

Innovative Work Behaviour (IWB) of Employees: Exploring the role of thriving and pro-social motivation in the relationship between LMX and IWB

Roopak Kumar Gupta

Fellow IIM Indore, India

f11roopakk@iimidr.ac.in

Abstract

The paper conceptualises and proposes that high quality LMX relation is pertinent for the entire process of innovative work behaviour (IWB) by the employees which incorporates, four stages of opportunity exploration, idea generation, idea promotion and idea implementation about which literature is silent. In addition the attempt is made to understand the motivational mechanism of thriving dimensions of learning and vitality and how they aid this relationship between LMX and IWB. It is suggested that pro-social motivation affects the entire process of IWB as it is primarily intentionally beneficial to all in the organisation. Implications have been suggested for management practice.

Key Words

Innovative work behaviour, Leader member exchange, thriving, pro-social motivation

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Introduction

The present dynamic business environment with unpredictable technological change, generational shifts in values put enormous pressure on companies to achieve sustainable competitive advantage (Pieterse, Nederveen, Knippenberg, Schippers, & Stam, 2010). This can be achieved by developing innovative products, processes and services through innovative work behaviours (IWB) of employees at workplace, supported by managers (Shalley & Gilson, 2004) and organization (Scott and Bruce, 1994; Ashford, 1998; Farr & Ford, 1990).

Yuan and Woodman (2010) states that the benefits of employee's IWB are immense, as it contributes significantly to organizational effectiveness, survival (Baer & Frese, 2003; Oldham & Cummings, 1996; Scott & Bruce, 1994; Shalley, 1995; Woodman, Sawyer, & Griffin, 1993), productivity (Anderson, De Dreu, & Nijstad, 2004) and incorporates outcomes like intellectual property, commercial products and platforms, and ultimately, market success and firm performance (Scott & Bruce, 1994). Some prior studies have also predicted improved job performance (Abrahamson, 1991; Rogers, 1983; Wolfe, 1994) due to innovative work behaviour. These possibilities, grounded in research, indicate that IWB has implications on both employees and organization. However, review of the literature suggests that the intermediate complex processes that would explain how and why many contextual and individual antecedents, affect IWB as a whole remains inconclusive and

underdeveloped and need to be explored further (Anderson et al 2004, 2014; Shalley, Zhou, & Oldham, 2004; West & Farr, 1989). It is thus important to understand the antecedents and complex mechanisms driving IWB of individuals in organizations (Sanders, Moorkamp, Torka, Groeneveld, & Groeneveld, 2010).

Previous researchers have suggested innovative behaviour as an umbrella concept (Baer, 2012). Drawing from West & Farr (1990), IWB is defined as intentional introduction and application within a role, group or organization of ideas, processes, products or procedures, new to the relevant unit of adoption, designed to significantly benefit the individual, the group, the organization or wider society. This means that IWB is a complex behaviour comprising of idea generation/introduction by oneself or adopted from others and then its realization and implementation (Yuan & Woodman, 2010, Janssen 2004, Scott & Bruce 1994).

Dimensionality in IWB

From the literature it is found that the, IWB is characterized by different dimensions as proposed in many published papers. Carmeli, Meitar and Weisberg (2006) suggested for three dimensions i.e. idea generation, idea championing and idea implementation which found support from other literature (Janssen 2000; Messmann and Mulder 2012; Scott and Bruce 1994). De Jong and Den Hartog (2010) later in their study defined four dimensions. Messman (2012, 2014) conceptualise and formulated a scale for IWB through four stages i.e. opportunity exploration, idea generation, idea promotion and idea implementation.

In keeping with Messman (2014), Nederveen et al (2010), De Jong & De Hartog (2010) and Kanter (1988) we conceptualise innovative work behaviour (IWB) as behaviour comprising complex integrated activities pertaining to opportunity exploration, idea generation, idea promotion and idea implementation with the intent of benefit to the organisation, work role unit and individuals. The idea can be generated by a person in original or adopted from others to be implemented within the organisation (Scott & Bruce 1994; Anderson, Potocnik & Zhou, 2014).

The literature on IWB to best of our knowledge did not adequately address the issue of multiple-dimensions of IWB which relates with different innovation tasks, influenced by contextual and individual differences in terms of LMX and thriving effects. Messman (2014) is one study we found, addresses these dimensions with other issue of target specificity as low and high in subsequent stages of IWB. Though target specificity outlined the context in which needs varied as low and high depending upon the stage it did not erudite on the employee relations with immediate leader and its effect on each stage completion.

*Through this paper we are arguing on three research questions through propositions. At **first** we are addressing the question of LMX quality relation with all stages of IWB. **Second** we are interested in knowing the thriving role in the relationship between LMX high quality and IWB dimensions. **Third** we are arguing on the impact of pro-social motivation on these stages and investigating that do they play a role in affecting LMX relation with IWB.*

IWB process is complex, non-linear, dynamic and opportunistic and cannot be studied with narrow theoretical frameworks where knowledge is canned and leads to similar results (Wolfe, 1994; Yuan & Woodman, 2010). Also multiple perspectives can capture other aspects of IWB and therefore solves the inherent problem of few perspectives, thereby increasing knowledge repertoire of innovation literature (Abrahamson, 1991). Hence we propose these arguments for taking literature forward in IWB.

Theoretical Framework

IWB is one of the key employee outcomes in the organisations and therefore seeing the influence of high quality LMX on each stage as well as seeing thriving as a source and antecedent of affective and cognitive mechanisms is imperative for contribution to the literature of IWB. To the best of our knowledge few studies (Carmeli & Spreitzer 2009;) have taken in to this account.

High LMX relations could be grounded in theory of social exchange where individual interacts socially to build resources and while gaining more resources, feels motivated to be more engaged in performance outcomes. The more resourceful people are the better they are in their performance

outcomes (Gorgievski, Halbesleben & Bakker, 2011; Messman & Mulder, 2012). Employee's relationship with immediate supervisor is key for his/her encouragement to pursue the process. The quality of relationships exchanged as measured by the construct of LMX provides the necessary personal and organisational resources to ideate, promote and implement the IWB.

Messman (2014) contended that resources in IWB could be innovation specific and work related. We assume that personal resources of an individual are indispensable for IWB realisation. It may happen that due to high creative self-efficacy, less risk and low target specificity an idea is generated but it could not see its conversion due to lack of resources. These personal resources could be gained at various stages of IWB and this paper try to conceptualise the LMX relationship with each stage of IWB

Leader-member exchange

Leader –Member exchange (LMX) is a theoretical approach to leadership that defines how the supervisor-subordinate relationships of varying qualities develop overtime and is key for workplace behaviours (Dulebohn, Bommer, Liden, Brouer, & Ferris, 2012; Sears & Holmvall, 2010).

The LMX grounded in role theory (Kahn et al. 1964), suggests that leader forms unique dyadic relationships with their sub-ordinates and has vested interests in his/her role performance which creates role-expectations from subordinate (Graen, 1973; Kahn, Wolfe, Quinn, Snoek, and Rosenthal, 1964). These role expectations create pressure on individuals and they conform to the interpersonal exchange expectations, with the immediate supervisor (Dienesch & Liden, 1986, Graen, 1976).

Due to high quality exchange relationship the in-group members are expected to perform unstructured tasks, extra role behaviours and additional responsibilities (Dienesch & Liden, 1986). Once formed these relationships are fairly stable and are based on collaborations in the dyad for mutual gains (Graen & Scandura, 1987).

Dienesch & Liden (1986) suggested LMX development model where they theoretically integrated literature on role theory, leadership, attribution theory, social exchange and upward influence. Based

on the recent literature LMX can be defined as following ‘**LMX is the quality of exchange relationship evolved in the role, between supervisor and subordinate characterised by trust, affect and perceived contribution toward mutually agreed upon work outcomes**’.

We argue that **high quality LMX** is responsible for resources being exchanged between leader and employee as empirically found in literature in terms of respect, trust, obligation (Graen & Uhl-Bien, 1995), affect, loyalty, professional respect (Dinesch & Liden, 1986; Liden & Maslyn, 1998), information, influence, support (Dansereau et al., 1975), voice (Yrle, Hartman & Galle, 2002), positive performance appraisals (Duarte, Goodson & Klich, 1993, 1994), and career progress (Wakabayasi & Graen, 1988). These resources have a positive effect on IWB of an employee as long as LMX is high. The literature is silent about the effects of LMX on IWB stages categorically. In the following subsection we try to build upon the relationship between LMX and IWB and subsequently hypothesising for IWB stages conceptual relation with high LMX.

Throughout the argument we contend that LMX is also an exchange and therefore affects access of resources to employees (Flynn, 2003; Sherony & Green, 2002).

Relationship of IWB and Leader-Member exchange

The literature on LMX has been related to work place attitudes and behavioural outcomes such as job satisfaction, job performance, organisational commitment, organisational citizenship behaviours and innovative work behaviours (IWB) (Dulebohn et al., 2012). Since IWB is a dynamic, challenging and context bound construct we assume that its process is a set of interdependent tasks (opportunity exploration, idea generation, idea promotion and idea implementation) which have different cognitive mechanisms, motivational mechanisms and exchange relationships (Messmann, 2014; West & Farr, 2002; Kanter, 1988). These mechanisms and relationships are affected by the quality of LMX.

Employee in high LMX relationship with his or her supervisor feels an obligation to repay or reciprocate the exchange equally (Coyle-Shapiro & Conway, 2004; Gouldner, 1960). These employees

develop and express positive attitudes towards their supervisors and organisation (Tangirala, Green & Ramanujam, 2007). Previous research on socialisation has shown that having high quality working relationship with the leader is necessary for effective functioning, getting mentorship (Mainiero, 1994; Bauer & Green, 1998; Kammeyer-Mueller & Wanberg, 2003; Major, Kozlowski, Chao, & Gardner, 1995; Lyness & Thompson, 2000; McCall et al., 1988;) and supervisor support (McCauley, Ruderman, Ohlott, & Morrow, 1994). Leaders are instrumental for employee's socialisation process (Ferris et al., 2009; Liden et al., 1993), motivation (Scandura et al., 1986), mentoring (Scandura & Schriesheim, 1994), and support (Settoon, Bennett, & Liden, 1996; Uhl-Bien & Maslyn, 2003).

As IWB is also extra-role behaviour we assume it to be related to high quality LMX. Earlier studies on role of transformational leadership on IWB were found to be moderated by LMX quality via employee engagement (Aryee et al 2012). Howell and Hall-Merenda (1999) argued that effect of transformational leadership is contingent upon LMX quality between immediate supervisor and follower employee. Other studies of employee engagement concluded that high quality LMX enhanced the relationship of employee engagement and IWB as employees have more latitude of decision making as well as an environment of psychological safety (Aryee et al 2012).

From the above discussion and in agreement with previous literature we propose that

Proposition 1: High quality LMX is positively related with IWB

As we discussed earlier that literature is silent about the various stages of IWB and their correlation with high LMX quality therefore we propose LMX relation with the other four stages being operationalised by Messman (2012, 2014).

We build as below about the IWB stages relationship to high LMX quality and argue that individual differences would play a key role in each stage for its realisation

Opportunity exploration and High quality LMX

It refers to the recognition and comprehension of problems and needs that represent an opportunity to change and improve products and processes at work (Messman, 2014). Essential requirement for an

employee to explore opportunity is to know better his/her work environment and keeping an update of what is happening in similar industries with networks. This stage of IWB is characterised with more cognitive flexibility and autonomy.

While Messman (2014) argued that perceived impact of an idea in an individual is more than enough for cognition to support opportunity exploration, in addition we argue that LMX high quality aids in that belief of perceived impact and its relationship with intention to explore the opportunity. From the literature on LMX relationship, it is stated that employee trust, loyalty and affect towards leader is responsible for autonomy and extra role behaviours acceptance (Dienesch & Liden, 1986). Also employees with high LMX becomes more influential in the work role as well as in the organisation which gives them the latitude for working beyond their work-role (Sparrowe & Liden, 2005). Based on these arguments we propose

Proposition 1 A- High quality LMX is positively related to opportunity exploration stage of IWB.

Idea generation and High quality LMX

Idea generation refers to the creation of new, applicable, and potentially useful ideas that approach identified opportunities for innovation (Messman, 2014; Janssen, 2000). This behaviour requires individual to possess skills for seeing problems and critically examining them for newer solutions or scanning the existing processes for improvement. The individual needs to possess high cognitive flexibility, creative self-efficacy (Amabile, 1986) for this stage. We assume that high LMX will facilitate in giving psychological safety to the employee for generating the ideas. It is also seen that those employees who enjoys high LMX they tend to have more information and informal power by which they feel more structural empowerment for conceiving the ideas which are acceptable and recognizable in the organisation (Knol J. & Van Linge R, 2009). Based on these assumptions we propose that **Proposition 1 B-** High quality LMX is positively related to idea generation stage of IWB.

Idea Promotion and High quality LMX- *Idea* promotion connotes promoting one's ideas in the social work environment, building coalitions through social and professional networks which requires

to convince others of the envisioned innovation that takes over responsibility and provides access to information and resources (Messman, 2014; Janssen, 2000). It is needed that the coalitions should be more in number, high quality relationship which includes not only LMX but co-worker's support and work role unit support. These coalitions would help to vitalise the individual as well as providing with sufficient personal resources of social exchange in terms of knowledge for the next stage requirement as the idea has been agreed upon and debated with others.

Proposition 1 C- High quality LMX is positively related to idea promotion stage of IWB.

Idea Implementation and High quality LMX

Idea implementation is largely a socio-political process and successor of idea promotion (Van de Ven, 1986; Yuan & Woodman, 2010). This stage is mostly characterised by high degree of instrumentality for idea realisation for which the strong ties formed in the previous stage could give the necessary energy for its realisation. The motivations for sustaining the networks and the required abilities are dependent on pro-social motivation as well as thriving aspect with which the idea was conceived. Prior research has been silent on this aspect except Baer (2012), Yuan & Woodman (2010) and few others. The stage seeks higher network ability with the intent of learning and gaining energy spirals for final outcome. We argue that high LMX could possibly maintain the autonomy and psychological safety for implementing the idea once thought. Based on these arguments we argue that

Proposition 1 D- High quality LMX is positively related to idea implementation stage of IWB.

We now analyse contextual variable in terms of LMX relationship and individual difference variables in the form of *Pro-social motivation* and thriving to see their influence over the process leading from high LMX relation and IWB as an outcome.

Pro-social motivation as an individual difference in all stages

Some employees have the urge to help others in the organisation even at the expense of their own work while others help but keep their interests close to them, the former is altruistic behaviour and the latter is pro-social motivation (Grant & Berry, 2011; De Dreu, 2006). Pro-social motivation is based on the

concern for others to see their benefit as an outcome of the extension of an individual effort (Grant, 2007). It is a psychological state where an individual is focused on the feelings of concern towards others in the process of IWB (Batson, 1998; De Dreu, 2006; Grant, 2007).

Pro-social motivation (the desire to benefit others with their perspective) increases the relationship between intrinsic motivation and creativity stage of idea generation (Grant & Berry, 2011) as well as in other stages of IWB possibly through thriving. Previous research results on effect of intrinsic motivation on idea generation and exploration (creativity) are equivocal where some studies advocating for a positive effect of intrinsic motivation on idea generation (Amabile, 1986) while others emphasising on some underlying moderators for the link between idea generation and intrinsic motivation. The novelty and usefulness characteristics of idea generation (creativity) are independent and orthogonal as reported by some studies (Ford & Gioia, 2000; Litchfield, 2008). Novelty may be crucial in this stage as most individuals who are involved in the process are interested in the originality (Amabile, 1996). In the subsequent stages novelty is less important so other possible moderators may have an impact on intrinsic motivation.

Grant & Berry (2009) suggests different view for the relation between pro-social motivation and self-interests. Some studies found that pro-social motivation necessary for other's concern is conflicting with self-interest (Batson, 1998; Meglino & Korsgaard, 2004; Schwartz & Bardi, 2001). While other studies have found that they both are independent of each other and can be empirically positively related (De Dreu & Nauta, 2009). It is found that pro-social motivation of an employee benefiting others has positive relationship with job performance, OCB and personal initiative (De Dreu & Nauta, 2009). Also those with high quality LMX would be able to pursue their pro-social motivations through all stages thus enabling them IWB.

Proposition 2 Consistent with the previous findings and knowing the multi-dimensional nature of IWB we assume that pro-social motivation will be positively related to all stages of IWB.

Proposition 2 A Pro-social motivation will moderate the relationship between LMX and all stages of IWB.

Thriving Relations

Human thriving at work has been a topic of research when the task is challenging (Carmeli & Spreitzer, 2009). Individual thriving at work has been found to be associated with outcomes which are relevant to organisations (Porath, Spreitzer & Gibson, 2007; Carmeli & Spreitzer, 2009). Spreitzer, Sutcliffe, Dutton, Sonenshein, & Grant (2005) defined thriving as the joint experience of a sense of learning (growing and getting better at what one does at work) and a sense of vitality (feeling energized and alive at work). It has both affective and cognitive elements. Earlier studies on thriving concluded that thriving is particularly important in today's work environment, as individuals must learn to navigate protean careers (Hall, 1998) and to sustain their performance, health, and well-being over time (Pfeffer, 2010)

An employee displaying IWB is a relevant outcome for organisations to compete and it is quite challenging. IWB's various stages challenge the individual to maintain thriving for better outcomes. Since IWB is a multi-dimensional process therefore predictors are different in each stage. While intrinsic motivation is key for idea generation (Amabile, 1986; Scott & Bruce, 1994) it is other external reinforcement that an individual thrives for taking idea to implementation stage (Carmeli & Spreitzer, 2009). This thriving aspect gives the psychological state of an individual to venture for cognitive flexibility, networking and perseverance of an idea.

The first stage of idea exploration hinges on learning dimension of thriving as an individual broadens his/her area of inquiry for alternatives and so comes up with problem (Carmeli & Spreitzer 2009; Amabile, 1998). In the subsequent stage of idea generation the cognitive flexibility anchored by learning dimension, helps individual to create new ways of doing things as they have increased their capability, hence thriving is an integral psychological state, for generation of an idea (Amabile, 1998). While any idea faces stiff resistance from the fellow colleagues therefore in the subsequent stages one need to have vitality, second dimension of thriving for engaging in promotion of idea fighting with status quo (Dutton, Ashford, O'Neill, & Lawrence, 2001; Dutton, 2003; Quinn & Dutton, 2005). In the last stage of idea implementation continuity is needed in the vitality and learning.

Previous research has shown that thriving mediates the relationship between connectivity and IWB while connectivity mediated the relationship between trust and thriving (Carmeli & Spreitzer, 2009). Since LMX quality generates trust between leader and follower we assume that it is related to thriving behaviour

Proposition 3 Consistent with the previous research we assume that thriving will be positively related to all stages of IWB

LMX relation with Thriving components of vitality and learning

With Vitality

IWB is extra role behaviour and due to its nature, it is complex, therefore one need to have mental energy and focus for its persuasion beyond in role activities which can be very demanding (Atwater & Carmeli, 2009). The employee need to feel highly energised and enthusiastic about IWB as it brings an environment which is dynamic, changing and at speed (Ekvall, 1996). Polewsky & Will (1996) noted that it is not easy for employees to have high energy all the time for all IWB stages and even if they have had, channelizing it for idea implementation is difficult without immediate supervisor support. Amabile (2004) point out that leader is responsible for follower involvement in creativity (part of IWB) through social exchange of resources which energise them about task completion. Dutton (2003) argued that interpersonal exchange of high quality facilitate for energy flow in employees by giving them cognitive flexibility and requisite resources.

High quality LMX as a social exchange process nurtures the relational resources of an employee giving cognitive and affective flexibility (Atwater& Carmeli, 2009). These flexibilities are essential for energy sustenance for lengthier work role like IWB. Through these flexibilities energy is gained and simultaneously affects the capacities of the employee which gives the vitality for longer duration (Spreitzer, 2005; Graen & Uhl-Bien, 1995, p. 225).

From the stress and burnout literature it is noted through conservation of resources (COR) theory that people strive to maintain, protect and retain their resources and they do so by investing in material,

condition, personal and energy resources (Halbesleben 2006; Hobfoll 1988, 2001). We argue that high quality LMX people would have more access to resources which they conserve to enhance motivating resource gain spirals for extra role behaviour like IWB.

Fredrickson (1998, 2001) theory of broaden and build suggests that leader influence produces positive affect on followers which increases cognitions and actions available to them. Positive emotions will propel them for extra role behaviour apart from routine behaviour. This enhancement of personal resources will energise them towards IWB.

Quinn & Dutton's (2005) theory of Coordination argued that high quality LMX edifice interpersonal connections of positive conversations which increases energy in an employee due to felt psychological state of more autonomy, positive emotions and competence.

Proposition 3A

In consistent of these prior findings we argue that perceived high quality LMX will positively influence the vitality (energy) of the employee needed in all stages of IWB

Through the above prior research on LMX and energy levels and learning of employees we argue that employee perception of Leader-member exchange (LMX) of high quality would impact the energy levels which would further affect the vitality in employees to thrive in all stages of IWB.

LMX relation with Learning

Employees constant learning is very important for companies for innovative outcomes as these knowledgeable employees creates solutions for problems with new abilities , skills and networks and which is discretionary to their extra roles (Bezuijen, van den Berg, van Dam, & Thierry, 2009). It is necessary that they should get full support from supervisor. The high quality LMX relationship facilitates for employees and leader mutual trust which enhances the process of learning and subsequent IWB in them. Theoretically leaders uses their LMX relation by setting goals and providing feedback for encouraging employee's learning in a better way (Lam,Huang, & Snape, 2007). Through the norms of reciprocity (Graen & Uhl-Bien,1995) the employee responds to the LMX relation by

engaging in learning activities which are beneficial to organisation such as IWB. Prior literature has shown that low LMX employees engage less in learning activities (Driver, 2002) and quality of LMX affects learning orientation of an employee (Janssen & Van Yperen, 2004).

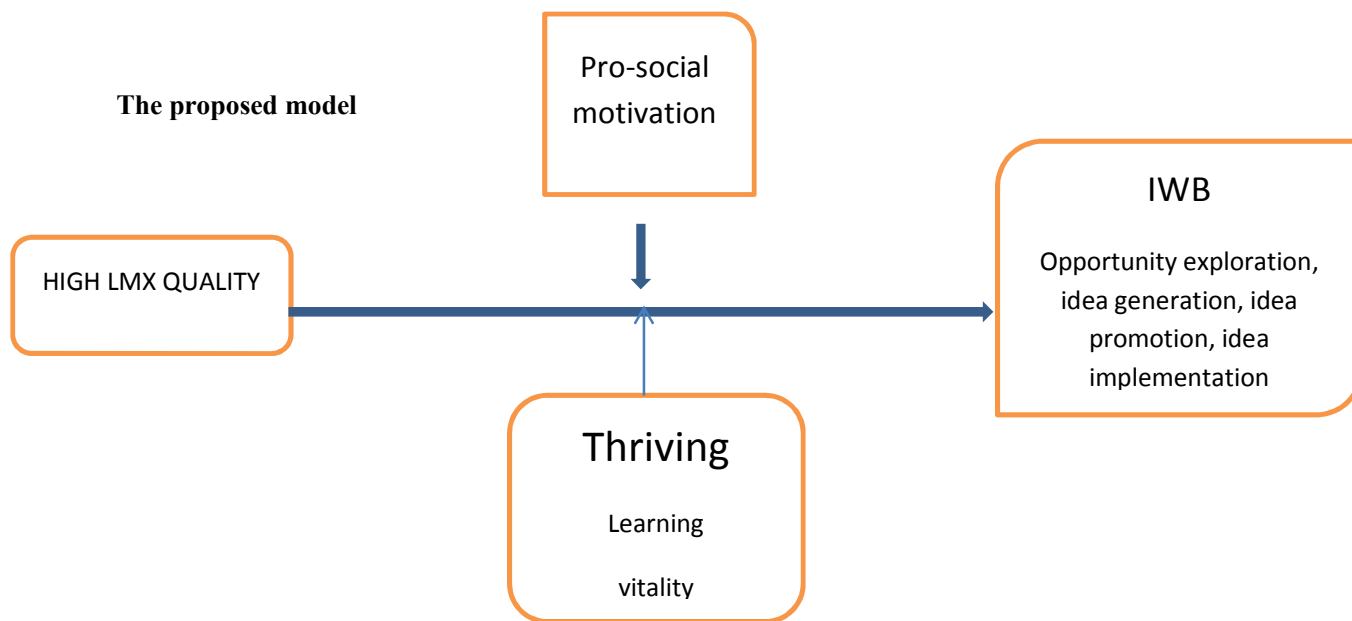
Based on these literature arguments we propose that

Proposition 3B

High quality LMX will positively influence the learning orientation mechanism for thriving

The study would measure the theoretically established relationships, with established scales. For LMX the scale given by Graen and Uhl-Bien's (1995) (seven-item LMX scale) and for Thriving the 8 item scale given by Atwater & Carmeli (2009). For pro-social motivation scale developed by Grant (2008) is to be used.

For understanding four dimensions, Messman (2012) developed the scale and contended through his work on target specificity in Messman (2014) study that for measuring IWB four stages, the following criteria had to be met in: Measurement of IWB had to (1) include a separate assessment of the dimensions of IWB, (2) assess concrete work activities, (3) be grounded in employees' work context, (4) refer to actual behaviour during an innovation episode at work, (5) include social-interactive activities of persons involved in the innovation process, and (6) include reflective activities carried out to regulate the development of the innovation. As per his recommendations the work context would be established for the sample. We would sample the scientists at Indian Space research organisation in accordance with Cohen suggestion for sample selection. As the literature suggested age, gender, job type and work experience would be controlled for the study. We plan to use Messman(2012), 20 item scale for four stages.



Implications

A key contribution of this study is to refine the IWB literature where effects of high quality LMX on thriving are proposed which affects IWB. Though we are yet to test the relationships empirically these propositions are defining the nature of complex IWB process. Further the multiple dimensions of IWB have been explored which could be tricky for managers and this is an area of concern for companies as most of the opportunities go empty handed while knocking on the door. The various mechanisms have been talked in the literature and through this paper we have tried to extend it by linking to thriving and pro-social motivation as antecedents of IWB and simultaneously investigating their relations with LMX.

Many time employees do not innovate due to low LMX relationship with their supervisor or lack of resources support. The personal resources of autonomy and vitality get reduced due to unhealthy relations. The paper is an attempt to highlight the impact of high LMX on company's future IWB outcomes. The study could be useful for the companies battling for market share and competition as it is IWB which helps to sail in tough times. The paper has argued about the role that leader sends to

their employees and encourages them for innovations. The argument that LMX of high quality enhances thriving in an employee educates the managers for utilising their relationship for innovative outcomes.

Limitations and Future Research-

This research has to be empirically investigated through established scales as discussed and then conceptualisation of the concepts can be justified. The limitation may arise from the causality aspect of the relationship assumed in the paper which could be improved for if the empirical data collection spreads over longitudinal time. For example LMX may be enhanced further due to thriving of the employee who may in turn increase LMX relation and IWB. These explanations could be ruled out by taking longitudinal data in to analysis. Future research would take into consideration about the different dimensions of LMX and their relationship with IWB dimensions which could be interesting for managers and companies as they exactly know what cognitive and motivational mechanisms operate through the LMX relationship to IWB.

Conclusion

This study contributes to the IWB literature and adds to our understanding of LMX quality relationship with IWB. The four stages analysis along with role of thriving as a moderator improves the learning about the necessary conditions for LMX high quality relation to be successful in IWB. The study is the first attempt to directly theorize about the LMX relationship with thriving components and their effect on all IWB four dimensions. The paper has proposed interesting relationships which were never explored and hence i hope that empirical analysis would enlighten us with new thoughts.

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