

Fostering Innovation at Work: Investigating the Interplay of Workplace Support, Entrepreneurial Orientation, and Change Resistance

Muhammad Waqas¹ & Dr. Shrafat Ali Sair²

¹PhD Scholar, Hailey College of Commerce, University of the Punjab, Lahore, Pakistan,

Email: sheikhwaqaslcc@gmail.com

²Assistant Professor, Hailey College of Commerce, University of the Punjab, Lahore Pakistan,

Email: drshrafatali@gmail.com, drshrafatali.hcc@pu.edu.pk

ARTICLE INFO

Article History:

Received: February 18, 2025
Revised: March 25, 2025
Accepted: March 30, 2025
Available Online: April 02, 2025

Keywords:

Perceived Work place support, Entrepreneurial Orientation, Innovative Work Behavior, Resistance to Change, Extra role performance, Perceived organizational support

Corresponding Author:

Dr. Shrafat Ali Sair

Email:

drshrafatali@gmail.com,
drshrafatali.hcc@pu.edu.pk

ABSTRACT

Despite of several studies conducted on cultivating innovation in workplaces, scarce literature existed on the precise systems or procedures. This study aims to device a mechanism for the enhancement of innovative work behavior of employees in the IT sector of Pakistan. Based on 446 personnel working in the 250 IT firms in Lahore, the study examined the impact of perceived workplace support on the employee innovative work behavior through the mediating role of individual entrepreneurial orientation and employee resistance to change. Utilizing structural equation modeling (SEM), the empirical findings reveal that perceived workplace support fosters individual entrepreneurial orientation and mitigates employee resistance to change which in turn ultimately promote employee innovative work behavior. Grounded in social exchange theory, entrepreneurial theory, change management theory and JD-R model, the study have valuable insights for HR managers and policy makers that they can design strategies for establishing supportive workplaces uplifting entrepreneurial orientation and alleviating resistance to change in order to enhance innovative work behavior.



Introduction

Creative workplaces and innovativeness are crucial components of competitive advantage and sustainable organizational performance (Alsafadi & Aljuhmani, 2024; Zhang et al., 2023). During the past decade, several attempts were taken by researchers to recognize the elements that contributed toward innovativeness (AlEssa & Durugbo, 2022; Srirahayu et al., 2023). In this competitive and turbulent business environment, organizations without innovative strategies fail to survive in the long run (Halawa et al., 2023; Souto, 2022). Employee innovative work behavior

(EIWB) means the “deliberate exploration, generation, promotion, and realization of new ideas within a work role, workgroup or organization” (Janssen et al., 2004). EIWB is one of the crucial components to assess employee actions at the work settings (Gong et al., 2009) and a vital aspect of organizations’ efficiency, effectiveness and sustainable development (Ayoub et al., 2023; Janssen et al., 2004; Li et al., 2023). Therefore, scholars are constantly engaged in widening the literature on innovativeness to understand the dynamics, procedures and boundary constraints to maximize the EIWB at the workplace.

IT industry is considered as indispensable engine of creativity and innovativeness that support in promoting economic growth and advancement (Huang & Khan, 2022). Brisk and vibrant industrial revolution, multifaceted issues and sophisticated level of customization in products and services related to IT hardware and software forced complex level of work behavior among the employees (Khan & Shamsi, 2021; Sibte-Ali & Bashir, 2024). IT industry of Pakistan has demonstrated a remarkable growth and development over the past decade. It contributed around 1.5% to country GDP. It also demanded a superior level innovative working behavior from the professionals employed in order to meet the customized and complex requirements of clients all over the world (Ministry of Information Technology and Telecommunication, 2023).

Perceived workplace support (PWS) refers to the availability of facilitating relations in the organizations and the opinion among personnel about the worth of those relations. According to Rhoades and Eisenberger (2002) and Eisenberger et al. (2002) workplace support is the extent to which employees recognize that their supervisors, co-workers, and the most importantly organization cares about their economic prosperity, together with the observation that these sources upkeep their well-being by providing a cooperative social environment. In the vein of Eisenberger et al. (2002), other intellectuals have also presented a multifaceted description of workplace support that embraced support delivered by four crucial components at the workplace: supervisors, colleagues, resources and the organization itself (Yucel & Minnotte, 2017).

In this context, perceived workplace support as a social interaction process which is of prime importance to determine individual innovative work behavior of employees. Perceived workplace support as an umbrella term has been scarcely examined with EIWB along with its key dimensions collectively- perceived organizational support (POS), perceived colleague support (PCS), perceived supervisory support (PSS), and perceived resource support (PRS) (Na-Nan & Wongsuwan, 2020).

Additionally, the transitional procedures that transmit the effects of supportive workplaces on employee innovativeness are obligatory to be explored more. Indeed, the elevation of individual entrepreneurial orientation (IEO) is the core concern of the organizations (Warrick, 2023) (Adam et al., 2022) to promote EIWB. Previously, IEO was tested at organizational level or firm level (Covin et al., 2020), this study employed it as individual level variable. Moreover, innovation often faces hurdles or challenges. The robust barrier in the way of innovativeness is the employee resistance to change (ERC). It not only discourage creativity but also affect task performance of employees (Modranský et al., 2020). Nevertheless, nexus between perceived workplace support and employee innovative work behavior has been examined rarely through the mediation of individual entrepreneurial orientation and employee resistance to change. Therefore, this study seeks to examine the impact of PWS on EIWB through mediation of IEO (positive force) and ERC (negative force).

The paper is organized in the following structure. First, we evaluate the relevant studies on EIWB linking it PWS and encompassing the mediating role of IEO and ERC in hypotheses structure.

Second, we clarify the research methodology to examine the hypotheses and results. Finally, we develop the association between findings and the theoretical reasoning in the past studies, proceeded by a sound discussion, real-world implications for practitioners, limitations and future research avenues.

Theoretical Framework and Hypotheses Development

Perceived Workplace Support and Employee Innovative Work Behaviour

The study attempted to test social exchange theory (SET) (Blau, 1964) which is a dominant theoretical structure to comprehend the association between PWS and EIWB. As employees notice higher level encouragement from their place of work, they are likely to participate in superior level of innovative work behavior and vice versa. The construct of perceived workplace support (PWS) has been derived from four dimensions; perceived organizational support (POS), perceived co-worker support (PCS), Perceived supervisor support (PSS) and perceived sufficient resource support (PRS) (Na-Nan & Wongsuwan, 2020). A significant amount of research on perceived organizational support (POS) has been conducted and showed a positive relationship with in role performance and innovative work behavior of employees at workplaces (Al-Taie & Khattak, 2024; Hadi et al., 2024; Park & Kim, 2022). However, the impact of peer support, supervisory support and resource support have been rarely examined with innovative work behavior of employees (Amabile & Pratt, 2016; Hammond et al., 2011). The dimensions of perceived workplace support are interdependent and intensify one another, building a multidimensional system that boosts employees' innovative work behavior. By interrelating, these dimensions perform synergistically and strengthening one another results in a more significant collective impact on encouraging creativity and innovative work behavior of employees. For instance, supervisory support has a positive impact on employees loyalty toward organization and resultantly they perceived more organizational support (Onn & Lung, 2014; Shanock & Eisenberger, 2006) and employees cannot perform innovatively in the workplaces where environment is oppressed and workplace bullying is common (Zahoor et al., 2023). Moreover, if the supervisor has ebullient behavior with the employees, they will likely to engage in creativity and innovativeness (Zahoor et al., 2025). Therefore, there is need to support the literature by examining more the impact of all four dimensions of PWS compositely on EIWB.

Therefore we hypothesized that:

H1: Perceived Workplace Support is positively associated with employee innovative work behavior

Perceived Workplace support and Individual Entrepreneurial Orientation

Individual entrepreneurial orientation (IEO) is equivalent to firm level entrepreneurial orientation and refers to the tendency of an individual toward entrepreneurial conducts such as innovativeness, risk taking and pro-activeness (Bolton & Lane, 2012). Innovativeness is the inclination toward new ideas and experiments which lead to novel practices, products and services (Lumpkin & Dess, 1996). Pro-activeness is the capability of an individual to predict prospect dynamics of the market and to grasp the imminent opportunities as a first mover (Covin & Slevin, 1989). Risk taking is the aptitude of an individual to take bold judgments in ambiguous circumstances and to bind resources to uncertain opportunities in chase of entrepreneurial objectives (Miller, 1983). Research highlighted that workplace support promoted IEO by ensuring employees' psychological safety desired to investigate and conduct novel initiatives (De Clercq & Belausteguigoitia, 2019).

Supportive and cooperative work settings boosted self-reliance and authorized employees to participate in entrepreneurial undertakings (Hmieleski & Baron, 2008).

Moreover, several psychological and environmental factors that may have significant contribution in fostering entrepreneurial mindset in the employees are yet to be explored more (Larsen, 2022; Mawson et al., 2023). Consequently, a profound examination into the determinants of IEO is crucial to develop a more inclusive understanding of how to successfully boost innovative work behavior within organizations. Accordingly, we hypothesize:

H2: Perceived Workplace Support positively associated with Individual Entrepreneurial Orientation

Perceived Workplace support and Employee Resistance to Change

The study aims to extend the change management theory (Edmondson, 1999; Kotter, 1996; Lewin, 1947) by establishing PWS as a mechanism to lessen resistance to change (RTC) which is a strong barrier to stop innovation practices. RTC is a crucial psychological phenomenon that is defined as the inclination of employees toward opposition against modifications or alterations in the existing policies and processes in the organizations (Oreg, 2003). Employees are often reluctant to accept change and they desire to adhere with monotonous routine job tasks (Ford et al., 2008) because of various individual and organizational factors such as uncertainty (Armenakis & Bedeian, 1999), job insecurity (Oreg, 2006), fear of failure (Rafferty & Griffin, 2006), disruption of comfort zone (Kotter & Schlesinger, 1989), mistrust of leadership (Lines, 2005), inadequate communication (Lewis, 2006), fear of power loss (Dent & Goldberg, 1999), inflexible organizational culture (Quinn, 2011), insistent necessity (Ford et al., 2008), pressure, stress (Piderit, 2000), insufficient training and organizational support (Vakola, 2013), confliction with personal goals or values (Choi, 2011), lack of employee engagement in decision making and technological complexities (Lines, 2004; Zander, 1950). RTC has more unwanted consequences rather than wanted ones for both the employees and the employers. Studies showed that RTC is liable for organizational failures on account of dysfunctional behaviors of employees at the workplaces, inadequate performance, employee dissatisfaction, loss of trust, loss of motivation, excessive mistakes, absenteeism and turnover intention (Abramson et al., 1978; Bazerman, 1982; Galpin, 1996; Reger et al., 1994; Wanberg & Banas, 2000).

Perceived organizational support, co-worker support, sufficient resource support and supervisory support showed a favorable contribution in reducing resistance to change by promoting trust, devotion and sense of morality, security, empowerment, among employees and by reducing fear and uncertainty associated with change (Eisenberger et al., 1986; Herold et al., 2008; Lopes Morrison, 2005; Rafferty & Griffin, 2006). Individual dimensions of PWS (e.g., organizational, co-worker, resource, supervisory) are infrequently studied in quarantine with resistance to change. There is also a little literature available on their combined impact, identifying a gap in understanding how these factors interact synergistically to affect resistance to change. Job demands-resource model of (Bakker & Demerouti, 2007) emphasized the need to analyze the impact of multiple support dimensions (e.g., organizational, co-worker, resource, supervisory) collectively on resistance to change. Therefore, we proposed that:

H3: Perceived workplace support negatively associated with employee resistance to change

Individual Entrepreneurial Orientation and Employee Innovative Work Behavior

In the context of entrepreneurship, entrepreneurial orientation is a highly vigorous and influencing concept and has been studied widely in the literature at organizational level or corporate level (Martens et al., 2016). However, its impact at individual level is scarcely examined. Therefore, there is need to empirically investigate how individuals' entrepreneurial orientation contribute to enhance innovative work behavior of employees (Covin & Lumpkin, 2011; Covin et al., 2020; Ferreira et al., 2019). Employees revealing openness to experience and conscientiousness incline to encounter their current role, explore and test new ideas and executed innovative solutions (George & Zhou, 2001). Studies advocated that organizations nurturing IEO among workers experienced higher levels of creativity and complex problem solving (Kreiser et al., 2013).

H4: Individual entrepreneurial orientation positively associated with innovative work behavior

Employee Resistance to Change and Employee Innovative Work Behavior

Personnel who oppose change in the organizations were reluctant to engage in innovative accomplishments (Oreg, 2006). Resistance confined the search of novel approaches, suppressed creativity, and hampered organizational development (Vakola & Nikolaou, 2005). Studies confirmed that workers with high level of resistance inclined to evade risks, discard new notions, and to favor constancy over novelty (Ford et al., 2008). Therefore, we hypothesized:

H5: Employee resistance to change negatively associated with employee innovative work behavior

Role of Individual Entrepreneurial Orientation (IEO) as Mediator

Most of the studies emphasized the consequences of IEO, the mechanisms that how various organizational factors foster individual level entrepreneurial orientation in workers have not been well investigated (Gao et al., 2020).

The mediating contribution of Individual Entrepreneurial Orientation (IEO) in the association between perceived workplace support—encompassing perceived organizational support (POS), supervisor support (PSS), sufficient resource support (PRS), and co-worker support (PCS)—and employee innovative work behavior (IWB) is crucial. Research advocated that the support perceived by employees at the workplace built a setting encouraging entrepreneurial philosophy, which sequentially promoted innovative behavior among employees (Gopinath, 2019; Osei & Zhuang, 2024). We hypothesized that:

H6: Employee entrepreneurial orientation mediates the relationship between perceived workplace support and employee innovative work behavior

Role of Resistance to Change (RTC) as a Mediator

RTC discourage creativity and productivity of employees (Hon et al., 2014). Nowak (2023) argued that RTC significantly impeded the innovativeness by damaging the absorptive capacity of organizations to explore and implement novel ideas and new knowledge from the market. Moreover, research has discovered the direct impact of RTC on innovation (Bovey & Hede, 2001), its contribution as a mediator in the PWS-IWB association remains underexplored. The role of RTC as mediator is aligned with JD-R model (Demerouti et al., 2001) that suggested job resources (PWS) curtailed job pressure (ERC) and create motivation (IEO). In this way, resistance to change may mediate the association between PWS and EIWB.

H7: Employee resistance to change mediates the relationship between perceived workplace support and employee innovative work behavior

Employee Resistance to Change and Individual Entrepreneurial Orientation

Employee Resistance to Change (ERC) adversely influenced employee entrepreneurial orientation by constructing psychological and behavioral obstacles that hampered risk-seeking, initiative capability, and innovation. Resistance to change is described by unwillingness to deviate from traditional practices, anxiety of ambiguity, and disbelief toward new ideas (Ford et al., 2008; Oreg, 2006). These individualities straightly controverted the basic dimensions of entrepreneurial orientation, which comprised of innovativeness, pro-activeness, and risk-taking (Verdú-Jover et al., 2023). When employees avoid change, they are reluctant to search new prospects, testing with novel techniques, or proceed creativity in problem-solving—marks of an entrepreneurial approach (Rauch et al., 2009). Thus, we hypothesized that:

H8: Employee resistance to change negatively associated with individual entrepreneurial orientation

Role of Individual Entrepreneurial Orientation as a mediator

Innovation in organizations demanded adaptableness, readiness to change, and first mover engagement with novel thinking mindset. Recent studies recommended that EO can alleviate the negative influence of ERC by boosting risk absorptive capacity of individuals and pre-emptive problem-resolving behaviors (Makhloufi et al., 2021). High entrepreneurial oriented employees were more actively reduced the level of resistance and participated in exploring novel solutions for the organizations. They took calculated risks, explore new opportunities and employed disruptive thinking approach (Frese & Gielnik, 2014; Rauch et al., 2009). Moreover, they considered change as an opportunity rather than threat. Therefore, we propose:

H9: Individual Entrepreneurial Orientation mediates the relationship between employee resistance to change and employee innovative work behavior and transform the negative effect of resistance to change into positive

The Hypothesized Model

Figure:1 portrays all the postulates claimed in the above segments to expound the association between PWS and EIWB.

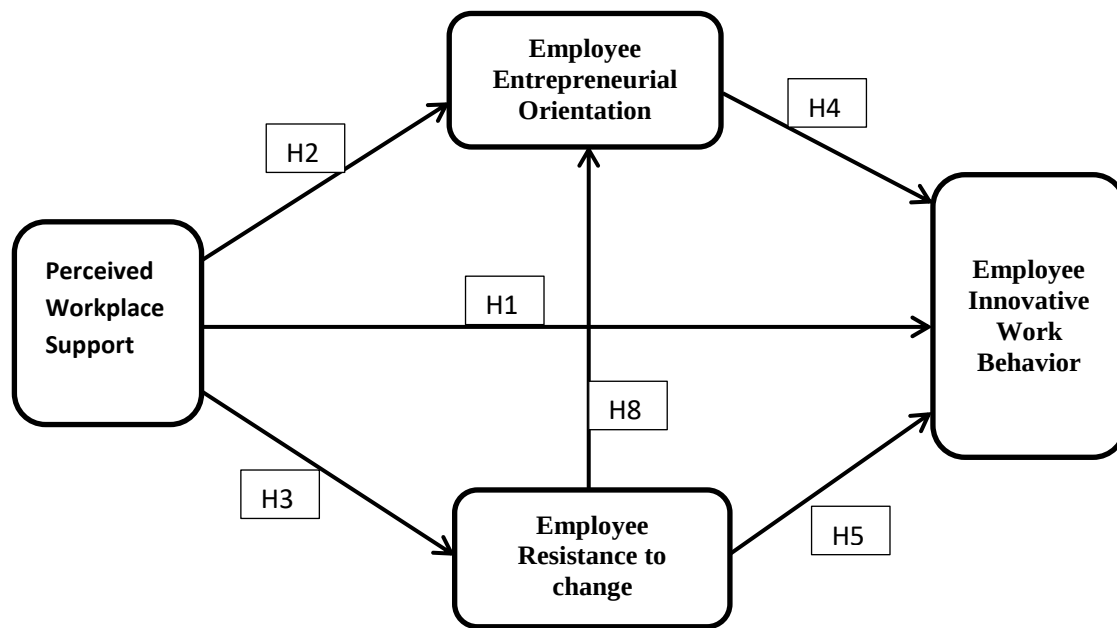


Figure: 1 Hypothesized Research Model

Source: Authors' own work

Research Methodology

Data was collected through self-administered questionnaire survey. The researcher will visit the organizations and dispersed the questionnaires to 600 employees randomly in 250 IT companies which are easily accessible located in Lahore. Out of 600, 525 received, and 79 questionnaires were confined missing values, inappropriately filled and excluded from the final data set. Hence, 446 filled questionnaires that signify the response rate of 74.33% were used for analysis purpose. As this study employed cross sectional time lag predictive research philosophy, researcher disseminated the questionnaires to personnel at two different times with three weeks interval. In T1 researcher collected data pertaining to perceived workplace support and demographic information. In T2, data regarding individual entrepreneurial orientation and resistance to change was gathered from the same employees of the targeted sample. However, data concerning innovative work behavior of employees was collected from their seventy two (72) immediate supervisors. On average, six (6) questionnaires were filled by each supervisor. Podsakoff et al. (2012) suggested that in order to mitigate common method biasness the data of explanatory and outcome variables should preferably be collected and measured independently. Specific identification number was assigned to the respondent, considering that the identical employee will submit the T1 and T2. Successive numbers were assigned to the questionnaires to uphold privacy of the employees. After an extensive study of literature, measurement scales from past studies were adapted to measure the constructs of the study from the selected respondents. Perceived workplace support (PWS) was measured by 15 items scale established by Na-Nan and Wongsuwan (2020). To quantify individual entrepreneurial orientation (IEO) nine-item scale of Covin et al. (2020) was adapted. Resistance to change was evaluated by 13 items introduced by (Giangreco & Peccei, 2005) which is a shortened version of 17 items scale developed by Oreg (2003). Employee innovative work behavior (EIWB) was weighed by adapting 10-item tool developed by De Jong and Den Hartog (2010). Moreover,

respondents rated all the items mentioned in the questionnaire utilizing a five-point likert scale stretching from 1 = strongly disagree to 5 = strongly agree. Descriptive analysis and normality was assessed through SPSS 26. Later on, measurement model and structural model was analyzed through partial least square structural equation modeling using Smart PLS 4.0 as it is

Empirical Findings

Demographic Characteristics

Demographic profile as shown in the table 4.1 stated that majority of the respondents were male (59.6%) and female were (40.4%). Most of the respondents (22.4%) were between the age bracket of 36-45 years, 38.6% respondents were lied between 25-35 years, 20.2% were between 46-55 years and 9.4% were more than 60 years old. Majority of the respondents were graduates (64.8%), 20.9% were undergraduates, 8.5% were M. Phil and 3.4% were PhD.

Table 4.1 Demographics (N =446)

Item	Group	Frequency	%
Gender	Male	267	59.9
	Female	179	40.1
Age	25-35	249	55.8
	36-45	123	27.6
	46-55	55	12.3
	56-60	12	2.7
	above 60	7	1.6
Education	Undergraduate	93	20.9
	Graduate	289	64.8
	M. Phil	38	8.5
	PhD	15	3.4
	Others	11	2.5
Marital Status	Married	270	60.5
	Unmarried	176	39.5

Source: Authors' own work

Measurement Model

Normality

Normality assumption should be met before conducting confirmatory factor analysis (CFA). Among many methods of testing normality, the current study employed histogram and probability plots as well as skewness and kurtoses as dataset was large (Hair et al., 2010). Standard normal curve was obtained and the values of skewness and kurtoses were between the normal range which are -3 to +3 and -10 to +10 respectively (Kline, 2011). These values along with descriptive statistics (mean, standard deviation etc.) are given in Table 4.2.

Reliability and Validity

The study determined convergent validity, discriminant validity, inter items consistency and composite reliability by using all concepts of the model first before SEM. The construct wise values of Cronbach's alpha are stated in Table 4.3 and overall Cronbach's alpha value is 0.796.

The values of all constructs are greater than 0.70 which means all adopted measures are internally consistent and the whole instrument is reliable (Nunnally & Bernstein, 1994). The numerical values measuring composite reliability are displayed in Table 4.3 and all values are greater than 0.70 and values for average variance extracted of each construct are greater than 0.5 which means there is no issue of convergent validity and the data set is suitable for SEM (Fornell & Larcker, 1981; Hair Jr et al., 2014).

Table 4.2 Descriptive statistics (N = 446)

Variables	Mean	Standard Deviation	Skewness	Kurtosis
PWS	4.1152	.63209	-.084	-1.685
IEO	4.0566	.50376	.142	-1.116
EIWB	3.9688	.39723	-.037	-.167
ERC	2.1958	1.03689	1.182	.276

Source: Authors' own work

Table 4.3 Reliability and Validity

	Cronbach's Alpha (α)	Composite Reliability	Average Variance Extracted (AVE)
EIWB	0.903	0.920	0.535
ERC	0.969	0.972	0.729
IEO	0.923	0.936	0.618
PWS	0.960	0.964	0.639

Source: Authors' own work

Discriminant Validity

Discriminant validity is calculated through HTMT ratio as shown in Table 4.4. For each construct, AVE square root was higher than its correlation with other constructs and HTMT ratio was less than 0.85 which ensured that the constructs of the model are not overlapping one another and possessed distinct characteristics. Table 4.5 displayed the cross loadings of measurement model and confirmed that each item was loaded more strongly on its assigned construct than on other constructs.

Table 4.4 Discriminant Validity- HTMT Ratio Matrix

	EIWB	ERC	IEO
ERC	0.675		
IEO	0.822	0.623	
PWS	0.779	0.600	0.715

Source: Authors' own work

Table 4.5 Loadings and Cross Loadings

	EIWB	ERC	IEO	PWS
EO1	0.580	-0.471	0.792	0.506
EO2	0.523	-0.442	0.754	0.506
EO3	0.593	-0.424	0.764	0.514
EO4	0.598	-0.464	0.790	0.533
EO5	0.601	-0.461	0.779	0.509
EO6	0.588	-0.425	0.778	0.531
EO7	0.620	-0.507	0.807	0.565
EO8	0.588	-0.494	0.799	0.544
EO9	0.622	-0.483	0.811	0.560
IWB1	0.752	-0.476	0.553	0.536
IWB2	0.707	-0.460	0.540	0.536
IWB3	0.707	-0.457	0.525	0.499
IWB4	0.777	-0.502	0.576	0.539
IWB5	0.749	-0.456	0.558	0.550
IWB6	0.729	-0.411	0.502	0.535
IWB7	0.711	-0.480	0.594	0.561
IWB8	0.715	-0.475	0.544	0.517
IWB9	0.706	-0.462	0.553	0.523
IWB10	0.757	-0.438	0.542	0.516
RC1	-0.556	0.854	-0.512	-0.522
RC2	-0.539	0.859	-0.514	-0.491
RC3	-0.537	0.865	-0.481	-0.506
RC4	-0.541	0.849	-0.508	-0.475
RC5	-0.517	0.866	-0.464	-0.476
RC6	-0.545	0.870	-0.522	-0.500
RC7	-0.563	0.857	-0.518	-0.523
RC8	-0.543	0.859	-0.509	-0.491
RC9	-0.525	0.807	-0.483	-0.498
RC10	-0.542	0.848	-0.517	-0.468
RC11	-0.525	0.853	-0.494	-0.498
RC12	-0.541	0.855	-0.511	-0.519
RC13	-0.544	0.860	-0.514	-0.479
WS1	0.554	-0.401	0.513	0.794
WS2	0.570	-0.436	0.496	0.805
WS3	0.579	-0.481	0.549	0.819
WS4	0.574	-0.450	0.529	0.771
WS5	0.594	-0.502	0.544	0.830
WS6	0.594	-0.469	0.560	0.805
WS7	0.582	-0.466	0.515	0.807
WS8	0.536	-0.393	0.501	0.761
WS9	0.647	-0.534	0.595	0.825
WS10	0.595	-0.481	0.570	0.817
WS11	0.550	-0.456	0.516	0.786
WS12	0.585	-0.477	0.559	0.801
WS13	0.588	-0.483	0.537	0.793

WS14	0.570	-0.450	0.531	0.793
WS15	0.584	-0.464	0.558	0.777

Source: Authors' own work

Correlation Analysis

Table 4.6 displays the correlation coefficients among the key constructs, providing insights into their relationships. The results reveal a positive correlation between PWS and EIWB ($r = 0.727$). Similarly, PWS shows a positive relationship with IEO ($r = 0.675$). Furthermore, IEO is positively correlated with EIWB ($r = 0.752$). On the other hand, ERC has negative correlations with all constructs, including PWS ($r = -0.581$), IEO ($r = -0.590$), and EIWB ($r = -0.632$).

Table 4.6: Magnitude and Direction of Correlation

Constructs	PWS	IEO	EIWB	ERC
PWS	1			
IEO	0.675	1		
EIWB	0.727	0.752	1	
ERC	-0.581	-0.590	-0.632	1

Source: Authors' own work

Structural Model

Path Analysis

Table 4.7 presents the structural model results (direct paths), including path coefficients, t-values, and p-values, which assess the associations among the study variables. The results indicate that PWS has a significant positive effect on EIWB ($\beta = 0.338$, $t = 10.136$, $p = 0.000$), thus supporting H1 and signifying that employees who perceive higher workplace support are more likely to engage in innovative behaviors. Additionally, PWS positively influences IEO ($\beta = 0.501$, $t = 14.582$, $p = 0.000$), suggesting that workplace support fosters an entrepreneurial mindset among employees, thus supported H2.

Conversely, PWS has a strong negative impact on ERC ($\beta = -0.581$, $t = 19.902$, $p = 0.000$), thus supporting H3, indicating that a supportive work environment reduces employees' reluctance to adopt changes. In turn, ERC negatively affects EIWB ($\beta = -0.195$, $t = 5.579$, $p = 0.000$), highlighting that resistance to change hampers innovation, it supported H5. Moreover, IEO positively contributes to EIWB ($\beta = 0.409$, $t = 12.033$, $p = 0.000$), confirming that entrepreneurial employees are more inclined to engage in innovative work behavior. It supported H4. Furthermore, ERC negatively influences IEO ($\beta = -0.299$, $t = 8.837$, $p = 0.000$), demonstrating that employees who resist change are less likely to exhibit an entrepreneurial mindset and results in lower EWIB hence it supported H8.

Table 4.7 Direct Path Coefficients

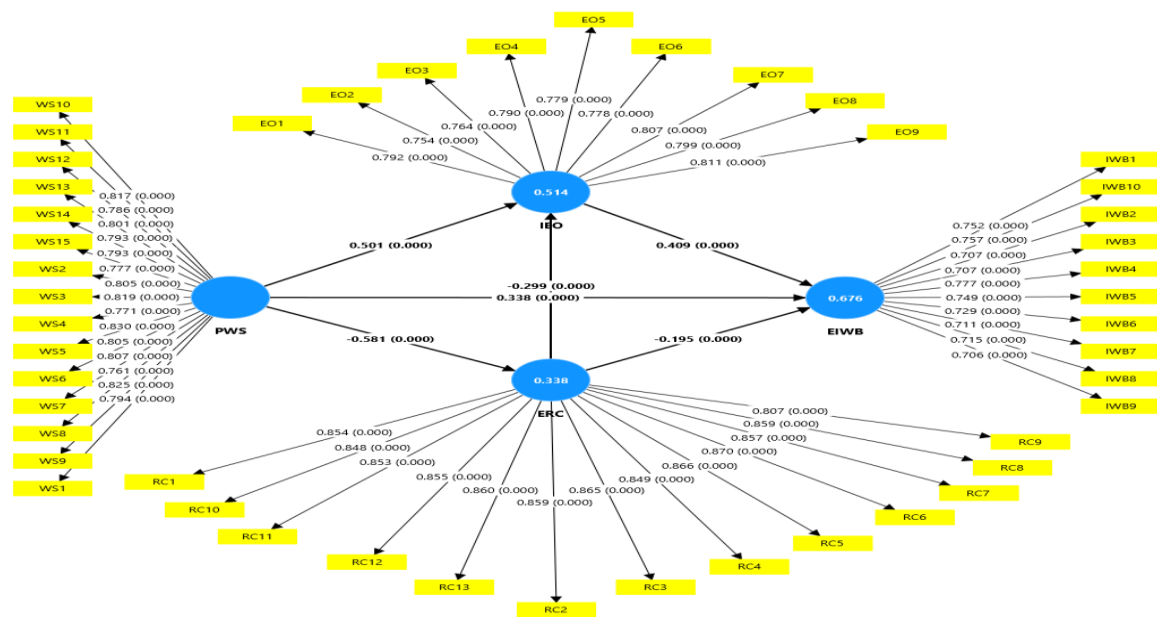
Path	Beta Coefficient	t- value	p-value	Hypotheses
H1:PWS -> EIWB	0.338	10.136	0.000	Supported
H2: PWS -> IEO	0.501	14.582	0.000	Supported
H3:PWS -> ERC	-0.581	19.902	0.000	Supported
H4:IEO -> EIWB	0.409	12.033	0.000	Supported
H5: ERC -> EIWB	-0.195	5.579	0.000	Supported
H8:ERC -> IEO	-0.299	8.837	0.000	Supported

Table 4.8 shows that the mediation effects are also significant. The indirect effect of PWS on EIWB through IEO is positive and significant ($\beta = 0.205$, $t = 9.465$, $p = 0.000$), hence supporting H6, suggesting that PWS positively influence IEO that results in higher EIWB. Comparing with the direct effect of PWS on EIWB, the mediation is partial. Furthermore, PWS indirectly affects EIWB through ERC ($\beta = 0.113$, $t = 5.199$, $p = 0.000$), hence supporting H7, confirming that PWS lower resistance to change that enhances innovative behavior and the mediation is partial. Finally, ERC indirectly affects EIWB through IEO ($\beta = -0.122$, $t = 6.935$, $p = 0.000$), confirming that resistance to change indirectly hinders innovation by reducing entrepreneurial orientation. The mediation is significant and partial but it denies the notion which was established in H9 that IEO transforms the negative impact of ERC into a positive effect on EIWB. Hence, we reject H9.

Table 4.8 Indirect Path Coefficients

Path	Beta Coefficient	t- value	p-value	Hypotheses	Mediation
H6: PWS -> IEO -> EIWB	0.205	9.465	0.000	Supported	Partial
H7: PWS -> ERC -> EIWB	0.113	5.199	0.000	Supported	Partial
H9:ERC -> IEO -> EIWB	-0.122	6.935	0.000	Rejected	Partial

Figure 1: Measurement and Structural Model



Discussion

The empirical findings of this research provide useful insights into the mechanisms through which Perceived Workplace Support (PWS) influences Employee Innovative Work Behavior (EIWB), with a particular emphasis on the mediating contribution of Employee Entrepreneurial Orientation (IEO) and Employee Resistance to Change (ERC). The results demonstrate that PWS has a direct positive effect on EIWB ($\beta = 0.338$, $p = 0.000$), indicating that employees who perceive greater workplace support are more inclined to engage in innovative behaviors. It is consistent with the previous studies (Afsar & Badir, 2017; Shafait & Huang, 2023). Additionally, PWS positively influences IEO ($\beta = 0.501$, $p = 0.000$) while simultaneously reducing ERC ($\beta = -0.581$, $p = 0.000$),

suggesting that a supportive work environment fosters an entrepreneurial mindset while minimizing resistance to change.

The study also confirms that IEO positively contributes to EIWB ($\beta = 0.409$, $p = 0.000$), reinforcing the idea that entrepreneurial employees are more proactive in innovation. Conversely, ERC negatively affects EIWB ($\beta = -0.195$, $p = 0.000$), implying that resistance to change acts as a barrier to innovation. Furthermore, the mediating effects highlight that PWS influences EIWB indirectly through both IEO ($\beta = 0.205$, $p = 0.000$) and ERC ($\beta = 0.113$, $p = 0.000$), confirming the importance of these constructs in shaping innovative behavior.

However, the results regarding H9 suggest that ERC negatively affects IEO ($\beta = -0.299$, $p = 0.000$), and the indirect path from ERC to EIWB through IEO is also negative ($\beta = -0.122$, $p = 0.000$). This finding indicates that while ERC weakens IEO, IEO does not sufficiently mitigate this effect to enhance innovative behavior. Thus, H9 is rejected, suggesting that high resistance to change reduces entrepreneurial orientation, ultimately hindering innovation rather than enabling it.

Conclusion

Theoretical Contribution

This study makes significant theoretical contributions to the literature on employee innovative work behavior (EIWB), perceived workplace support (PWS), entrepreneurial orientation (IEO), and resistance to change (ERC). While prior research has examined the impact of organizational support which did not include the other dimensions. i.e. sufficient resource support, co-worker support and supervisory support on employee innovation, moreover, the precise mechanisms through which PWS influences EIWB remain underexplored. By integrating IEO and ERC as mediators, this study provided a nuanced understanding of how a supportive work environment fosters innovation. The findings extend Social Exchange Theory (SET) (Blau, 1964) by demonstrating that employees who perceive greater workplace support reciprocate by engaging in more entrepreneurial and innovative behaviors while also exhibiting lower resistance to change. This aligns with the idea that when organizations invest in employees' well-being and growth, employees respond with increased commitment and proactive innovation.

Additionally, this study contributes to Entrepreneurial Orientation (EO) Theory (Lumpkin & Dess, 1996) by highlighting the role of individual entrepreneurial orientation in shaping innovative behavior within organizational settings. Traditionally, EO has been explored at the firm level, but this study reinforces its relevance at the individual level, showing that employees with an entrepreneurial mindset are more likely to engage in innovative activities. The results provide empirical support for the argument that workplace support fosters entrepreneurial thinking, which, in turn, enhances innovation. By linking individual EO to innovation, this study expands the application of EO theory beyond organizational performance to individual employee behavior.

The study also advances Change Management Theory (Kotter, 1996; Lewin, 1947) by establishing ERC as a significant barrier to innovation. While previous research has acknowledged that resistance to change hinders organizational transformation, this study empirically demonstrates its negative impact on both entrepreneurial orientation and innovative work behavior. Moreover, the findings indicate that while PWS effectively reduces ERC and promotes EIWB, this finding aligns with the Job Demands-Resources (JD-R) Model (Demerouti et al., 2001) which suggests that workplace resources (such as PWS) can reduce job-related stressors (such as ERC) and enhance motivation (such as IEO and EIWB). By demonstrating how workplace support acts as a resource

that mitigates resistance to change and fosters innovation, this study extends the JD-R model's application to innovation research.

Finally, the rejection of H9 provides a critical theoretical insight into the interplay between ERC and IEO. While prior studies have advocated that entrepreneurial orientation could counterbalance the negative effects of resistance to change (Makhloufi et al., 2021), this study challenges that assumption. IEO alone does not sufficiently mitigate the negative effect of ERC on innovation. This suggests that overcoming resistance to change requires more than just fostering an entrepreneurial mindset. Instead, organizations must implement structured change management interventions to address employee concerns and create an environment where innovation can thrive.

The results indicate that high ERC diminishes IEO, and in turn, this reduction in IEO leads to lower EIWB. Future studies should explore additional factors that could moderate this relationship, offering new directions for theoretical development in organizational behavior and innovation studies.

Practical Implication

The findings of this study offer valuable insights for organizational leaders and HR professionals seeking to foster innovative work behavior among employees. The results highlight the critical role of perceived workplace support (PWS) in enhancing employee entrepreneurial orientation (IEO) and mitigating resistance to change (ERC), ultimately leading to greater innovation. Organizations should focus on developing a supportive work environment by providing employees with the necessary resources, autonomy, and encouragement to experiment with new ideas. Establishing mentorship programs, innovation-friendly policies, and open communication channels can help employees feel valued and motivated to engage in entrepreneurial and innovative activities. Additionally, training programs aimed at enhancing problem-solving skills and risk-taking behavior can help strengthen individual entrepreneurial orientation, further contributing to organizational innovation.

Furthermore, this study underscores the importance of managing employee resistance to change (ERC), which has been found to hinder both IEO and innovative work behavior (EIWB). To address this challenge, managers should adopt effective change management strategies, such as transparent communication, employee involvement in decision-making, and leadership support for innovation initiatives. Employees are more likely to embrace change when they feel that their concerns are acknowledged and that they have a role in shaping the transformation process. Furthermore, organizations can implement psychological safety measures, ensuring that employees feel comfortable taking risks without fear of failure or negative consequences. By fostering a workplace culture that supports entrepreneurial thinking while proactively managing resistance to change, organizations can significantly enhance their ability to drive sustainable innovation and maintain a competitive edge in dynamic business environments.

Limitations and Future Directions

In spite of valuable theoretical and practical implications of the research, there exist some weaknesses that demand to be addressed for investigation in future. First, this paper adheres to the cross sectional method which may not adequate comparing with long run causative association. Although the data of predictors and criterion variables were collected in two different times to reduce common method biasness but a longitudinal method may reveal extended predictive ability.

Second, this research targeted IT firms of Lahore district, therefore, its outcomes may not be applied in general to the other regions. Third, it overlooked cultural perspective, thus, its application on the other societies and cultures may be cautious. Future research may be directed to contrast autocratic and communalist philosophy. Fourth, we tested only a single singular level explanatory construct that is perceived workplace support whereas it is demanding to discover more individual level predecessors of innovative work behavior. Fifth, it is only a quantitative study; future research may involve data gathering using conversations and observations for thorough understanding of the variables and associations. Finally, this research did not employ boundary conditions such as organizational culture; innovation climate etc. in the model, future studies may be conducted to test the moderating effects on this model.

References

1. Abramson, L. Y., Seligman, M. E., & Teasdale, J. D. (1978). Learned helplessness in humans: critique and reformulation. *Journal of abnormal psychology*, 87(1), 49.
2. Adam, S., Fuzi, N. M., Ramdan, M. R., Mat Isa, R., Ismail, A. F. M. F., Hashim, M. Y., Ong, S. Y. Y., & Ramlee, S. I. F. (2022). Entrepreneurial orientation and organizational performance of online business in Malaysia: The mediating role of the knowledge management process. *Sustainability*, 14(9), 5081.
3. Afsar, B., & Badir, Y. (2017). Workplace spirituality, perceived organizational support and innovative work behavior: The mediating effects of person-organization fit. *Journal of workplace Learning*, 29(2), 95-109.
4. Al-Taie, M., & Khattak, M. N. (2024). The impact of perceived organizational support and human resources practices on innovative work behavior: does gender matter? *Frontiers in Psychology*, 15, 1401916.
5. AlEsa, H. S., & Durugbo, C. M. (2022). Systematic review of innovative work behavior concepts and contributions. *Management Review Quarterly*, 72(4), 1171-1208. <https://doi.org/10.1007/s11301-021-00224-x>
6. Alsafadi, Y., & Aljuhmani, H. Y. (2024). The influence of entrepreneurial innovations in building competitive advantage: the mediating role of entrepreneurial thinking. *Kybernetes*, 53(11), 4051-4073.
7. Amabile, T. M., & Pratt, M. G. (2016). The dynamic componential model of creativity and innovation in organizations: Making progress, making meaning. *Research in organizational behavior*, 36, 157-183.
8. Armenakis, A. A., & Bedeian, A. G. (1999). Organizational change: A review of theory and research in the 1990s. *Journal of management*, 25(3), 293-315.
9. Ayoub, A. E. A. H., Almahamid, S. M., & Al Salah, L. F. (2023). Innovative work behavior scale: Development and validation of psychometric properties in higher education in the GCC countries. *European Journal of Innovation Management*, 26(1), 119-133.
10. Bakker, A. B., & Demerouti, E. (2007). The job demands-resources model: State of the art. *Journal of managerial psychology*, 22(3), 309-328.
11. Bazerman, M. H. (1982). Impact of personal control on performance: Is added control always beneficial? *Journal of Applied psychology*, 67(4), 472.
12. Blau, P. (1964). Exchange and power in social life.
13. Bolton, D. L., & Lane, M. D. (2012). Individual entrepreneurial orientation: Development of a measurement instrument. *Education+ Training*, 54(2-3), 219-233.
14. Bovey, W. H., & Hede, A. (2001). Resistance to organisational change: the role of defence mechanisms. *Journal of managerial psychology*, 16(7), 534-548.
15. Choi, M. (2011). Employees' attitudes toward organizational change: A literature review. *Human resource management*, 50(4), 479-500.

16. Covin, J. G., & Lumpkin, G. T. (2011). Entrepreneurial orientation theory and research: Reflections on a needed construct. *Entrepreneurship theory and practice*, 35(5), 855-872.
17. Covin, J. G., Rigtering, J. C., Hughes, M., Kraus, S., Cheng, C.-F., & Bouncken, R. B. (2020). Individual and team entrepreneurial orientation: Scale development and configurations for success. *Journal of Business Research*, 112, 1-12.
18. Covin, J. G., & Slevin, D. P. (1989). Strategic management of small firms in hostile and benign environments. *Strategic management journal*, 10(1), 75-87.
19. De Clercq, D., & Belausteguigoitia, I. (2019). Reducing the harmful effect of work overload on creative behaviour: Buffering roles of energy-enhancing resources. *Creativity and innovation management*, 28(1), 5-18.
20. De Jong, J., & Den Hartog, D. (2010). Measuring innovative work behaviour. *Creativity and innovation management*, 19(1), 23-36.
21. Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied psychology*, 86(3), 499.
22. Dent, E. B., & Goldberg, S. G. (1999). Challenging "resistance to change". *The Journal of applied behavioral science*, 35(1), 25-41.
23. Edmondson, A. (1999). Psychological safety and learning behavior in work teams. *Administrative science quarterly*, 44(2), 350-383.
24. Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied psychology*, 71(3), 500.
25. Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I. L., & Rhoades, L. (2002). Perceived supervisor support: contributions to perceived organizational support and employee retention. *Journal of Applied psychology*, 87(3), 565.
26. Ferreira, J. J., Fernandes, C. I., & Kraus, S. (2019). Entrepreneurship research: mapping intellectual structures and research trends. *Review of Managerial Science*, 13(1), 181-205.
27. Ford, J. D., Ford, L. W., & D'amelio, A. (2008). Resistance to change: The rest of the story. *Academy of management review*, 33(2), 362-377.
28. Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of marketing research*, 18(1), 39-50.
29. Frese, M., & Gielnik, M. M. (2014). The psychology of entrepreneurship. *Annu. Rev. Organ. Psychol. Organ. Behav.*, 1(1), 413-438.
30. Galpin, T. J. (1996). The human side of change: A practical guide to organization redesign. (No Title).
31. Gao, Y., Zhang, D., Ma, H., & Du, X. (2020). Exploring creative entrepreneurs' IEO: Extraversion, neuroticism and creativity. *Frontiers in Psychology*, 11, 2170.
32. George, J. M., & Zhou, J. (2001). When openness to experience and conscientiousness are related to creative behavior: an interactional approach. *Journal of Applied psychology*, 86(3), 513.
33. Giangreco, A., & Peccei, R. (2005). The nature and antecedents of middle manager resistance to change: Evidence from an Italian context. *The international journal of human resource management*, 16(10), 1812-1829.
34. Gong, Y., Huang, J.-C., & Farh, J.-L. (2009). Employee learning orientation, transformational leadership, and employee creativity: The mediating role of employee creative self-efficacy. *Academy of management Journal*, 52(4), 765-778.
35. Gopinath, N. (2019). *Workplace Wellbeing and Entrepreneurship: An exploratory study of employee wellbeing in small entrepreneurial organisations* University of Essex].
36. Hadi, S., Setiawati, L., Kirana, K. C., Lada, S. B., & Rahmawati, C. H. T. (2024). The effect of digital leadership and organizational support on innovative work behavior: the mediating role of emotional intelligence. *Calitatea*, 25(199), 74-83.

37. Hair, J., Black, W., Babin, B., Anderson, R., & Tatham, R. (2010). *Multivariate Data Analysis*. 6th (ed.) Upper Saddle River NJ. In: Prentice-Hall.
38. Hair Jr, J. F., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling (PLS-SEM): An emerging tool in business research. *European business review*, 26(2), 106-121.
39. Halawa, F., Sridadi, A. R., Hardiana, Y., Sundari, A., Zain, I. A. S., & Ramadhan, M. N. (2023). The Importance of Innovative Work Behavior in Era Industrial Revolution 4.0. *Jurnal Maksipreneur: Manajemen, Koperasi, Dan Entrepreneurship*, 13(1), 38-55.
40. Hammond, M. M., Neff, N. L., Farr, J. L., Schwall, A. R., & Zhao, X. (2011). Predictors of individual-level innovation at work: A meta-analysis. *Psychology of aesthetics, creativity, and the arts*, 5(1), 90.
41. Herold, D. M., Fedor, D. B., Caldwell, S., & Liu, Y. (2008). The effects of transformational and change leadership on employees' commitment to a change: a multilevel study. *Journal of Applied psychology*, 93(2), 346.
42. Hmieleski, K. M., & Baron, R. A. (2008). When does entrepreneurial self-efficacy enhance versus reduce firm performance? *Strategic Entrepreneurship Journal*, 2(1), 57-72.
43. Hon, A. H., Bloom, M., & Crant, J. M. (2014). Overcoming resistance to change and enhancing creative performance. *Journal of management*, 40(3), 919-941.
44. Huang, Y., & Khan, J. (2022). Has the information and communication technology sector become the engine of China's economic growth? *Review of Development Economics*, 26(1), 510-533.
45. Janssen, O., Van de Vliert, E., & West, M. (2004). The bright and dark sides of individual and group innovation: A special issue introduction. *Journal of organizational behavior*, 25(2), 129-145.
46. Khan, A. R., & Shamsi, A. F. (2021). Determinants of Innovative Work Behavior—A Model of Innovative Work Behavior for IT Sector Professionals Through the Application of Jd-R Theory. *International Research Journal of Management and Social Sciences*, 2(2), 119-141.
47. Kline, R. B. (2011). *Principles and practice of structural equation modeling*, 3rd ed. Guilford Press.
48. Kotter, J. P. (1996). *Leading Change*, Harvard Business School Press, Boston. Search in.
49. Kotter, J. P., & Schlesinger, L. A. (1989). *Choosing strategies for change*. Springer.
50. Kreiser, P. M., Marino, L. D., Kuratko, D. F., & Weaver, K. M. (2013). Disaggregating entrepreneurial orientation: the non-linear impact of innovativeness, proactiveness and risk-taking on SME performance. *Small business economics*, 40, 273-291.
51. Larsen, I. B. (2022). Fostering an entrepreneurial mindset: A typology for aligning instructional strategies with three dominant entrepreneurial mindset conceptualizations. *Industry and Higher Education*, 36(3), 236-251.
52. Lewin, K. (1947). Frontiers in group dynamics: Concept, method and reality in social science; social equilibria and social change. *Human relations*, 1(1), 5-41.
53. Lewis, L. K. (2006). Employee perspectives on implementation communication as predictors of perceptions of success and resistance. *Western Journal of Communication*, 70(1), 23-46.
54. Lines, R. (2004). Influence of participation in strategic change: resistance, organizational commitment and change goal achievement. *Journal of change management*, 4(3), 193-215.
55. Lines, R. (2005). The structure and function of attitudes toward organizational change. *Human resource development review*, 4(1), 8-32.
56. Li, C., Asim, S., Khalid, W., & Sibte Ali, M. (2023). What influences the climate entrepreneurship? Chinese-based evidence. *Frontiers in Environmental Science*, 10, 1051992.

57. Lopes Morrison, R. (2005). *Informal relationships in the workplace: Associations with job satisfaction, organisational commitment and turnover intentions* [Massey University].
58. Lumpkin, G. T., & Dess, G. G. (1996). Clarifying the entrepreneurial orientation construct and linking it to performance. *Academy of management review*, 21(1), 135-172.
59. Makhloufi, L., Laghouag, A. A., Ali Sahli, A., & Belaid, F. (2021). Impact of entrepreneurial orientation on innovation capability: The mediating role of absorptive capability and organizational learning capabilities. *Sustainability*, 13(10), 5399.
60. Martens, C. D. P., Lacerda, F. M., Belfort, A. C., & Freitas, H. M. R. d. (2016). Research on entrepreneurial orientation: current status and future agenda. *International Journal of Entrepreneurial Behavior & Research*, 22(4), 556-583.
61. Mawson, S., Casulli, L., & Simmons, E. L. (2023). A competence development approach for entrepreneurial mindset in entrepreneurship education. *Entrepreneurship Education and Pedagogy*, 6(3), 481-501.
62. Miller, D. (1983). The correlates of entrepreneurship in three types of firms. *Management science*, 29(7), 770-791.
63. Modranský, R., Jakabová, S., & Oláh, A. (2020). Innovation management and barriers—creating space for innovation and organizational change. *Emerging Science Journal*, 4(5), 345-364.
64. Na-Nan, K., & Wongsuwan, N. (2020). Development and validation of perceived workplace support for small and medium-sized enterprise employees. *International Journal of Organizational Analysis*, 28(1), 243-259.
65. Nowak, R. M. (2023). How resistance to change impairs innovation. *Journal of Strategy and Management*, 16(4), 609-629.
66. Nunnally, J., & Bernstein, I. (1994). *Psychometric Theory*, 3rd ed., McGraw-Hill, New York, NY.
67. Onn, C. Y., & Lung, C. K. (2014). Supervisory support, organizational justice and perceived organizational support: A review and research agenda. *Information Management and Business Review*, 6(5), 255-260.
68. Oreg, S. (2003). Resistance to change: Developing an individual differences measure. *Journal of Applied psychology*, 88(4), 680.
69. Oreg, S. (2006). Personality, context, and resistance to organizational change. *European journal of work and organizational psychology*, 15(1), 73-101.
70. Osei, C. D., & Zhuang, J. (2024). The effects of institutional supports on farm entrepreneurial performance: exploring the mediating role of entrepreneurial orientation. *Sage Open*, 14(1), 21582440241227713.
71. Park, J., & Kim, W. (2022). The impact of perceived organizational support on innovative work behaviour through psychological empowerment: Focusing on the moderated mediating role of organizational procedural justice. *Journal of Technical Education and Training*, 14(1), 178-191.
72. Piderit, S. K. (2000). Rethinking resistance and recognizing ambivalence: A multidimensional view of attitudes toward an organizational change. *Academy of management review*, 25(4), 783-794.
73. Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2012). Sources of method bias in social science research and recommendations on how to control it. *Annual review of psychology*, 63(1), 539-569.
74. Quinn, R. E. (2011). *Diagnosing and changing organizational culture: Based on the competing values framework*. Jossey-Bass.
75. Rafferty, A. E., & Griffin, M. A. (2006). Perceptions of organizational change: a stress and coping perspective. *Journal of Applied psychology*, 91(5), 1154.

76. Rauch, A., Wiklund, J., Lumpkin, G. T., & Frese, M. (2009). Entrepreneurial orientation and business performance: An assessment of past research and suggestions for the future. *Entrepreneurship theory and practice*, 33(3), 761-787.
77. Reger, R. K., Gustafson, L. T., Demarie, S. M., & Mullane, J. V. (1994). Reframing the organization: Why implementing total quality is easier said than done. *Academy of management review*, 19(3), 565-584.
78. Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: a review of the literature. *Journal of Applied psychology*, 87(4), 698.
79. Shafait, Z., & Huang, J. (2023). Exploring the nexus of emotional intelligence and university performance: an investigation through perceived organizational support and innovative work behavior. *Psychology Research and Behavior Management*, 4295-4313.
80. Shanock, L. R., & Eisenberger, R. (2006). When supervisors feel supported: relationships with subordinates' perceived supervisor support, perceived organizational support, and performance. *Journal of Applied psychology*, 91(3), 689.
81. Sibte-e-Ali, M. S., & Bashir, F. (2024). The Role of Individual Resource Capital, University Support Environment and Government Policy in Academic Entrepreneurship: Evidence from China. *Pakistan Journal of Humanities and Social Sciences*, 12(1), 645-664.
82. Souto, J. E. (2022). Organizational creativity and sustainability-oriented innovation as drivers of sustainable development: overcoming firms' economic, environmental and social sustainability challenges. *Journal of Manufacturing Technology Management*, 33(4), 805-826.
83. Srirahayu, D. P., Ekowati, D., & Sridadi, A. R. (2023). Innovative work behavior in public organizations: A systematic literature review. *Heliyon*, 9(2). <https://doi.org/10.1016/j.heliyon.2023.e13557>
84. Vakola, M. (2013). Multilevel readiness to organizational change: A conceptual approach. *Journal of change management*, 13(1), 96-109.
85. Vakola, M., & Nikolaou, I. (2005). Attitudes towards organizational change: what is the role of employees' stress and commitment? *Employee relations*, 27(2), 160-174.
86. Verdú-Jover, A. J., Estrada-Cruz, M., Rodríguez-Hernández, N., & Gómez-Gras, J. M. (2023). Relationship between CEO's personality and company's entrepreneurial orientation: the case of SMEs. *Journal of Management & Organization*, 29(1), 48-68.
87. Wanberg, C. R., & Banas, J. T. (2000). Predictors and outcomes of openness to changes in a reorganizing workplace. *Journal of Applied psychology*, 85(1), 132.
88. Warrick, D. (2023). Revisiting resistance to change and how to manage it: What has been learned and what organizations need to do. *Business Horizons*, 66(4), 433-441.
89. Yucel, D., & Minnotte, K. L. (2017). Workplace support and life satisfaction: The mediating roles of work-to-family conflict and mental health. *Applied Research in Quality of Life*, 12, 549-575.
90. Zahoor, Q., Sair, S. A., & Sabir, S. A. (2025). From Supervision to Innovation: Exploring the Sequential Pathways of Work-Life Balance and Effort. *The Critical Review of Social Sciences Studies*, 3(1), 2238-2253.
91. Zahoor, Q., Shaheen, F., & Tariq, M. A. (2023). Antecedents and Precedents of On-Job Bullying: A Qualitative Approach. *Journal of Business and Social Review in Emerging Economies*, 9(1), 23-32.
92. Zander, A. (1950). Resistance to change—its analysis and prevention. *Advanced Management Journal*.
93. Zhang, X., Chu, Z., Ren, L., & Xing, J. (2023). Open innovation and sustainable competitive advantage: The role of organizational learning. *Technological Forecasting and Social Change*, 186, 122114.