct from HRM and has its own importance in the literature (Varey, 1995; Conduit & Mavondo, 2001; Ballantyne, 2000; Mudie, 2003). After Berry, (1981) work, IM concept got popularity due to considering employee as an internal customer. Gronroos, (1985) posited that organizational goal can be achieved by implementing IM practices. IM, in fact, is viewing workers as domestic customers, viewing their jobs as domestic products, and by addressing the needs of domestic customers, organizational objectives can easily be achieved (Berry & Parasuraman, 1991). Better implemented IM practices in an organization lead to more organizational success (Varun & Indu, 2015). Due to direct focus on employee, IM has a positive relationship with employee's behavior (Ishaque & Shahzad, 2016). Whenever there is an innovativeness and flexibility or multi-functionality as a job requirement, IM stimulates IWB (Yuan & Woodman, 2010). Several empirical studies strengthen this argument that the organizational factors, which are directed to employees, improve IWB (Monks et al., 2013; Ohly, Sonnentag, & Pluntke, 2006).

Internal marketing (IM) practices have a positive relationship with employees' job embeddedness. Job embeddedness is actually a 'commitment' to the organization and this commitment is further fostered due to IM practices in the organization (Caruana & Calleya, 1998). IM practices help employees to be embedded with the job by enhancing their motivation, organizational commitment, and satisfaction (Souchon & Lings, 2001).

When employees feel privileged and cared by IM strategies of the organization, their satisfaction and commitment with the organization are obvious (Suleiman Awwad & Mohammad Agti, 2011).

Job embeddedness (JE) is a distinct variable due to its relation with emotion, societal and monetary influences on the worker (Mitchell, Holtom, Lee, Sablynski, & Erez, 2001; William Lee, Burch, & Mitchell, 2014). Job embeddedness is the reason of employee to remain in the organization due to social and organizational factors (William Lee et al., 2014). Organizational factors (IM practices) and social factors (relations with peers and community) affect employee's behavior. JE improves employee's social relationship due to organizational commitment and less intention to quit the job.

In previous research, JE has shown a significant mediating effect on leadership and relationships (Harris, Wheeler, & Kacmar, 2011), turnover intentions and job performance with the impact of work engagement (Karatepe & Ngeche, 2012).

The interesting transition of research took place when Ng and Feldman (2010) linked Job Embeddedness with innovation. JE halts turnover of employees and more job-embedded employees exhibit more IWB. JE has a positive impact on IWB due to less intention to quit (Widianto, Abdullah, Kautsar, & Meiyanti, 2012).

Still we do not know about JE and needs to be studied further to understand it better (Ghosh & Gurnathan, 2015).

Social Capital (SC) first time was discussed by Hanifan (1916). At that time the SC was linked with democracy and development of urban community (Algezauai & Filieri, 2010) and was seen as social networks established among societies and improving the living conditions of communities. In contemporary research, SC is working networks of social relations that are bounded by common trust, understanding each other, supportive, and shared values and behaviors to enable effort for innovative collaboration of employees (Cohen & Prusak, 2001).

SC is exercised in the organization by an opting set of informal principles and norms based on mutual obligations to improve organizational labor effectiveness (Nahapiet & Ghoshal, 1998). The man is a social animal and gregarious in nature. He develops relations and utilizes these relations to achieve his goals. SC improves trust among employees, communication, and focus on employee's significant direct and indirect effect to increase commitment to the organization (Watson & Papamarcos, 2002). SC moderates between motivations and subjective well-being (Jin, 2014). SC moderates between resource acquisition and environment dynamism (Huang & Wang, 2013). Yuanhui Li and Jin (2015) also tested the moderating effect of SC between top management characteristics and management capabilities. SC affects positively on commitment due to JE. When the commitment of employee is high due to job embeddedness there will be enhanced innovative work behavior.

Research Objectives and Theoretical Frame Work

The objective of this research is to find the impact of internal marketing on innovative work behavior with mediating role of job embeddedness and moderating effect of social capital. In fig-1, the theoretical model presenting the internal marketing (IM) on Innovative work behavior (IWB) and Job Embeddedness (JE). This model shows the mediating role of JE between IM and IWB and JE impact on IWB. The model also shows the Social Capital (SC) as a moderating variable between JE and IWB.

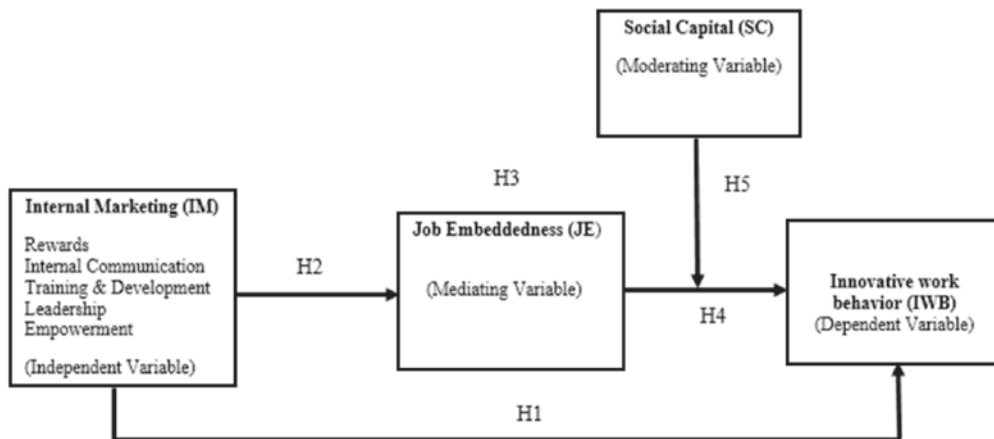


Fig-1 Theoretical Frame Work

Hypotheses

Following five hypotheses were formulated for this study;

H₁: Internal marketing has a positive impact on innovative work behavior.

H₂: Internal marketing has a positive impact on Job Embeddedness

H₃: Job embeddedness mediates between internal marketing and innovative work behavior

H₄: Job embeddedness has positive impact on innovative work behavior

H₅: Social capital moderates between job embeddedness and innovative work behavior

Method

Population

All permanent employees of auto parts manufacturing firms in Islamabad, Rawalpindi, Lahore, and Gujranwala are treated as population for this study. In all manufacturing firms, there was not a single employee selected for research who was on probationary period or on at temporary basis in the organization. The research was on innovative work behavior, it was important to get data from employees working on a permanent basis.

Sample

The permanent employees selected from the population are samples for this research. The non-probability sampling technique was used for this research. Total 1500 questionnaires were distributed by lead person, courier and followed through emails, phone, WhatsApp and personal visits. Total questionnaire received back were 1336 and 220 questionnaires were rejected due to double ticks, missing data or incomplete filling. For research purpose, the valid questionnaires were 1116.

The gender of respondents was male 78% (n = 870), 22 % being female (n = 246) and most respondents were between the ages of 21 and 25 years (28.5%), followed by the 26 to 30 years' age group (22.4%), respondents between the ages of 31 and 35 accounted for 21.5% and those above the age of 45 were 1%. The marital status was unmarried 71.2% (n=795) and married 28.8 % (n=321). The education level attained for the majority of respondents was matriculation/O'Level: 39.8% (n = 444), followed by intermediate/A-level: 18.6% (n = 208), diploma holders 6.4% (n=71), bachelor degree holders 15% (n=167), master degree holders 14.3% (n=160), engineers 4.3% (n=48) and PhDs 1.6% (n=18). The managerial job participants were

26% (n=290) and non-managerial 74% (n=826). The income level less than 20,000 remained 40.5% (n=452) and second highest number of participation of respondents was from income level 20,000 to 30,000 with percentage of 33.81%, (n=377). Other participant's salary range was from 31,000 to 40,000 3.4% (n=38), 41,000 to 50,000 12.5% (n=140), 51,000 to 60,000 7.8% (n=87), 61,000 to 80,000 0.9% (n=10), 81,000 to 100,000 0.4% (n=4), and above 100,000 0.7%, (n=8). The working experience was from less than one year 45.6 % (n=509), from 1 to 5 years 39.9% (n=445), from 6 to 10 years 6.8% (n=76) and above 11 years' experience 7.7% (n=86).

Measures of the Study

All constructs were developed on the 5-point Likert scale as 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree.

Innovative work behavior (IWB) 12 item scale was used for research, originally developed by Janssen (2000) and used by different researchers (Mukherjee & Ray, 2009; Kheng, June & Mahmood, 2013). Over the last decade, there has been a concomitant increase in the use of independent or observer ratings, such as supervisory ratings (Yuan & Woodman, 2010; Zhang & Bartol, 2010). The second part of a questionnaire developed for IWB was for supervisor rating. Internal Marketing (IM) 24 items scale opted from Ahmed, Rafiq, and Saad, (2003). The same scale of IM was by Kaur & Sharma, (2015) and Fernando, (2012). JE 18 items scale was taken from Holtom, Mitchell, & Lee, (2006). Social capital (SC) 15 items scale used in this research was adopted from Nahapiet and Ghoshal, (1998).

Procedure

To collect primary data from auto parts manufacturing firms, all scales were developed in the English language because most of the workers understand English due to reading English as a compulsory subject in all Pakistani schools, colleges, and universities. There are many words when translated into the Urdu language, become ambiguous. The English language has given desirable results in different researches conducted in past (Butt & Choi, 2006). Researcher got an appointment on phone, email, and courier mail from owners or managers of the organization. A trained lead person was hired to distribute and explain questionnaires to permanent workers of auto parts manufacturing companies. Questionnaires were also distributed by researcher himself and sent through couriers, emails, and WhatsApp where a lead person was unable to reach.

Results

Psychometric Properties of Scale

Amos software was used for Confirmatory Factor Analysis (CFA). CFA shows a good fit of model; χ^2 (252, $N=655$); $\chi^2/df = 2.59$, $p=0.00$; $SRMR = .047$, $TLI = .90$; $CFI = .91$; $RMSEA = .038$. The CFA result provides further support for the distinctiveness of the five dimensions of internal marketing as an independent composite variable.

Table-1 shows that chi-square value is statistically significant at 95% confidence level, Eigen value (EV) was above 1.0 and Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy is > 0.60 . This clearly depicts that the measures inherent construct validity due to an acceptable range of values. The principal component analysis (PCA) was applied for each construct as shown in Table-1. Factor loading of twelve items shows KMO (0.87) that falls within acceptable range whereas EV is > 1 with 47% variance in IWB construct. The KMO value is 0.73 for internal marketing (IM) that is also acceptable. For IM 24 item scale construct the value of EV > 1 with a variation of 56% in IM construct. Eighteen items of Job Embeddedness (JE) show KMO value .78 that is an acceptable value. The EV for JE construct is > 1 and explained variation 49% in JE construct. Similarly, the KMO value is .61 of 15 items scale of Social Capital (SC), which is $> .5$ and is in an acceptable range. The value of EV for SC construct is again > 1 and explained a variation of 74% in SC construct.

The factor loading of twelve items of IWB was consistent with (Janssen, 2000) and IM 24 items scale with the study of Ahmed et al. (2003). Table -1 shows all the values of all constructs are within acceptable range. The Cronbach's alpha values of all constructs are $> .6$ which is acceptable (Podsakoff et al., 1996). For exploratory research, the composite reliability value .6 to .7 is satisfactory (Nunnally & Bernstein, 1994). In this research, all variables are composite variables.

Table 2
Correlations among Variables

No.	Variables	M	S.D	IWB	IM	JE	SC
1	IWB	3.65	.62	1			
2	IM	3.66	.33	.181**	1		
3	JE	3.62	.41	.118**	.084**	1	
4	SC	3.77	.29	-.049	-.097**	.092**	1

**Correlation is significant at the 0.01 level (2-tailed),

*. Correlation is significant at the 0.05 level (2-tailed)

IWB=Innovative Work Behavior, IM=Internal Marketing, JE=Job Embeddedness, SC=Social Capital

Results in Table-2 reported that predictor variable Internal marketing (IM) had a significant ($p < .01$) correlation with dependent variable IWB. The detail of correlation results shows that independent variable IM has a positive and significant relationship with outcome variable IWB ($r = .181$, $p < 0.01$) and job embeddedness (JE) ($r = .084$, $p < 0.01$). IM has a strong relationship with IWB and JE. JE also has a positive and significant relationship with IWB ($r = .118$, $p < 0.01$). Social capital (SC) has a strong relationship with job embeddedness ($r = .092$, $p < .01$).

Regression Analysis

Table 3
Regression analysis for Internal Marketing and Innovative Work Behavior

Dependent Variable: Innovative Work Behavior (IWB)					
Main Effect: Internal Marketing (IM)					
	β	R^2	t	F	Sig
Internal Marketing (IM) as (IV)	0.333***	0.033	6.13	37.5	0.000

*** $p < .001$, ** $p < .005$, * $p < .01$

Results in Table -3, reported a significant regression model, $F = 37.534$, $P < .001$. Regression analysis shows the significant impact of Internal Marketing (IM) on innovative work behavior (IWB). The β -value ($\beta = .333$) is significant when IM is independent variable and IWB is the dependent variable. There is also a significant change in R^2 ($R^2 = .033$). Results show that one unit of IM increased ($\beta = 0.333$, $p < .001$) IWB of employees by 0.333 units. The hypothesis that IM has a positive impact on innovative work behavior is accepted.

Table 4
Regression analysis for Internal Marketing and Job Embeddedness

Dependent Variable: Job Embeddedness					
Main Effect: Internal Marketing (IM)					
	β	R^2	t	F	Sig
Internal Marketing (IM) as (IV)	0.103**	0.007	2.81.	7.94	0.000

*** $p < .001$, ** $p < .005$, * $p < .01$

In Table-4, a significant regression model was found, $F = 7.940$, $P < .001$. Results show a significant value ($\beta = .103$) and positive R^2 value ($R^2 = .007$) that is due to the positive impact of Internal Marketing (IM) on Job Embeddedness (JE). For mediation model, the assumption of the relationship of the independent variable with mediating variable must meet when mediating variables is used as a dependent variable (Preacher and Hayes.,2008). The regression was run with JE as an outcome variable and IM as an independent variable to fulfill the assumption for mediation model. This assumption was fulfilled when a unit of internal marketing increased ($\beta = .103$) job embedded .103 units. The hypothesis that internal marketing has a positive impact on Job embeddedness is accepted.

Table 5
Regression analysis for Job Embeddedness and Innovative Work Behavior

Dependent Variable: Innovative Work Behavior (IWB)					
Main Effect: Job Embeddedness (JE)					
	β	R^2	t	F	Sig
Job Embeddedness (JE) as IV	0.177***	0.014	3.95	15.65	0.000

* * * $p < .001$, ** $p < .005$, * $p < .01$

In Table-5, significant regression model created, $F = 15.653$, $P < .001$. The β -value ($\beta = .177$) is significant with a significant R^2 value ($R^2 = .014$). Results depict a significant impact of Job Embeddedness (JE) on innovative work behavior (IWB). A unit of JE increased ($\beta = .177$) IWB .177 units. The model fulfills the assumption of mediating variable when it has a relationship with outcome variable when used as an independent variable (Baron & Kenny, 1986). The hypothesis that JE has a positive impact on IWB is accepted.

Mediation Analysis

Table 6

Mediating effect of JE between IM and IWB

Path	Total Effect	Direct Effect	Indirect Effect	95% CI	
				Low Level	Upper level
IM → JE → IWB	.334 (0.00)	.3174 (0.00)	.0160 (0.004)	.0044	.0035

IM=Internal Marketing, JE=JOB Embeddedness, IWB= Innovative work behavior

Hayes Bootstrap Technique (Preacher and Hayes., 2008) is the most authentic technique used in psychology research paradigm. Hayes Bootstrap Technique is a most appropriate technique used mediation and moderation analysis in contemporary research. In the present study, the bootstrapping procedure with 1000 samples was repeated. The mediator is considered significant if the 95 % confidence interval (CI) for the estimate of the 'indirect effect' does not include zero between low-level confidence interval (LLCI) and Upper-level confidence interval (ULCI) (Preacher & Hayes, 2008). A path analysis was conducted to test the mediating effect of job embeddedness (JE). Results based on 1,000 bootstrapped samples indicated in Table-6 that whilst the total effect and indirect effect were significant (total effect = 0.334, $p = 0.000$; direct effect = 0.317., $p = 0.000$), and the indirect effect = .016, $p=0.004$). The results indicate that the direct effect of IM on IWB was reduced due to JE indirect effect. It is because of the mediating effect of JE between IM and IWB. There is no zero between lower 95 % CI = 0.004, upper 95 % CI = .0035. Result clearly depicts that due to JE mediation, the innovative work behavior was increased. The hypothesis that JE mediates the relationship of IM and IWB is accepted.

Moderation Analysis

Table 7

Main Effects and Moderated Regression Analysis of SC relation to JE, and IWB

Outcome variable Innovative work Behavior	β	t	P	95% CI	
				LLCI	ULCI
Step1:					
IV (JE)	-1.050	-1.77	.076	-2.213	.1121
Moderator (SC)	-1.328	-2.29	.021	-2.462	-.1943
Step 2:					
IV x Moderator (JE X SC)	.3292***	2.09	.036	.0205	.6380

Note. N= 1116, JE= Job Embeddedness, SC=Social Capital, IV= Independent variable, Bootstrap sample size = 1,000., $p^* < .005$, $** p < .01$, $*** p < .001$, LL = lower limit, CI=confidence interval; UL = upper limit.

In Hayes Bootstrap method the moderation analysis of social capital (SC) was performed. The result in Table-7 clearly depicts that the β -value ($\beta=.3292$, $p=.036$) increased with interaction effect of Social capital (SC) and Job embeddedness (JE). There is no zero between the value of lower level confidence interval (LLCI=.0205) and upper-level confidence interval (ULCI=.6380) at 95% confidence interval. The results indicate that SC moderates the relationship of JE and IWB. The hypothesis that SC moderates between JE and IWB are accepted.

Discussion

The result shows that when organizational internal marketing (IM) practices are implemented, they positively influence innovative work behavior of the auto parts manufacturing engineering sector of Pakistan. Similarly, the correlation result shows a significant relationship of IM with innovative work behavior (IWB). It clearly shows that when organizational activities are directed towards employees, they improve IWB (Monks et al., 2013; Ohly et al., 2006).

When employees are considered as an internal customer, it affects their behavior to exhibit IWB. Studies have shown that for innovation, the employee's innovative work behavior is mandatory who actually bring innovation (De Jong & Den Hartog, 2007). This study provides a new horizon of research in management discipline by focusing on the employee's behavior for innovation. In another regression result with IM effect on job embeddedness has shown that IM significantly impacts JE. JE is also an individual commitment to an organization based on the factors associated with on and off the job factors. While other studies on organization commitment of the employee give only individual's on the job commitment and ignore off the job factors that add here him with the organization. Similar kind of research in different parts of the world on IM with organizational commitment provide the similar results (Choi & Price, 2005; Widiyanto et al., 2012).

The contribution of this research is that JE has been used first time as mediating variable with IM and IWB. JE mediates the relationship of IM and IWB that shows that with the mediation of JE, the IWB would be enhanced. JE has a significant impact on IWB as well. Similar kind of research also established the link of JE with IWB due to less turnover (Halbesleben & Wheeler, 2008). In Pakistani manufacturing sector, organizations should focus on JE. of the employees related to on the job and off the job factors to enhance the IWB of employees that will help them to bring innovation in products and process. This gap in research was filled by establishing the link between independent variable IM with dependent variable IWB and mediating variable JE that well explains the relation of IM and IWB.

The moderated regression result shows that social capital (SC) moderates the relation of JE and IWB. Pakistani society is collectivistic and gregarious in nature (Hofstede, 1984; Bashir, Jianqiao, Abrar, & Ghazanfar, 2012). The moderation of SC tells that social networking of employees keeps them embedded with the job. In management literature, it is another contribution of SC moderation between JE and IWB. SC strengthens the relationship of JE and IWB. Social capital has already been proved as a significant moderator in different studies (Watson & Papamarcos, 2002; Adler & Kwon, 2002).

Theoretical and Practical Implications

The study on IWB in the engineering manufacturing sector of the private sector is of paramount importance and provides a comprehensive integrated model to address the contemporary issues of innovation that Pakistani manufacturing sector is facing. IWB related study with IM and JE in engineering manufacturing sector was a missing link in literature. The study provides a comprehensive understanding of the new concept related to the individual, organizational and social factors. This model to find innovative work behavior is totally based on the relevant constructs needed to explore and is not on a contingency basis only.

While conducting research on innovative work behavior, it is important to consider individual, social and organizational factors. In past research, one or two factors remained missing in innovative work behavior studies.

Managers must focus on IM activities that will ultimately enhance IWB. IM also improves JE that is employee's commitment. Improved JE will reduce turnover that will improve IWB. Managers should also enhance social networking by enhancing SC. SC keeps employees embedded with the job and due to more embedded with the job, the employees become more experienced and exhibit IWB. In nutshell, the research model will serve as a pre-requisite for Pakistani Auto Parts Manufacturing Companies to apply the IM practices with JE and SC to enhance IWB of employees.

Limitations and Future Research Directions

Despite the important theoretical and practical implications, there were few limitations of this study that must be considered for future studies. The first limitation was the size of the sample taken from the population for this study. The total auto parts manufacturing firms are 450 in Pakistan and the data collected were from only 26 firms. It was obviously a big constraint to collect data from all firms. The research result can't be generalized until a comprehensive research is done in the complete sector. Secondly, the cross sectional data was used for this study that is obtained one time for research but behavioral research shows that employees behavior changes with the passage of time due to different circumstances. A longitudinal research is needed by taking data in different times to analyze the innovative work behavior more in depth.

For future perspective, a comprehensive research is proposed on internal marketing with types of personality on innovative work behavior. It will give a true analysis that what type of personality is more influenced by internal marketing practices or strengthen the relation of other internal marketing with other constructs to improve innovative work behavior. Types of personalities (Big Five) may be used as mediating or moderating variable.

The other study on innovative work behavior is needed with demographic variables. In demographic variables, especially gender, marital status and urban or rural background should also be investigated as predicting variables. There is no such study that could see the impact of demographic variables on innovative work behavior in Pakistani manufacturing sector.

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