

PalArch's Journal of Archaeology of Egypt / Egyptology

THE IMPACT OF ISLAMIC RELIGIOSITY ON INNOVATIVE WORK BEHAVIOR WITH MEDIATING ROLE OF KNOWLEDGE SHARING AND ORGANIZATIONAL POLITICS AS MODERATOR

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Mazhar Farooq Atif, Mobashira Alvi. The Impact of Islamic Religiosity On Innovative Work Behavior With Mediating Role Of Knowledge Sharing And Organizational Politics As Moderator-- PalArch's Journal Of Archaeology Of Egypt/Egyptology 19(4), 147-163. ISSN 1567-214x

Key Words: Islamic Religiosity, Innovative Work Behaviour, Knowledge Sharing, Organizational Politics, Self-Determination Theory

ABSTRACT

This study examines the relationship between Islamic religiosity and innovative working behavior with the mediating role of knowledge sharing and moderator as an Organizational politics from a Self-Determination Theory perspective. The specific context of the study is the TEVTA education sector, particularly in South Punjab, Pakistan. It is assumed that Islamic religiosity, innovative working behavior, knowledge sharing, and Organizational politics are the sources of improvement and improved performance of the TEVTA education sector in Pakistan. Data were collected using a questionnaire of 270 employees working at the TEVTA Institute in southern Punjab. Results indicate that Islamic religiosity has a positive and significant impact on innovative work behavior. Moreover, the mediating role of knowledge sharing has also an established and positive relationship between Islamic religiosity and innovative working behaviour. The results also confirm the moderating role of Organizational politics. In the end, the study sets out the implications for both (academic and managerial) and suggests options for recommendations, study limitations, and a basis for future directions for further research.

INTRODUCTION

Professional organizations are trying to develop the innovative working behavior of employees to live and grow in a progressively complex environment. In general, innovative work behavior includes indicators that reflect problems with current ways of working, unmet needs of people or trends, suggest new solutions, share information with others, and address the problem

in new ways in Pakistan

Religion affects the interaction of people and it helps individuals of different mindsets to create a better understanding (Jaffar & Shaher 2019). Knowledge sharing is still becoming a concern for many researchers because of the various positive impacts encountered. (Sudarti, K. 2021). When employees actively share knowledge, knowledge is acquired, and therefore, learning about knowledge sharing and the impact of knowledge sharing on innovative work behavior is really necessary. (Nguyen & Tran 2020). Organizational Politics in any social interaction is inevitable, but an acceptable level does not affect cognitive processes. (Atshan & Abbas 2021)

The objective of the research is to increase the innovative work behavior in the TEVTA education sector in Punjab with the mediating role of knowledge sharing and organizational politics as moderators. The study wants to develop and test the research model and relationship of Islamic religiosity, knowledge sharing, innovative working behavior, and Organizational politics Research objectives are as follows:

1. To investigate the relationship between Islamic religiosity and innovative work behavior.
2. To investigate the impact of Islamic Religiosity on knowledge sharing.
3. To investigate the impact of knowledge sharing on innovative work behavior.
4. To examine the mediating role of knowledge sharing on Islamic religiosity and innovative work behavior.
5. To analyze the moderating effect of organizational politics between knowledge sharing and innovative work behavior.

Islamic religiosity is a new way of working positively. In this modern era, Islamic religiosity can enhance employee performance and innovative behavior. Several types of research have been carried out to analyze the impact of Islamic religiosity on various variables along with mediators and moderators in advanced countries. However, research into this connection is very limited in developing countries such as Pakistan. So, there is a need to conduct studies on this relationship. Previous researchers have analyzed the following relationships.

LITERATURE REVIEW

Religiosity is the most critical cultural drive and has a major impact on behavior (Delener, 1994; Essoo and Dibb, 2004; Sood and Nasu, 1995). Religion has an impact on human interaction, which has a major impact on the human perception of others (Zamani-Farahani and Musa, 2012).

Many social scientists have studied the effect of faith on several human elements (Jackson, 1995; Bonne, 2007; Anderson, 2000). This kind of literature indicates the significance of religion in the social life of individuals.

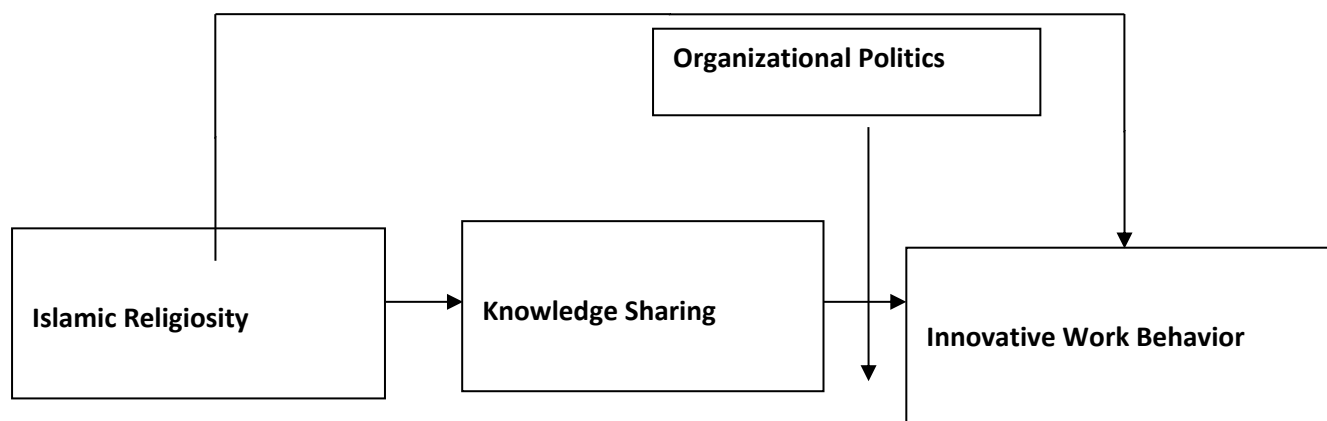
Innovation has proved to be the basis for the growth and competitiveness of the world economic system. Innovative behavior during work is defined as intentional technology and the execution of novel ideas during work that will give rise to individual performance in the general performance of a known institution or company (Janssen, 2000). Innovative work behavior is behavior done for the value of the organization (Axtell, Holman, Unsworth, Wall & Waterson, 2000; De Jong & Hartog, 2007). Various employee behaviors may be more innovative for organizations and, therefore, IWB considers "a construct that captures all the behaviors by which staff can make contributions to the innovation system" (De Jong and Hartog, 2007). Innovative behavior has approached the term "Innovative Work Behavior" (IWB) and has added to the development of its formulation. Innovation theory has suggested that innovation is more comprehensive than humanoid creativity and has further screened the execution of thoughts (De Jong and Den Hartog, 2008). The study on innovative behavior at work shows that many researchers have considered its definition and evoked different aspects of the idea of the IWB.

Knowledge sharing, according to Nesheim and Hunskaar (2015), is a vital component of knowledge management and a vital way of interpreting personal knowledge into organizational capacity. Knowledge sharing means "providing facts and insights about the project to help others and to work with others to solve problems, expand new ideas or apply rules and approaches" (S. Wang and Noe, 2010). This can happen through a written statement or face-to-face network with others and documentation, organization, and expert photography for others (Wang and Noe, 2010). Knowledge sharing may be acquired by the way of people and skills once they have been formed, recognized or captured, the next step is to flow knowledge within the organization to emphasize that this is possibly the most significant knowledge management practice as it incorporates all the prospects and challenges linked with the management of insubstantial or invisible assets (Koh & Kim, 2004).

Mintzberg (1985) stated that Managers while at work can often deviate from reasonableness, as an organization is generally a political field, a conclusion that creates doubts about the solidity of the balanced model. Cyert and March (1963) include this political pragmatism in their business behavioural theory. Organizational decision-making processes are political, as decision-makers are different and have different motivations to participate in different decisions. (Butler, 2002).

Organizations are social formations that include struggles for resources, personal conflicts, and different influencing tactics used by individuals and groups for profit maximization in different ways to achieve desired goals. It is difficult to assess the political climate of the division, but it is very crucial and necessary for the better understanding of organizations. The Organizational politics is generally described as a behavior that is purposefully planned to capitalize on self-interest according to Ferris (1989) and thus contradicts the combined organizational desires and hobbies of others

RESEARCH FRAMEWORK AND HYPOTHESIS



HYPOTHESES

H1: Islamic Religiosity will have a positive impact on innovative work behavior.

H2: Knowledge sharing will mediate the relationship between Islamic religiosity and innovative work behavior.

H3: Organizational politics will have moderating effect between knowledge sharing and innovative work behavior.

H4: Islamic Religiosity will have a positive impact on knowledge sharing.

H5: Knowledge sharing will have a positive impact on innovative work behavior.

METHODS

It is a causal study in which the influence of Islamic religiosity on innovative work behavior with the mediating role of knowledge sharing and the moderating role of Organizational politics in the field of technical education and vocational training is evaluated, in particular by South Punjab teachers in the field of technical education and vocational training (TEVTA) Punjab. Participants in this study are the staff (management and staff) of the TEVTA Institutes. This is a quantitative survey research. Questionnaire was distributed physically among the samples of study for data collection and result were generated accordingly (Raouf et al., 2021; Abdulmuhsin et al., 2021; Hameed et al., 2021; Yan et al., 2020; Nuseir et al., 2020). A convenient sampling technique was used for data collection (Asada et al., 2020; Junoh et al., 2019; Basheer et al., 2019a; Muneer et al., 2019; Basheer et al., 2019b; Basheer et al., 2018).

The questionnaire was adapted from a variety of studies based on a thorough literature review. All the items in the questionnaire were measured on a scale of 5 Likert points. The questionnaires were floated between the management and the staff of the TEVTA education sector in south Punjab in the form of hard copies. There were four sections to this: The first section looked at the demographic attributes of the respondents; the second part measured Islamic Religiosity through the independent variables of this research; the third part measured knowledge sharing through the variables mediating it; the fourth part measured Organizational politics through the variables moderating it, and the

last section measured innovative work behavior through its items which is the dependent variable in the present research

Islamic Religiosity dimensions questions previously used by (SUHARTANTO, FARHANI, & MUFLIH, 2018). Innovative Work Behaviors dimensions questions previously used by (De Jong & Den Hartog, 2008). Knowledge Sharing dimensions questions previously used by (Shu-hsien Liao& Chih-Chiang). Politically dimensioned questions were previously used by (Vigoda-Gadot 2003). Alphas vales are .909, .89, .87,and .78 respectively.

Statistical Package for Social Sciences (SPSS) software is used to analyze the data. Correlation and Regression analysis is done.

RESULTS AND DISCUSSION

Demographics Frequencies Results

Statistics						
		Gender	Education	Age	Designation	Experience
N	Valid	270	270	270	270	270
	Missing	0	0	0	0	0

320 questionnaires were floated out of which 290 collected 30 were missing and 20 were rejected. The actual interpreted data sample size is 270. Missing Values are not at all.

Complete Model Correlation

Coloration Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Islamic Religiosity	270	1.29	4.86	3.4180	.78607
Knowledge Sharing	270	1.00	5.00	3.7389	.60641
Organizational Politics	270	1.00	5.00	3.8019	.73012
Innovative work behaviour	270	1.20	5.00	3.4622	.74693
Valid N (list wise)	270				

Islamic Religiosity (IR), Knowledge Sharing (KS), Organizational Politics (OP), Innovative Work Behaviour (IWB)

The above descriptive analysis table shows the entire variable items-presented inside the model with their minimum and maximum values, the mean-and-standard-deviation values of-the model. In the above table, IR is an independent variable, KS is the mediator variable, OP is moderator variable and IWB is the dependent variable. The IR has minimum-value 1.29 and its maximum value of 4.86. The meanvalue is 3.4180 and their Std. deviation is .78607. The KS minimum value-is 1.00 and their maximum value is 5.00. The mean-value is

3.7389 and their Std. Deviation .60641. The OP minimum value is 1.00 and their maximum value is 5.00. The mean-value is 3.8019 and their Std. Deviation is .73012. The IWB minimum value is 1.20 and their maximum value is 5.00. The mean value is 3.4622 and their Std. Deviation .74693.

Correlation Results

	IR	KS	OP	IWB
Islamic Religiosity (I R)	1			
Knowledge Sharing (KS)	.184**	1		
Organizational Politics (OP)	.247**	.263**	1	
Innovative Work Behaviour (IWB)	.657**	.218**	.234**	1
**. Correlation is significant at the 0.01 level (2-tailed).				

In table 4.9, correlation shows the relationship between all the variables. The value of the correlation is -1 to +1. IR correlates with KS (r=.184) and it has a positive and significant (p< 0.05) relationship. IR correlates with OP (r=.247) and it has positive-and-significant (p< 0.05) relationship. IR correlates with IWB (r=.657) and it has a positive and significant (p< 0.05) relationship. KS correlates with OP (r=.263) and it has positive-and insignificant (p< 0.05) relationship. KS correlates with IWB (r=.218) and it has positive and significant (p< 0.05) values. OP correlates with IWB (r=.234) and it has a positive and significant (p< 0.05) relationship.

REGRESSION ANALYSIS

Regression of Islamic Religiosity and Innovative Work Behaviour

In regression-analysis, the linear regression form is a technique for demonstrative relationship-between dependent variable and independent variable. It measures the effect on the dependent variable innovative work behavior caused by independent variables Islamic religiosity.

Model Summary of IR & IWB									
Model	R	R Square	Adjusted R Square	Std. The error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.657 ^a	.432	.430	.56386	.432	204.018	1	268	.000
a. Predictors: (Constant), Islamic Religiosity (I R), b. Innovative Work Behaviour (IWB)									

The table above shows the model summary of the IR & IWB regression analysis. Regression analysis is the phenomenon of how independent variables of the model sum are as expected by the dependent class as a whole. At this point, the assumption is based on how the cost of the dependent variable (innovative work behavior) is determined using an independent variable. The independent parameter is Islamic religiousness. The regression model ensures the total contribution of the Islamic Religiosity to the overall prediction of the dependent variable. A summary of the variable model is shown above the desk. The value of R is .657, which shows the strength of the relationship between a dependent and an independent variable. The dependent variable innovative work behavior and R Square is .432 which shows the variance between the variables. The Adjusted R Square .430 number shows the proportion of variables.

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	64.866	1	64.866	204.018	.000 ^b
	Residual	85.209	268	.318		
	Total	150.075	269			
a. Dependent Variable: Innovative Work Behaviour (IWB)						
b. Predictors: (Constant), Islamic Religiosity (IR)						

ANOVA is a measure of variance. The significance value of ANOVA is $p < 0.05$. Therefore, the above table indicates that the value of $p < .05$ of the model is statistically significant. The above desk is the ANOVA table for the researcher's study-model.

The above desk shows a regression analysis of ANOVA values. The ANOVA table shows the significant value is .000. That is smaller than 0.05. This shows that data is fit to the model

Coefficients of IR & IWB						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.327	.153		8.652	.000
	IR	.625	.044	.657	14.283	.000

a. Dependent Variable: Innovative Work Behaviour (IWB), b. Independent Variable Islamic Religiosity (IR)

The table includes an independent variable and a constant known as the regression coefficient table. This table shows how independent variables contribute to the dependent variable in innovative work behavior. The table above shows the coefficient values of the regression analysis. The table shows the unstandardized coefficients B for an IR value of.625.

Regression of Islamic Religiosity and Knowledge Sharing IR AND KS

Model Summary IR & KS									
Model	R	R Square	Adjusted R Square	Std. The error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.184 ^a	.034	.030	.59716	.034	9.406	1	268	.002

a. Predictors: (Constant), Islamic Religiosity (IR), b. Knowledge Sharing (KS)

The aforementioned table shows the model summary of a variable. The value of R is .184 which shows the strength of the relationship of Islamic religiosity (IR) and Knowledge Sharing (KS). R Square is .034 which indicates that variance among the variables. The Adjusted R Square .030 amount shows the proportion of variables.

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.354	1	3.354	9.406	.002 ^b
	Residual	95.568	268	.357		
	Total	98.922	269			

a. Dependent Variable: Knowledge Sharing (KS)
 b. Predictors: (Constant), Islamic Religiosity (IR)

The above small table shows the regression analysis of ANOVA values of Islamic religiosity and knowledge sharing. The ANOVA table indicates the significant value is .002. That is < than 0.05. That shows our variable data is fit.

Coefficients of IR & KS						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.253	.162		20.029	.000
	IR	.142	.046	.184	3.067	.002

a. Dependent Variable: Knowledge Sharing (KS), b. Islamic Religiosity (IR)

This table shows how Islamic religiosity (IR) contributes to knowledge sharing (KS). The above small table coefficient values of regression analysis. The table shows unstandardized coefficients B the IR value is .142 and significant value is .002 which is < 0.05.

Regression of Knowledge Sharing and Innovative Work behavior

Model Summary of KS & IWB									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.218 ^a	.047	.044	.73034	.047	13.356	1	268	.000

a. Predictors: (Constant), Knowledge Sharing (KS), b. Innovative Work Behavior (IWB)

The above small table shows the model summary of the variable. The value of R is .218 which shows the strength of the relationship of knowledge sharing (KS) and innovative work behavior (IWB). R Square is .047 which indicates that variance among the variables. The Adjusted R Square .044 amount shows the proportion of variables.

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.124	1	7.124	13.356	.000 ^b
	Residual	142.951	268	.533		
	Total	150.075	269			

a. Dependent Variable: Innovative Work Behavior (IWB).
 b. Predictors: (Constant), Knowledge Sharing (KS)

The above small table shows regression analysis of ANOVA values of knowledge sharing and innovative work behavior. The ANOVA table indicates the significant value is .000. That is < than 0.05. That shows our model is fit with data.

Coefficients of KS & IWB						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.459	.278		8.841	.000
	KS	.268	.073	.218	3.655	.000

a. Dependent Variable: Innovative Work Behavior (IWB), b. Knowledge Sharing (KS)

This table shows how knowledge sharing (KS) contributes to innovative work behavior (IWB). The above small table coefficient values of regression analysis. The table shows unstandardized coefficients B the KS value is .268 and significant value is .000 which is < 0.05.

Summary of Coefficients of variables

Link Between Variables	Value of Beta	Value of t	Sig.Value	Conclusion / Comments
IR → IWB	.625	14.283	.000	Supported
IR → KS	.142	3.067	.002	Supported
KS → IWB	.268	3.655	.000	Supported

Islamic Religiosity (IR), Knowledge Sharing (KS), Innovative Work Behavior (IWB)

MEDIATION ANALYSIS

Mediation analysis was run using the bootstrapping method by Preacher and Hayes model 04.

Direct Effect

Effect	Effect size	S.E	LLCI	ULCI
KS←IR	.1421	.0463	.0509	.2332
IWB←KS	.1234	.0573	.0106	.2362
IWB←IR	.6072	.0442	.5201	.6942
Islamic Religiosity (IR), Knowledge Sharing (KS), Innovative Work Behaviour (IWB)				

Through mediation analysis above table shows a direct effect of IR to KS in which effect size is .1421 with LLCI .0509 and ULCI is .2332. The direct effect of KS to IWB in which effect size is .1234 with LLCI .0106 and ULCI is .2362. The direct effect of IR to IWB in which effect size is .6072 with LLCI .5201 and ULCI is .6942.

MEDIATION ANALYSIS

Effect	Effect size	S.E	LLCI	ULCI	
Total Effect IWB ← IR	.6247	.0437	.5386	.7108	
Direct Effect IWB←IR	.6072	.0442	.5201	.6942	
Indirect Effect IWB← KS ←IR	.0175	.0109	.0012	.0445	
Islamic Religiosity (IR), Knowledge Sharing (KS), Innovative Work Behaviour (IWB)					

The total effect explains the combined impact of Islamic religiosity and knowledge sharing upon innovative work behavior. The total effect shows that .6247 with LLCI (.5386) and ULCI (.7108). The direct effect represents the relationship between Islamic religiosity (IR) and innovative work behavior (IWB). The direct effect shows that .6072 with LLCI (.5201) and ULCI (.6942).The effect size in the presence of mediating variable i.e., knowledge sharing (KS) is .0175 with LLCI (.0012) and ULCI (.0445).

Steady with preacher and Hayes 2004 the nearness of non-zero esteem amongst upper and lowers boot limits represent a critical relationship based on these results, it is concluded that there is a significant relationship between IR and IWB. Also according to results, KS mediates between the proposed relationship i.e., IR and IWB. Hence, it proves that it leads to the acceptance of our hypothesis one to four. Statistical results confirm mediation knowledge sharing mediate between the relationships of Islamic religiosity and innovative work behavior.

Summary of Results Related variables 01,02,04 and 05

Link Between Variables	Effect size	S.E	LLCI ULCI	Conclusion / Comments
H1(IWB← IR)	.6072	.0442	.5201	Supported
H2(IWB ← KS ← IR)	.0175	.0109	.6942 .0012 .0445	Supported
H4(KS← IR)	.1421	.0463	.0509 .2332	Supported
H5(IWB ← KS)	.1234	.0573	.0106 .2362	Supported

MODERATION ANALYSIS

Moderation analysis changed into run using the bootstrapping technique by way of preacher and Hayes model 01. Moderation organizational politics affects the relationship between knowledge sharing and innovative work behavior.

MODERATION ANALYSIS

Moderation Analysis					
OP-int	Effect Se	T	P		LLCI ULCI
3.0717	.2078 .0873	2.3795	.0180		.0359 .3798
3.8019	.2067 .0754	2.7415	.0065		.0582 .3551
4.5320	.2055 .0954	2.1540	.0321		.0177 .3933
Organizational Politics (OP)					

The above small table shows positive values that mean a positive impact on knowledge sharing (KS) and innovative work behavior (IWB). In the above table, first of all, the value of organizational politics (OP) is 3.0717 that has the effect of .2078, and the value of P is .0180 also with LLCI .0359 and ULCI .3798. The value of OP increases with 3.8019 and the effect of .2067 and value of P is .0065 also values LLCI .0582 and ULCI .3551. In the last value, OP also increases 4.5320 that effects .2055 and has a value of P .0321 with values LLCI .0177 and ULCI .3933. Increasing values of OP shows the positive impact of moderation on other variables. Statistical results confirm the moderation organizational politics is moderate between the relationships of KS and IWB.

Hypothesis Results

H1: Islamic Religiosity will have a positive impact on innovative work behavior. **Supported**

H2: Knowledge sharing mediates the relationship between Islamic Religiosity and Innovative work behavior. **Supported**

H3: Organizational politics will have moderating effect between knowledge sharing and innovative work behavior. **Supported**

H4: Islamic Religiosity will have a positive impact on knowledge sharing. **Supported**

H5: Knowledge sharing will have a positive impact on innovative work behavior. **Supported**

DISCUSSION

The findings of the current study have shown that Islamic religiosity generates and enhances innovative work through knowledge sharing behavior. Research fills the gap in the literature and confirms the impact of Islamic religiosity on innovative work behaviour through the mediating mechanism of knowledge sharing. Secondly the researcher verified the effect of moderator organizational politics on the innovative work behaviour that the relationship was not available in the literature. The relationship was established by the results of the current research.

These findings indicate that the Islamic religiosity has a significant impact on innovative work behavior.

CONCLUSION

The results of the current research indicate that Islamic religiosity could have an impact on the IWB. Depending on the results of the regression analysis, it is concluded that Islamic religiosity has a positive and significant relationship to innovative work behavior. Results of current research have shown that the Islamic religiosity with knowledge sharing behavior has a positive impact on the innovative working behavior of the TEVTA education sector in Pakistan. Islamic religiosity promotes the innovative and creative capacities of employees that are useful for the organization's performance. All assumptions are accepted that innovative working behavior is directly affected by Islamic religiosity and that mediator and moderator are also established.

The current study has shown that the management of TEVTA through Islamic religiosity has a positive effect on the innovative and creative behavior of employees. This research also evaluates the Organizational politics that improves management and staff's ability to solve problems and problems.

Current research has numerous managerial insinuations for the management and staff of the TEVTA education sector in Pakistan. The management of educational Institutions should arrange formal or informal training sessions, refresher courses and motivational lectures for the employees to create and evolve the Islamic religiosity in the employees of education sector so that their innovative work behavior may be improved. Resultantly, they may become more innovative and creative which may be beneficial for progress of the organization as well as for the employees themselves. The management should also establish a mechanism for the evaluation of employees after such trainings and refresher courses so that the employees may actively take part in such trainings and refresher courses.

Our research contributes to the growing literature on Islamic religiosity for innovative work behavior, and the findings should be viewed with caution as they are subject to a number of limitations. First of all, we all know that the staff of the Organization are busy at work and did not have enough time to fill out the questionnaire. Second, the study covered a narrow population. The focus of our study was only on the TEVTA education sector in Pakistan, and data was only collected from South Punjab, so we cannot generalize our results to other sectors and cultural contexts. The COVID 19 has also affected the employee's innovativeness and creativity and after COVID 19 the findings may be different. Limited time and limited resources were the main barriers to the study of South Punjab.

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