

# The Moderating Effects of Organizational Support on the Relationship Between Mentoring Behavior and Innovative Work Behavior

N. Kartika\*

Universitas Airlangga  
Surabaya, Indonesia

**Abstract**—Innovative behavior as complex behavior consist of activities pertaining to both the introduction of new ideas (either by oneself or adopted from others) and the realization or implementation of new ideas. This study is aimed to get more understanding issue associated with adjustment's perspective. This study expects that the empirical validation of the research framework develop to a new broader framework for the understanding of mentoring behavior, expatriate adjustment, and innovative work behavior. The results of this study explained that mentoring behavior has a positively influence on expatriate adjustment process. Moreover, this study found that expatriate adjustment has positive influence on Innovative work behavior. Finally, there is moderating variable organizational support that can enhance the success of expatriation.

**Keywords**—*Organizational Behavior; Support; Mentoring Innovative Work Behavior*

## I. INTRODUCTION

Consultancy surveys have claimed increasingly the number of expatriates that sent on foreign assignments in many major companies across the world and it will continually expand in the future [1], [2]. MNCs sent a lot of employees to overseas because international experience is the key channel for developing global talent and leadership [3], [4]. Global staffing is an important aspect of the management of human resource management [5]. Moreover, international assignments play vital role for expanding and building global skills [6]. It is more popular toward using international assignments for developmental goal [7].

Moreover, expatriates also need another potential resource for their foreign adjustment. Likewise, expatriates need relationships and personal networks to created exchanges [8]. Social networks during international assignments may have significant implication for expatriate's effectiveness or successfully performance [9]. Therefore, mentoring behavior as act to provide informational psychosocial support provide the best fit as an overarching adjustment perspective for identifying new areas of research. Moreover, innovation is one of the most powerful sources on competitive advantage and successful business performance [10]. Continuing innovation, generating and implementing new ideas are the key access for MNC's success in global market [12] triate's experience. Expatriates are responsible for transferring and developing knowledge across organization [12]. Adjustment is very

important for improving organizational performance because adjust-well expatriates have more energy to work [13].

## II. LITERATURE REVIEW

Moreover, organizational support has several important effects on expatriate. Communication with colleagues may enhance learning and understanding of the cross cultural [11]. Organizational support can give lower level of depression and work conflict for employees and also can assist expatriate to get well feeling in organization [14], [15]. Therefore, organizational support may act as a mediating variable for the influence of individual factors, family factors, and social capital on expatriate adjustment.

This study may be helpful in examining various issues associated with expatriates adjustment that have not yet been fully investigated. This study also expects that the empirical validation of the research framework develops to a new broader framework for the understanding of expatriate and innovative work behavior.

### A. Mentoring behavior

Mentoring behavior is about expatriate who possesses mentors, who the mentors are in, and what the benefits of it. The "mentor" is referring to a person who has broad knowledge and can guide the inexperienced [16]. Usually, a mentor has the source of knowledge about the environment for newcomers. Using mentoring network enhances expatriate adjustment and development for a successful transformation [17]. As expatriates become accelerated to new condition, expatriate go through similar process as an individual entering new work environment (Carraher et al. 2008). The concept of mentoring has identified into two sources, host country mentoring and home country mentoring [17], [18]. Host country mentors (host mentor) are host country national (HCNs) who have knowledge about the lifestyle and culture of the host country that could help the expatriate's adjustment process. Home country mentors are parent country nationals (PCNs) who have been expatriated to the same country and are supposed to have knowledge about both the home and the host countries.

## B. Innovative work behavior

Innovation is one of the most powerful sources of competitive advantage and successful business performance. Innovative behavior as complex behavior consist of activities pertaining to both the introduction of new ideas (either by oneself or adopted from others) and the realization or implementation of new ideas [10]. Contemporary MNCs depend on continued innovation, broadly understood as a process of generating and implementing new ideas. Through innovation, firms create and sustain competitive advantages that enable their survival and successful performance.

## C. Expatriate adjustment

Originally, the concept of expatriate adjustment was from Black and his colleagues [19], [20] who identified three dimensions of expatriate adjustment; general, interactions, and work. General adjustment refers to the degree in which expatriate managers feel psychologically comfortable with their host country's living environment [19]. Expatriate interactions adjustment refers to the degree in which expatriate managers feel psychologically comfortable in interpersonal relations with host HCNs (Black 1988). Expatriate work adjustment refers to the degree to which expatriate managers feel psychologically comfortable with their new work roles [20]. Adjustment is generally described as a process where employees leave a familiar cultural, enters an unfamiliar and also the adaptation process of expatriate living and working in a foreign country [21]. Likewise, the adjustment process in abroad is an ingredient in foreign performance [22].

## D. Organizational support

Organization support is related to the organization which concerns to its expatriate's well being in order to increase expatriate's loyalty and performance [14], [23]. Organizational support is the degree employees perceived (health & well-being) to reduce conflict between employees' personal and professional life [14].

Hypotheses Development for this study are:

H1: Mentoring behaviour has positive relationship on expatriate adjustment

H2: Expatriate Adjustment has positive relationship on innovative work behavior

H3: Organizational support will moderate the positive relationship between expatriate adjustment and innovative work behavior. Therefore, the higher level of organizational support will strengthen the positive relationship of this variable.

## III. METHODOLOGY

In this research acquires 287 answers from expatriates in Taiwan and Mainland China with an effective response rate of 15.9%. In order to achieve the purposes of this study and to test the hypotheses, SPSS 18 software and were used to analyze the collected data. Questionnaire design was measured on a seven-point rating scale to indicate their level of agreement toward each statement, from 1 = strongly disagree to 7 = strongly agree.

## IV. RESULTS AND DISCUSSION

This section explained the results. Regression model M1 presented the hypothesis testing of H1. The results shown that mentoring behavior has positively significant influence on expatriate adjustment ( $\beta= 0.841$ ,  $R^2= 0.708$ ,  $F\text{-value}= 179.844$ ,  $p\text{-value}= 0.000$ ). These result was in line with the prior research that explained from home and host country mentors as a whole, mentors' psychosocial support can enhance expatriate general adjustment in the host country [24]. Assisting the expatriate to become more quickly acculturated in the new working environment, the host-country mentor may create a positive impression of the host country and its workers, while demonstrating to the expatriate that host-country nationals do want him or her to succeed. The results above supported hypothesis H1 that mentoring behavior has positively significant impact on expatriate adjustment.

Regression model M2 presented the hypothesis testing of H2. The results shown that expatriate adjustment has positively significant influence on innovative work behavior ( $\beta = 0.627$ ,  $F\text{-value} = 184.282$ ,  $p\text{-value}=0.000$ ). This result was in line with work role transition theory from [25] that stated role innovation as part of adjustment process. It means that expatriates who are succeeded in their adjustment process in new environment; they have process of implementing new idea. The success of innovation creates sustainable competitive advance for organization.

Table 1. Regression analyses of antecedents on expatriate adjustment.

Variable	M1	M2
MB	0.841***	
IWB		0.627***
EA		
R-Square	0.708	0.393
Adj- R2	0.707	0.391
F-value	690.765	184.282
p-value	0.000	0.000

\*: P<0.1; \*\*: P<0.05; \*\*\*: P<0.01;

To examine the moderating effect of organizational support on expatriate adjustment toward innovative work behavior, ANOVA analysis method was adopted. This study also divided the respondents into four groups which are low OS-low EA, low OS-high EA, high OS-low EA, and high OS-high EA. These results indicated that expatriate with higher organizational support tend to manipulate higher influences of innovative work behavior ( $F=72.367$ ,  $p=0.000$ ) on their expatriate adjustment.

Table 2. Results of the moderating effects of organizational support.

Name of Variable	High EA Low EA				F-value (p)	Duncan
	1. Low PC (n= 36)	2. High PC (n= 78)	3.High PC (n=41)	4. Low PC (n= 132)		
Innovative Work Behavior	5.176	5.117	5.809	6.283	72.367 (0.000)	1.2.31

## V. CONCLUSION

The first major objective of this study is to explain the influences of mentoring behavior on expatriate adjustment. The second objective is to explain the influences of expatriate adjustment on innovative work behavior. The third objective is to explain organizational support will moderate the positive relationship between expatriate adjustment and innovative work behavior. Hypothesis H1 is supported and state that mentoring behavior has positive relationship on expatriate adjustment. The mentor with broad knowledge and network enhances expatriate adjustment and development [17]. Moreover, hypothesis H2 is supported which stated expatriate adjustment has positively significant on innovative work behavior. The prior study from [7] examined work role transition theory from (Nicholson 1984). Work role transitions involved both personal development (change) and role development (innovation) [20].

Expatriate with international experiences in abroad may influence expatriate's development of knowledge, skill, attitudes and behaviors [26], [27]. These experiences can influence the level of adjustment [28]. The results showed H3 that expatriate adjustment positively significant influence on expatriate performance. This result was in line with the prior studies that expatriates' work adjustment was strongly correlated to expatriate's performance and has positively relationship with the job performance [29], [27]. There are several implications of this research for multinational companies especially for human resource department who always arranges the needs and manages expatriation process.

Organizational Support has a moderating effect for the relationship between expatriate adjustment and innovative work behavior. This result means that the higher level of organizational support has strengthened the positive impact of expatriate adjustment on innovative work behavior. The prior study stated that organization support is related to the organization which concerns to its expatriate's well being in order to increase expatriate's loyalty and performance [14], [23]

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