THE IMPACT OF INNOVATIVE WORK BEHAVIOR ON EMPLOYEES' INTENTION TO LEAVE: THE MEDITATION ROLE OF EMPLOYEES' READINESS TO MARKETING INNOVATION AT THE PRIVATE HIGHER EDUCATION INSTITUTIONS IN EGYPT (PHEIS)

Tamer Mohamed Monged Mahmoud El-Hanafy

Arab Academy for Science, Technology& Maritime Transport, Egypt.

Email: tamermonged@aast.edu

Abstract— This study designed to examine the impact of innovative work behavior on employees' intention to leave/ quit moreover investigate the meditation role of the employees' readiness towards the relation between the main variables of this study. A proposed framework was established and tested using multiple regressions on a sample of 438 academic staff and knowledgeable employees at different private universities were selected for survey and data were statistically tested by applying regression and correlation analysis. This study addressed the following questions: 1) what is the relationship between innovative work behavior and the employees' intention to leave? 2) what is the meditation role of employees' readiness to marketing innovation on the relation between innovative work behavior and intention to leave? The results suggest that the relationship between innovative work behavior and intention to leave, claiming that if the innovative behavior increases the employees' intention to stay at the organization; their intention to leave will be decreased. Also the idea promotion dimension has the most significance dimension negatively influencing on intention to leave. The mediation role of marketing innovation explained that the employees' intention to leave was determined by the predictor innovative work behavior with the help of mediator. The originality of this study adds to the intention to leave literature at the private higher education institutions by providing empirical evidence for the meditation role of the new trend "employees' readiness to marketing innovation" on the relationship between innovative work behavior and intention to leave.

Key Words— Innovative behavior, Readiness to Marketing innovation and Intention to leave.

————————————— ◆ —————————————

1 INTRODUCTION

Employee turnover and intention to leave or quit jobs have always been a main problem. It may lead to increased recruitment, selection and training costs in addition "unpredictable production and decreased or limited profits". Being overworked or overstressed, lack of being delegated, little opportunity for career path and unparticipating into decision making may lead to intention to leave. A turnover rate can affect in low morale and new employees are not also free from this situation. The turnover over the world recorded between 13.2% to 10% in industries as technology and soft wares, retail, entertainment, professional services, education, financial services and insurance and telecommunications respectively. The human resources practices at any organization can effectively promote innovative work behavior in idea generation, idea promotion and idea realization or implementation relations among supervisors and employees in addition reward allocation to accomplish desired objectives in terms of quality and performance. The current situation at the private higher education institutions in Egypt is increasing and becoming competitive which consists both categories of institutions, private

and academies, as they are operating with an increasing force of excellence of education to deal with both nonprofit and profitable institutions. The current era, research institutions, high-technology institutions, as well as universities around the world act as central forces of scientific and technological innovation. Thousands and millions of university faculty members "Academicians" and employees worldwide are engaged directly in this innovation scope to maintain and improve the ability of them to innovate. Therefore, their organizational commitment towards the idea of innovation must be taken into consideration [1] yet, at the same time many experts and knowledgeable employees tend to leave their organization for many reasons. Innovative work behavior is one of the most important gears which enables institutions and companies to reach success and excellence. Moreover, this issue has not received enough attention and consideration, especially in the Arab environment. Therefore, the previous studies are interested in using all dimensions of innovative work behavior namely idea generation, promotion and idea realization [2]. The results could mention to address the study problem which may lead to make employees to layoff and may affect organizations to lose innovative staff, knowledgeable employees and most of institutions may lose their intellectual capital at the

same line. To fill the gap in the study, many studies develop lots of models depending more than dimension of innovative work behavior. This study grows a model to explain the parallel effects of the three dimensions of innovative work behavior on the employees' intention to leave. This study intended to scan to what extend that the perception of employees' universities of their innovative work behavior can affect their intention to leave/ quit job and analyze the innovative behavior of the study, three dimensions, which can lead employees to reduce their intentions to leave. A few studies have been conducted to examine the relationships among the dimensions/ factors of innovative work behavior and turnover intention. Moreover, studying this topic at the context of the private sector of Egyptian universities is especially limited and may be does not exist in the Egyptian setting. The study also used survey to test the study assumptions on a sample of 438 respondents at several private universities and academies in Egypt. So, the current study may contribute to show new shadows with respect to addressing the relationship of the importance of the dimensions of innovative work behavior and its predictability to determine the leave of turnover intention. In addition to the meditation role of employees' readiness to marketing innovation on the relation between innovative work behavior and their intention to leave.

2 CONCEPTUAL FRAMEWORK

2.1 Innovative Work Behavior

Modern literature of innovative work behavior has recently received much attention by scholars and scientists of management. The literature showed that there is some difference between creativity and innovative behavior, the difference between creativity and innovative work behavior is that creativity means the ability to get new ideas only but innovative behavior includes realization of these ideas [3]. [4] developed the measurement of creativity followed by the four-component structure of originality, fluency, elaboration, and flexibility. However, innovative work behavior has three-component structure: idea generation, idea promotion and idea realization or implementation [2]. Innovative work behavior influences the sustainable labor participation, that is what [5] said in his dissertation which showed insight on proactivity, mindset and creativity influence on innovative work behavior. The ability to continuously innovate and improve products, services and work processes is a critical issue for organizations. Individual employees need to be both willing and able to innovate if a continuous flow of innovations is to be realized [2]. The idea that actions of individual employees are of crucial importance for continuous innovation and improvement is not just found in academic literature on innovation, but also stressed in work on several other popular management principles, such as corporate entrepreneurship [6] and total quality management [7]. The measurements of innovative work behavior vary from one scholar to another. Some of them used the perspective of personal creativity focusing on personality not on work-related behavior [8]. On the other side, [9] focused on personality not on work-related behavior. Innovative behavior includes thinking, creating, designing, and implementing of new ideas collected form individual and organizational performance [10]. Moreover, an

employee innovative behavior means how employees and their supervisors able to create/ implement the unique, valuable new ideas on services/ products and other methods and the relationship between idea quantity and realization is more than sample than the relationship between idea generation and their realization [11]; [12]; [13]. Employee innovative behavior has multi stage process "one-dimension model" established by [2], "two-dimension model" proposed by [14], "three-dimensional model" suggested by [15]. Innovative behavior helps organizations to attain competitive advantage [16]; [17]; [18]. [19] used employees' creativity performance by supervisor ratings of an employee creativity and work-related innovative behavior. Scott and Bruce's general dimension is to involve both generation and implementation of ideas. Janssen's ratings were idea generation, idea promotion and idea realization. However, [18] applied employees' ratings which were opportunity exploration, generative, formative investigation, championing and application dimensions. [18] pointed that innovative behavior consists of five stages including employee behavior, producing ideas, opportunities, organization support and implementation. On the other hand, [10]; and [2] suggested that innovative behavior at the workplace is considered a complex behavior consisting of a set of three different behavioral types: idea generation, idea promotion, and idea realization. [2] is the first scholar who has tried to develop a truly multi-dimensional measure, using both self and other ratings of employees' innovative work behavior. Janssen tried to formulate items especially attempting idea generation, idea promotion and idea implementation. However, he found out strong relationships between these three behaviors and concluded that his items could be the best combination and used as a single stabilizer scale. While, [20]; [21] suggested that innovative work behavior illustrated from four dimensions: opportunity exploration, idea generation, championing and application. One of the suggestions presented by this study is to use Janssen's scale with its three dimensions of innovative work behavior. The perspective of organizational climate supporting innovation [10] included managers' ratings of resource supply and organizational support for innovation. [14] applied employees' ratings as generation, testing and implementation of ideas. The non-managerial employees their innovative work behavior and implementation of ideas are oriented towards the use of computer technology and financial resources. [20] argued that both scholars and practitioners emphasize the importance of innovative work behavior of individual employees for organizational success, but the measurement of innovative work behavior is still at an evolutionary stage. [22] demonstrated that there are three features of employees' participation to survey. First, employee's cognitive representation and reports of his or her own innovative work behavior may be more accurate than those of his or her supervisor. Second, the estimation of innovative behavior as assessment work behavior is more like many forms of subjective performance appraisal, highly critical and thus likely to vary across evaluators. Finally, the supervisor's measure may miss much genuine employees' innovative activities, and may capture only those gestures intended to affect the supervisor. This study has been adopted the viewpoint of measuring innovative work behavior on the basis of the three-dimension scale: idea generation, idea

promotion and idea realization from the perspective of knowledgeable employees and reports of their own innovative behavior as they seen at the university setting.

2.2 Intention to Leave

Intention to leave or intention to quit can be defined as an individual's behavioral intent that can be described as "the extent to which an employee plans to leave the work". [23] divided the causes of employee turnover into three factors; factor number one is related to work setting or context as job satisfaction, wages and performance; factor number two is related to employees' demographic factors as age, educational level and sex or gender. The third one is external as being without a job and presence of employees' unions. Both of [24]; [25] mentioned that the main issue is the increase in actual turnover which has negatively affected private and public institutions by decreasing efficiencies and increasing expenses. [26] considered that quitting work divided to voluntary or involuntary. Voluntary turnover is when employees decide to quit the work on their own choice while involuntary turnover occurs when the organization decides to make some modifications of the employees redundant or lay them off. In Malaysia context [27] also mentioned that involuntary turnover is often vital for the concern of the organization, but voluntary turnover is considered very dangerous and destructive to the organization's continuity and performance. Therefore, the employees in Egypt are more associated with semi-voluntary turnover via the offers which considered as a mixed shape between voluntary or involuntary cases [28].

2.3 Readiness to Marketing Innovation

Private higher education institutions (PHEIs), particularly in Egypt, have get highly competitive at private business sector. This is due to the continuous educational services and learning facilities provided by these universities. The Minister of higher education of Egypt said that our higher education system had already a large number of students and that we were ready to have more numbers of universities. In private higher education sector, private universities need to have some teams of highly skilled and well experienced employees who are creative and innovative enough to do the right marketing process required by these universities. These employees are concerned with using their marketing mix in such a talented way that they could achieve their marketing goals and objectives. They should stress on the point of their university distinguishability by displaying all services, benefits, facilities and privileges provided to achieve students' satisfaction. According to the perspective of innovation, the marketing mix requires new marketing procedures, processes and programs that are beyond all traditional and conventional techniques. It is the current change that allows for the emergence of new disciplines and sciences that did not exist before. Consequently, it has become necessary to respond to that on-going change by offering new services and learning programs in order to meet the students' new requirements and desires. The new educational systems and learning visions, including distance learning, on-line learning and open learning in addition to formal or governmental education have become so convenient that they meet all needs, desires and circumstances of learners. Therefore, competition between private universities and governmental ones has become so obvious and fierce. The private sector has overcome all the obstacles of governmental education by providing better and quality learning services and programs, creating a new market and a good environment for learning. As a result, public universities have tended to privatize some educational programs by establishing new units for education under the name of specialized programs where the government has recently adopted new systems for assessment and evaluation in an attempt to simulate what is done in the private sector. The researcher asked some of the authorized persons at the private higher education sector about the reasons of the decline of marketing innovation in some universities. The answers were shocking to me. The main reason for the decline was because of the lack of employees' participation in decision-making process. This goes back to the nature and type of leadership and management. In addition to the lack of a transparency, comes the unfair distribution and implementation of justice among employees which makes them, in turn, reluctant and inactive to provide new ideas, and more importantly, the absence of the marketing role itself at these universities. [29] defined marketing innovation as a successful exploitation of creative ideas. Mastering the marketing mix including creative ideas, a product/ service distribution, promotion, pricing is a key process for making marketing successful. Marketing innovation is very simply process of adopting new creative ideas along with developing, improving and promoting existing products through different perspectives of marketing. Moreover, marketing creativity is a process that has solid steps into distinctive practices in an organization's marketing department. The organization that has a unique, creative, or innovative marketing strategy can hold a distinguished position in marketing industry and is less likely to be imitated by competitors. [30] determined the influence of innovative marketing strategies and their effective implementation on the business performance. Their study has indicated that innovative marketing strategy and effective execution are positively associated with business performance. The value innovation is a new way of thinking about creation of blue oceans which is driving costs down while simultaneously driving value up for the consumers. This assured that the "blue ocean strategy" has one of the trends that many researchers agree [31] Simply enough, the trend claims that firms only achieve positive goals if they believe in hard decision-making process, innovative solutions and innovative strategies. Innovation leads to new marketing strategies which help an organization think innovatively and strengthen its competitive capability in the field. Innovative strategies comprise a new pricing model, value propositions, market expansion, customer-driven policies, efficient supply chain, and good communication means with customers or clients [32]. The marketing mix is the main reason for consumers to purchase a certain product or service due to a differentiation in customer value that will lead to increased organizational performance. Marketing innovation can be measured against a scale, adopted from the study of [33], using a five-item parameter as dependent variables. I have made some modifica-

tions to the scale and developed it to be more appropriate for the study.

Although several studies have been showed in the Western and Middle East on the dimensions of innovative work behavior but there is no study has tried to examine the relationship between the dimensions of the innovative work behavior as independent variable on employees' intention to leave with the effect of their participation on marketing innovation process at the private university setting in Egyptian context which can enhance productivity to keep sustainable of the organization. This study also purposes to find the impact of innovative work behavior dimensions on employees' intentions to quit. Moreover, identify innovative work among the employees at the private higher education institutions in Egypt. On the other side, identify the meditation role of employees' readiness to marketing innovation on the relationship between the main study variables. Some objectives can be summarized as:

- To evaluate the level of innovative work behavior, readiness to marketing innovation and the level of intention to leave among the employees worked at private higher education institutions in Egypt.
- To explore the association between innovative work behavior among employees and their intentions to quit work at private higher education institutions in Egypt.
- To examine the meditation role of employees' readiness to marketing innovation on the relationship between both of study variables at private higher education institutions in Egypt.

Thus, the main study question can be formulated as "Is the innovative work behavior related to employees' readiness to marketing innovation and their intention to quit the work at the private higher education institutions in Egypt?" The research questions could be also summarized in details:

Question 1: Does the innovative work behavior affect employees' intention to quit at the private higher education institutions in Egypt?

Question 2: Does the innovative work behavior affect employees' readiness to marketing innovation at the private higher education institutions in Egypt?

Question 3: Does employees' readiness to marketing innovation affect their intention to quit at the private higher education institutions in Egypt?

Question 4: Does the employees' readiness to marketing innovation process mediate the relationship between the innovative work behavior and employees' intention to quit at the private higher education institutions in Egypt?

3. Literature Review and Hypotheses Development

This study illustrates the role that could be played by employees' innovative work behavior in predicting their intention to leave and/ or their readiness to marketing innovation. Hence, the private higher education institutions (PHEIs) in Egypt is given as a context where this study examines the role of marketing innovation as a mediating variable to mitigate the employees' innovative work behavior and reduce their intention to leave. The study also evaluates innovative work behavior by measuring its dimensions to see how far they could influence employees who have intention to stay at work and consequently have readiness to participate in marketing innovation process. Moreover, the study refers to the bad effect of employees' turnover on the Arabian business environment, particularly at the private higher education institutions in Egypt. One more objective of the study is to examine the impact of innovative work behavior on employees' readiness to marketing innovation and how this impact might lead to either of the two scenarios: intention to leave work or keep staying and becoming ready and active in marketing innovation process. In 2019, [34] aimed to illustrate that the service employee creativity is the vital requirement for innovative work behavior in banking services context among the sales staff of the banking industry in Vietnam. This study indicated that the creativity of employees positively and significantly with innovative work behavior by 0.52, thereby affecting innovative outputs. In addition to the above, [35] hypothesized that innovative work behavior can reduce teachers' turnover intention by mediating the effects of organizational justice. While the study of [36] investigated the negative impact of innovative work behavior on intention to leave and they revealed that there was a positive and significant relationship between innovative work behavior and intention to leave at manufacturing and pharmaceutical companies in Indonesia. However, the same study showed that when the distributive justice is moderated the relationship between innovative behavior and intention to leave will be negatively relationship. [37] has just revealed that the relationship between innovative behavior and the intention of leaving work at the private higher education institutions in Egypt was negatively significant. While idea promotion dimension predicts about 16.3% of employees' intentions to leave. This study also suggested that the increase of innovative work behavior by one unit helping to reduce the level of intention to leave by 0.172 unit. Moreover, the study of [38] demonstrated the impact of employee innovation on turnover intention in 36 different service firms operating in Turkey. The study revealed that the relationship between employees' innovation and intention to leave has a negative significant impact. Through the direction of quality of the work environment and its effect on employees' intention to quit [39] and his colleagues investigated this relation and revealed that the lack of information, low satisfaction and non-participation in important decisions affecting the employees' intention to quit. In 2015, [40] mentioned that there is a negative relationship between perceived boredom as a factor could threat the employees' innovative work behavior in addition to that there is another study explained the association between the existing innovation climate and its effect on organizational performance through the meditation role of innovative

work behavior which demonstrated the importance of managers and knowledgeable employees in determining the performance at organization [41]. In addition, organizations which are adopted with innovation atmosphere may lead to reduce the level of leaving organizations. The previous studies still uncertain and most of them did not describe and investigate the relationship between innovative work behavior and employees' intention to leave in details. Many studies have cared about the relationship between customer participation and its effect on employees' innovative work behavior [42] tended to measure this relationship. They also found that perceived customer participation has a significant impact and relationship with employees' work behavior from the perspective of employees in hospitality investigation. On the other hand, the study of [43] mentioned in their study that the internal marketing as a new concept that considered employees, as internal customers, are new tool of organization's innovativeness which has impact on innovative work behavior from the perspective of employees of auto parts manufacturing sector. In 2020, [37] has also mentioned that around 8.9% of the variation in readiness to marketing innovation at the private higher education sector in Egypt is resulted due to the employee innovative work behavior. While idea realization predicts around 33.2% of employees' readiness to marketing innovation positively. Further, idea generation and idea promotion have not the innovation contribution in marketing innovation process. On the other side, [37] has already concluded that around 16.1% of the variation in employees' intention to leave is resulted due to their readiness to marketing innovation. The model of his study provided a negative significant impact of overall marketing innovation on employees' intentions to leave university. From these perspectives and due to the previous studies still did not describe the relationship between innovative behavior and the readiness to marketing innovation. According to the literature, the high turnover rate of employees may negatively affect higher education sector in Egypt so the researcher supposed that if employees do not participate in marketing innovation process, they will be willing to quit job. According to the previous studies we have proposed that employees' readiness to marketing innovation might act as a mediator between innovative work behavior and employees' intention to leave among employees' university. However, there have been few empirical studies conducted to test this proposition. To address this research gap, based on the previous ideas we assumed and generated the following hypotheses as follows:

H1: There is a significant relationship between innovative work behavior and employees' intention to leave.

H2: There is a significant relationship between innovative work behavior and the readiness to marketing innovation.

H3: There is a significant relationship between employees' readiness to marketing innovation and their intention to leave.

H4: Employees' readiness to marketing innovation mediates the relationship between their innovative behavior and their intention to leave.

This study was intended to explore the relationship between the dimensions of innovative work behavior and employees' intention to leave in addition to determine the meditation role of employees' participation or their readiness to marketing innovation on the relation between innovative work behavior and intention to leave. (As exposed in figure.1), therefore quantitative study design is more appropriate for emerging a framework of present study. The data was collected from full-timers employees worked at the private universities in Egypt. The data is analyzed via Statistical Package for the Social Sciences program version 23.0 the proposed model is shown in figure 1.
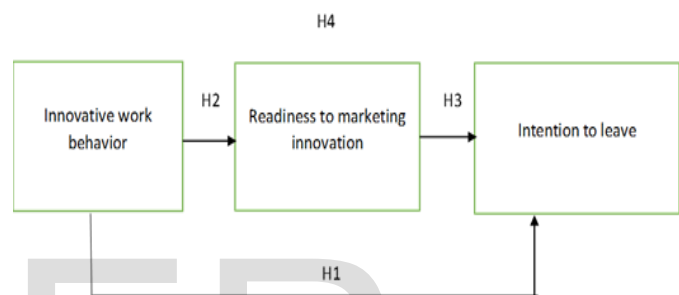

Figure 1. Conceptual Model

4. Methodology

4.1 Participants

The population consists of all categories at the universities as gender, marital status, sex, educational level, tenure and job level, those workforces selected from more than governorate in Egypt, they invited to participate in this study from six governorates and towns in Egypt. The private universities and academies in Egypt are concentrated and existing round the six different governorates all over the Lower Egypt: Alexandria, Cairo, Giza, Tanta, Port Said as one of canal cities and Aswan as a city in Upper Egypt. The researcher chose the universities and academies which participated to the study, from the six governorates, depending on the geographic distance of those institutions which having a weight furthermore the ranking web of the universities "Webometrics". The selected institutions are as the following: Misr International University, Pharos University, Egypt-Japan University, Germany University, British University, French University, American University, Egyptian E-learning University, Delta University, Nile University, Arab Academy for Science, Technology and Maritime Transport, Sadat Academy and Academy of Arts. So the study was done on ten private universities and three academies in Egypt. The participated institutions were thirteen private universities and academies which joined in this study from ten private universities and three academies. The target population of this study was chosen from the population has both of the faculty members and knowledgeable employees worked as full-timers at private higher education institutions in

Egypt. Therefore, the study focuses on the employee who have worked at higher education sector at academies and private universities at all departments, colleges and administrations which own the capability and facilities with all levels.

4.2 Procedural

The deductive approach is the most convenient tool to collect, obtain data better than the inductive approach at this study which has several easy ways including the consideration of the time and resources to collect data, convenient, easy in analyzing and sample way of controlling the progress of quantitative research in difficult context and locations. Always, participants have full knowledge of the work environment under investigation and the researcher's participation in this work is must to help open discussions using major and minor questions with managers and stockholders to determine the problem statement. Otherwise, the quantitative research may be objective, not subjective, and the number of participants may be too large. The researcher designs the questionnaire with the sensitivity to avoid any biases that may not suit of fit with the context of the private higher education sector in Egypt. The questionnaire also translated to Arabic to make it more convenient for most respondents who are not aware or familiar with English language. The pilot testing for the questionnaire was undertaken in Egypt in February 2019 this pilot testing took a round one month. The study survey was developed based on a review of the literature, in consultation with potential respondents and experienced researchers in the field of organizational behaviors. The survey instrument was then pre-tested on a small sample of 31 colleagues and managers at different departments, who were asked to complete the questionnaire and then evaluate it and suggest improvements. This procedure generated minor editorial amendments and modifications till we have attained the final form. About 500 questionnaires were distributed through online and mail where 445 were returned and 438 were completed. The questionnaire distributed in six biggest cities in Egypt which have several private universities where target respondents, knowledgeable employees and faculty members, worked as full-timers. The research chose the online and mail for delivering the self-administrated questionnaire to get the maximum response rate especially in the universities context in Egypt.

Generally, the number of universities in Egypt is 27 public universities, 4 national universities, 25 private universities and 4 academic institutions as worked institutions. This makes a total of 60 universities and academies operating in Egypt. The number of employees at those universities is known for the researcher but it is impossible to get the names of all employees or even to know everything about them. The population of the ten private universities contains 7851 persons as staff members and 29441 persons as other employees. As for the three academies, the population contains 2199 persons as staff members and 7354 persons as other employees. Thus the total number of employees that worked as full-timers is 46845 employees. A self-administered survey in Arabic language with a cover letter stating the purpose of the survey has been mailed to each potential respondent employed at any private university or academy in Egypt. The Google form permitted to all participants were asked to send the completed

survey back to the researcher. A follow-up mailing with the same survey attached took a few months after the initial mailing. Finally, 438 completed questionnaires were received after exclude the outliers. A response rate can be reflected an acceptable response given that mailed surveys in the Arab world, in particular in Egypt, were the lowest response rate among nations and countries [44]. The study used demographic factors. Gender is measured by two scales, marital status is measured by four scales, education level is measured by five scales, age is measured by five scales, experience is measured by six scales and designation is measured by seven different scales.

4.3 Tools and Measures

The innovative work behavior is independent study variable. Based on the literature review, innovative work behavior is measured by the scale created by [2]. The scale measures innovative work behavior across its three dimensions "idea generation; idea promotion; and idea implementation/ realization". I have made some modifications to some items of the scale to match the nature of selected samples and appropriate all categories of knowledgeable employees in the study. Having been taken and modified from other previous studies, I have applied these items on samples as supervisors, employees and other categories at many organizations. Idea generation is measured by four items (e.g., "How often does an employee try new ways of doing things at work?", "How often does an employee suggest innovative solutions to solve hard problems?'' and "How often does an employee generate original solutions for problems?" Idea promotion is the second dimension of innovative work behavior measured by five items (e.g., "How often does an employee ask his colleagues to get new ideas" and "How often does an employee cooperate with others in initiating new ideas". Idea realization is the third dimension of employees' innovative work behavior which is measured by four items (e.g., "How often does an employee transform innovative ideas into useful applications" and "How often does an employee attempt to convince colleagues to support an innovative idea"). The reliability of idea generation was 0.832 after deleting question number 1 that increased the percentage of Cronbach's Alpha. When items were deleted the association among the dimension and the item variables ranged between 0.82 to 0.899 with significance level 1%. The reliability of idea promotion is 0.864 after deleting questions 3, 4 and 5. The association among the dimension and the item variable ranged between 0.931 to 0.964 with significance level 1%. The last dimension has a coefficient for the idea realization dimension equal 0.873 after deleting questions number 2 and 4 which increased the percentage of Cronbach's Alpha. The relationship between the dimension and the item variable ranged between 0.94 to 0.945 with significance level 1%. Finally, the total of reliability of innovative behavior variable was 0.82. The below table 1 summarizes the Cronbach alpha coefficients and the number of items deleted:

Table 1
Innovative Work Behavior and Cronbach Alpha Coefficients

Dimensions	Number of valid items	Cronbach alpha coeffi-

		cients
Idea generation	3	0.832
Idea promotion	2	0.864
Idea realization	2	0.873
Total items and reliability	**7**	**0.82**

Source: The researcher, based on data analysis

The innovative work behavior consisted of idea generation, idea promotion and idea realization. The 9-item scale created, developed and adapted by [2] between supervisors' and knowledgeable employees' rates proved efficient. Each question is answered against a 5-point Likert scale from 1=Never to 5=Always. Example questions are: "The employees create innovative solutions to solve hard problems" (idea generation), "The employees ask colleagues to get new ideas" (idea promotion) and "The employees transform innovative ideas into useful applications" (idea realization). In case of innovative work behavior scale, the number of items used was 7 after the deletion of all inapplicable, invalid and unreliable. The 5-point Likert scale (1= Never to 5= always) was used. The total number of items in the modified innovative work behavior became 7 out of 9 items existing in the original scale. Consider a university setting as follows: (1) Idea generation includes 3 Items; (2) Idea promotion includes 2 Items; and (3) Idea realization includes 2 Items. Marketing Innovation, being a mediator variable of the study, is measured by the scale created by [33]. The scale measures marketing innovation across its five dimensions. The dimensions are service innovation, promotion innovation, sales innovation, pricing innovation and communication innovation. It is a mediator variable of the study. Based on the literature, marketing innovation, as from the perspective of internal marketing, is measured by the scale created by [33] and was adapted for this particular study. The readiness of marketing innovation consisted of five dimensions where the first one service innovation is measured by four items (e.g., "Most of the employees have readiness to create and present a new service", "Most of the employees have readiness to diversify the services by creative ways"). Promotion innovation is the second dimension of marketing innovation and is measured by four items (e.g., "Most of the employees have readiness to encourage promotion methods innovated by themselves" and "Most of the employees have readiness to promote leaders to use multi-promotion methods"). Sales innovation is measured by four items (e.g., "Most of employees are ready to serve all new programs that are published". Pricing innovation is measured by four items (e.g., "Most of the employees are ready to use a multi-technique to collect tuition fees"). The pilot study also gets a new construct to the marketing innovation mix called communication innovation and measured by six items (e.g., "Most of the employees have many tools that allow them to communicate with the expected applicants"). Table 2 provides the reliability of the service innovation which is 0.961 after deleting question number 1, and the relationship between the dimension and the item variable ranged between 0.963 to 0.964, The reliability of promotion innovation is 0.951 after deleting questions 3 and 4. The relationship between the dimension and the item variable ranged between 0.975 to 0.98.

The reliability of sales innovation is 0.937 after deleting questions 1 and 3. The association between the dimension and the item variable ranged between 0.969 to 0.971. The reliability of pricing innovation dimension is 0.792. The correlation between the dimension and the item variable ranged from 0.725 to 0.865 without deleting any questions. The last dimension of marketing innovation is communication innovation dimension which has a reliability coefficient 0.924, after deleting question number 6 which increased the percentage of Cronbach's Alpha. The relationship between the dimension and the item variable ranged between 0.846 to 0.915. Finally, the total of reliability of employees' readiness to marketing innovation variable is 0.945. The below table 2 summarizes the Cronbach alpha coefficients and the number of items deleted:

Table 2
Employees' Readiness to Marketing Innovation, Eliminated Questions and Cronbach Alpha Coefficients

Dimensions	Number of valid items	Cronbach alpha coefficients
Service innovation	3	0.961
Promotion innovation	2	0.951
Sales innovation	2	0.937
Pricing innovation	3	0.792
Communication innovation	5	0.924
Total items and reliability	**15**	**0.945**

Source: The researcher, based on data analysis

Readiness to marketing innovation is measured by using a five-point scale composed of five items adopted by the study of [33] after being modified and developed. (e.g. "Most of the employees have the readiness to develop services with creative ways and are able to introduce educational programs with more innovative techniques"). The instrument used to measure this construct is adapted from [33] scale: "The impact of functional competencies packages in activating marketing innovation has been used as an applied study on Egyptian banks". The total of items was 15 after eliminating all items that were inappropriate and not fit in terms of validity and reliability. All items use a 5-point scale with anchors ranging from (1) to a small extent to (5) to a large extent. The total number of items in the modified marketing innovation scale has become 15 against 16 items existing in the genuine scale. Consider a university context: (1) service innovation includes 3 Items; (2) promotion innovation includes 2 Items; (3) sales innovation includes 2 Items; pricing innovation includes 3 Items and communication innovation includes 5 items. This study is measuring employees' intentions to leave by the scale created by [45], cited in [46]. This variable is dependent variable of the study. The scale measures intentions to leave across its five questions. Intention to leave is measured by the scale created by [45]. The scale was adapted for this particular study. The intention to leave was measured by five items (e.g., "If I had a good opportunity, I would like to find another job", and "I do not enjoy this job and have been searching for other positions"). The study re-

vealed that the reliability of intention to leave variable was 0.865 after deleting questions 4 and 5. "Layoffs are a typical occurrence around here", and "People often get fired from this organization without good reasons" which increased the percentage of Cronbach's Alpha when item deleted. The number of items after deleting unnecessary questions is 3 items, the relationship between the dimension and the item variable ranged between 0.863 to 0.91 with significance level 1%. Thus, the scale measures employees' intention to leave job across its three questions. Intention to leave, being the main dependent variable, is measured by using a five-point scale composed of five items adopted by the study of [45], cited in [46], five-item scale adopted by using a five-point Likert scale. (e.g. "If I have a good opportunity, I would like to find another job"). Finally, the intention to leave has three items. The total of items was 3 after eliminating all items that were inappropriate. All items use a 5-point scale with anchors ranging from (1) totally disagree to (5) totally agree. The total number of items in the modified intention to leave scale has become 3 against 5 items existing in the original scale. All variables tested to be suitable for dimension analysis with Kaiser-Meyer-Olkin > 0.5 and significance <.001. The KMO values more than 0.6 indicate the sampling is acceptable and sufficient. KMO measure of sampling adequacy and Bartlett's Test of Sphericity for innovative behavior estimated (KMO = 0.884; $\chi2$ = 2093.959; p < 0.001) and the amounted of intention to leave was (KMO = 0.703; $\chi2$ = 398.387; p < 0.001) performed by the method of Principal Component Analysis. The demographic factors are divided into gender (1 = male; 2 = female), marital status (1 = single; 2 = married; 3 = divorced; 4 = widowed), educational level (1 = bachelor; 2 = postgraduate diploma; 3 = Master degree; 4 = PhD), age (1 = 26-34; 2 = 35-44; 3 = 45-53; 4 = more than 54 years), experience (1 = 5 years; 2 = From 6-10 years; 3 = From 11-15 years; 4 = From 16-20 years; 5 = From 21-25 years; 6 = more than 25 years), job position or designation (1 = Vices President; 2 = Deans / Deputies; 3 = Heads of Departments / Deputies; 4 = faculty members; 5 = Mangers / Supervisors; 6 = Specialists' employees; 7 = other).

5. Empirical Analysis

5.1 Demographic characteristics of samples

The study survey has sent out to the respondents via mail and whatsApp are distributed. More than 400 questionnaires are replied and came back again. The response of the survey has covered 438 respondents which include all classifications and groups worked at the universities. The respondents are categorized into seven ranks: vice president (n= 14), deans or their deputies (n= 44), heads of departments their deputies (n= 47), faculty members (n= 165), supervisors (n=102), specialists (n=50) and other (n=16). Many scientists suggest that the first column within the table should suffice (Confidence Level = 95%, Margin of Error = 5%). To use these values, simply determine the size of the population down the left most column. if we have 46845 employees and we want to sample a sufficient number to generate a 95% confidence interval that predicted the proportion who would be repeat employees within plus or minus 2.5%, we would need responses from a random sample of 381 of all employees however we have got around 438 forms of the distributed survey which

is good If outliers and extremes seem to be due to a mistake in your data. The researcher determined the sample the sample size for a given population size [47]; [48], cited in [49]. The mainstream of employees who have participated into this survey represented as the following men (71.7%) and female (28.3%). within marital status single (13.7%), married (81.7%), divorced (3.2%) and widowed (1.4%). In addition, Educational level bachelor (5.9%), postgraduate diploma (4.1%), Master degree (41.1%) and 48.4% were PhD holders. age range of 26-34 (22.8%), 35-44 (39.7%), 45-53 (24.7%) and more than 54 years (12.8%). With work experience at university 5 years (10.5%), from 6-10 years (19.9%), 11-15 years (20.5%), 16-20 years (20.3%), 21-25 years (16.4%) and more than 25 years (12.3%). Top managerial positions were (47.2%) included vices president, deans, deputies, heads of departments and supervisors), academicians and their associates were (37.7%) and non-managerial positions including specialists and others (15.1%).

5.2 Descriptive Statistics and Pearson's Correlations

The innovative work behavior consists of three dimensions as follows: "idea generation, idea promotion and idea realization". The descriptive statistics for the perceptions regarding idea generation showing that item # 2 of idea generation dimension "The employees generate original solutions for problems" has the maximum score (Mean= 3.72, SD= 0.928). The range of mean scores of this dimension was from (3.6 to 3.72) and overall the level of idea generation was high (Mean= 3.65, SD=0.906). Idea promotion shows that, item # 1 of idea promotion measurement "The employees ask colleagues to get new ideas" has the maximum score (Mean= 3.68, SD= 1.045). The range of mean scores of this dimension was from (3.53 to 3.68) and overall the level of idea promotion is high (Mean= 3.61, SD=1.012). Idea realization shows that, item # 2 of idea realization dimension "The employees put effort in the development and schedule plans of new things" has the highest mean score (Mean= 3.40, SD= 1.066). The range of mean scores of this dimension was from (3.37 to 3.40) and overall, the level of idea realization was medium (Mean= 3.385, SD=.974). Lastly, the overall innovative work behavior at the private higher education institutions in Egypt shows that the mean score (Mean= 3.57, SD= 0.841) and overall the level of innovative work behavior perception is high. The employees' readiness to marketing innovation consists of five dimensions as follows: "service innovation, promotion innovation, sales innovation, pricing innovation and communication innovation". The descriptive statistics of service innovation is presented that item # 3 of service innovation "Most of the employees have readiness to develop services in creative ways" has the maximum mean (M = 3.34, SD= 1.108). The range of mean scores of this dimension was from (3.34 to 3.42) and overall the level of service innovation dimension is medium (M= 3.39, SD=1.997). The highest score is (M = 2.96, SD= 1.040) for item # 2 of promotion innovation dimension "Most of the employees have the readiness to promote leaders and principals to use multi promotion methods". The range of mean scores of this dimension was from (2.95 to 2.96) and overall the level of promotion innovation dimension is medium (M= 2.96, SD=1.020). The readiness to sales innovation shows that the maximum average is (M =

3.59, SD= 1.057) for item # 1 of sales innovation dimension "Most of the employees are ready to serve all programs published". The rate of mean scores of this dimension was from (3.57 to 3.59) and overall the level of sales innovation dimension is high (M= 3.57, SD=1.010). The readiness to pricing innovation shows that the highest average score is (M = 3.66, SD= 1.11) for item # 1 of pricing innovation dimension "Most of the employees are ready to give the students a period of time for paying tuition fees". The range of mean scores of this dimension was from (3.34 to 3.66) and overall the level of pricing innovation dimension is high (M= 3.48, SD=0.93). The fifth dimension of marketing innovation is communication innovation, item # 4 of communication innovation dimension, the highest mean score is (M = 3.60, SD= 1.025), "Most of the employees have many tools that allow them to communicate with students". The range of mean scores of this dimension was from (3.05 to 3.60) and overall the level of communication innovation dimension is medium (M= 3.33, SD=0.865). Lastly, the readiness to marketing innovation at the private higher education institutions in Egypt shows that the mean score is (M = 3.35, SD= 0.698). Generally, the readiness to marketing innovation is medium at the private higher education sector in Egypt. The descriptive statistics for the intention to leave private universities are shows that item # 1 of intention to leave variable, the highest mean score to get a good opportunity and find another job is (M = 3.22, SD= 1.348). The range of mean scores range in (2.73 to 3.22) and the total intention to leave is medium (M= 2.896, SD=1.189). Table 3 shows the descriptive statistics of study constructs.

Table 3
Descriptive Statistics and Pearson's Correlations (n = 438)

Variables and Dimensions	mean	SD	1	2	3	4	5	6
Gender	1.28	0.451						
Marital status	1.92	0.467						
Educational status	1.69	0.842						
Age	3.27	0.956						
Experience	3.49	1.533						
Job Level/designation	4.17	1.338						
Idea generation dimension	3.658	0.906	1.000					
Idea comm. dimension	3.607	1.012	0.684	1.000				
Idea realization dimension	3.386	0.974	0.678	0.593	1.000			
Intention to leave	2.896	1.189	-0.150	-0.163	-0.142	1.000		
Innovative work behavior	3.566	0.841	0.921	0.856	0.848	-0.172	1.000	
Readiness to marketing innovation	3.334	0.698	0.214	0.175	0.302	-0.379	0.259	1.000

At the 0.01 level (2-tailed) correlation is significant

6. Testing the Study Hypotheses

The hypothesis H1 suggests that there is a significance relationship between innovative work behavior and employees' intention to leave. The correlation analysis explains the relationship between the dimensions of innovative work behavior and intention to leave. To avoid the problem of multicollinearity, the study reveals these values in Table 4 as follows.

Table 4
Multicollinearity between Innovative Work Behavior Dimensions

Dimensions	Tolerance	VIF
Idea generation dimension	0.418	2.394
Idea promotion dimension	0.502	1.993
Idea realization dimension	0.509	1.966

Source: The researcher based upon data analysis

The table above shows that tolerance is more than 0.1 and VIF is less than 10, which means that there is no problem of multicollinearity between idea generation, idea promotion and idea realization. The assumption of the relationship between innovative work behavior and employees' intention to leave has generated a hypothesis that there is a significant relationship between innovative work behavior and employees' intention to quit. The correlation analysis explains the relationship between the dimensions of innovative work behavior and intention to leave. The study has used a non-parametric correlation as Spearman's rho correlation displayed in table 5.

Table 5
Correlation between Innovative Work Behavior Dimensions
Predicting Intention to Leave

Variables	1	2	3	4	5
Idea generation dimension	1				
Idea promotion dimension	.686	1			
Idea realization dimension	.684	.575	1		
Intention to leave	-.105*	-.126	-.124	1	
Innovative work behavior	.904	.848	.484	-.136	1

At the 0.01 level (2-tailed) correlation is significant
*At the 0.05 level (2-tailed) correlation is significant

The table above contains negative significant relationship between innovative work behavior and employees' intention to quit (R= 0.136, level of confidence= 99 %), and the relationship between "idea generation dimension and employees' intention to quit is also negative with 0.105", "idea promotion dimension and their intention to leave are negative with 0.126", and "idea realization dimension and employees' intention to leave are negative with 0.124".

Table 6
Regression Coefficient between Innovative Work Behavior and
Intention to Leave

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		

(Constant)	3.765	.244		15.408	.000
Innovative work behavior	-.244	.067	-.172	-3.654	.000

Dependent variable: Intention to leave

The hypothesis (H1) has suggested testing of the relationship between innovative work behavior and employees' intention to leave, claiming that if the innovative behavior increases the employees' intention to stay at the organization; their intention to leave will be decreased. The simple linear regression is calculated to determine employees' intentions based on their innovative behavior (table 6). The regression results show significance from the table of ANOVA (F= 13.352) with adjusted R square of 0.027 and Beta is negative with 0.172. Thus, hypothesis (H1) is supported.

Table 7
Regression Coefficients between Innovative Work Behavior Dimensions and Intention to Leave

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.757	.246		15.301	.000
Idea generation	-.060	.096	-.046	-.627	.531
Idea promotion	-.120	.078	-.102	-1.534	.126
Idea realization	-.061	.081	-.050	-.758	.449

Dependent variable: Intention to leave

Table 7 is testing the sub-hypothesis formulated as there is a significant relationship between the innovative work behavior dimensions, such as idea generation, idea promotion, idea realization, and the employees' intention to leave. The study has used the Enter technique in a multiple-liner regression. The relationship between all dimensions of innovative work behavior and intention to leave is (R= -0.17), but the coefficients table explains that all dimensions of innovative behavior have no significant relationship with intention to leave at significance level 0.05. Otherwise, the stepwise liner regression technique gets information about the most effective dimension on the intention to leave. The study has entered dimensions of innovative work behavior and generated one model by using the stepwise liner regression. Table 8 presents the coefficients of the model as follows:

Table 8
Stepwise Regression Analysis of Innovative Work Behavior Dimensions Predicting Intention to Leave

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.589	.208		17.254	.000
	Idea promotion dimension	-.192	.056	-.163	-3.459	.001

Dependent Variable: Intention to leave

This sub-hypothesis has a partial significance and there is a negative significant relationship between the innovative work behavior idea promotion and employees' intention to leave. Which means we accepted the sub-hypothesis partially.

Table 9
Correlation between Innovative Work Behavior Dimensions and Employees' Readiness to Marketing Innovation

Variables	1	2	3	4	5
Idea generation dimension	1				
Idea promotion dimension	.686	1			
Idea realization dimension	.684	.575	1		
Readiness to Marketing innovation dimension	.196	.155	.283	1	
Innovative work behavior	.904	.848	.848	.253	1

At the 0.01 level (2-tailed) correlation is significant

The table above contains a significant relationship between innovative behavior and readiness to marketing innovation which has a positive association (R= 0.253, level of confidence= 99 %), the relationship between "idea generation and marketing innovation is positive with 0.196", "idea promotion dimension and marketing innovation is positive and equals 0.155", and "idea realization dimension and marketing innovation also is positive with equals 0.283".

Table 10
Regression Coefficient between Innovative Work Behavior and Marketing Innovation

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.505	.135		18.522	.000
Innovative work behavior	.243	.037	.302	6.573	.000

Dependent variable: Readiness to marketing innovation

The second hypothesis is testing the relationship among the main innovative work behavior and marketing innovation, suggesting that if the innovative behavior is high there will be an increase in marketing innovation. Table 10 shows that the simple linear regression is calculated to determine employees' readiness to innovative based on their perception of innovative behavior. The regression results have significance (F= 43.208) with adjusted R square of 0.089 and Beta is positive with 0.302. Thus, hypothesis (H2) is supported.

Table 11
Regression Coefficients between Innovative Work Behavior Dimensions and Marketing Innovation

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.526	.134		18.786	.000
Idea generation	.038	.052	.051	.731	.465
Idea promotion	.004	.043	.005	.083	.934
Idea realization	.206	.044	.295	4.624	.000

Dependent Variable: Readiness to marketing innovation

In order to test the following sub-hypothesis table 11 shows the significant relationship between the innovative work behavior dimensions as idea generation, idea promotion, idea realization and employees' readiness to marketing innovation is formulated. The stepwise liner regression technique includes information about the most effective dimension which can make the best combination on the marketing innovation. The dimensions of marketing innovation have generated one model. Table 12 presents the coefficients of the model which means we have accepted the sub- hypothesis partially.

Table 12
Stepwise Regression Analysis of Innovative Work Behavior Dimensions Predicting the Readiness to Marketing Innovation

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.590	.111		23.362	.000
	Idea realization dimension	.231	.032	.332	7.326	.000

Dependent Variable: Readiness to Marketing innovation

Hypothesis number three is testing the relationship between the readiness to marketing innovation and employees' intention to leave, suggesting that if the employees' readiness or participation to marketing innovation process is high there will be reduce in leaving organization. Table 13 shows that the simple linear regression. Thus, hypothesis (H3) is supported.

Table 13
Regression Coefficient between Marketing Innovation and Intention to leave

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.026	.259		19.384	.000
Readiness to marketing innovation	-.635	.076	-.373	-8.391	.000

Dependent variable: Intention to leave

The mediation effect means that the variable may be considered a mediator to the extent to which it carries the influence of a given independent variable to a given dependent variable. The mediation occurs firstly, when the independent variable significance affects the mediator, "hypothesis number two is partially supported and there is a significant relationship between idea realization and marketing innovation". Secondly, the independent variable significance affects the dependent variable in the absence of the mediator, "hypothesis number one is fully supported and there is a significant relationship between innovative behavior and employees' intention to quit in absence of the mediator. Thirdly, the mediator has a significance unique effect on the dependent variable, "the sub-hypothesis of hypothesis number four has a partial significance and there is a positive relationship between the innovative work behavior "idea realization as the main

dimension" and the readiness to marketing innovation and lastly, the effect of the independent variable on the dependent variable shrinks or decreases when the mediator is added to the model. The study will check it in the current hypothesis. The generated hypothesis has proposed that the employees' readiness to marketing innovation is a mediator variable which can affect the relationship between innovative work behavior and intention to leave. To test the hypothesis below, the study has used the Sobel mediator test multiple regression to calculate some values as follows:

The effect of the independent variable innovative work behavior on the dependent variable intention to leave without the mediator was R square = 0.03 and the explanatory power (Beta= -0.172), the effect of the independent variable on the dependent variable must decrease upon the addition of the mediator to the model and its R square= 0.146 and the explanatory power (Beta= -0.352) that means the increase of innovative work behavior by one hundred units affects the decrease of employees' intention to quit by thirty-five units. The relationship between innovative work behavior as (independent variable) and mediator variable marketing innovation as (dependent variable) has R square equals 0.064, The letter (a=0.210) is an abbreviation of unstandardized coefficient between the mediator and the predictor and its (s=0.038) means the standard error of (a) coefficient, where the mahalanobis distance test for normality was not violated 10.83 is critical mahalanobis and the max value is 9.57, and there were not outliers in respondents' answers. For the relationship between the readiness to marketing innovation (mediator variable) as (independent variable) and intention to leave as dependent variable has R square that equals 0.139 The letter (b=0.599) is an abbreviation of unstandardized coefficient between the mediator and the predictor and its (s=0.078) means the standard error of (b) coefficient, where the mahalanobis distance test for normality was not violated 10.83 is critical mahalanobis and the max value is 9.31 and there were not outliers in respondents' answers. The previous values were put as input parameters in the **Sobel** test that provides the result as shown in Table 14 [50], cited in [51].

Table 14
The Mediation Effect Using Sobel Test for Readiness to Marketing Innovation on Innovative Work Behavior and intention to leave

Parameters	Input	Test statistic	Std. Error	P-value
a	0.21	4.48560227	0.02804306	0.00000727
b	0.599			
Sa	0.038			
Sb	0.078			

Source: The researcher based upon data analysis

7. Results

Averages and standard deviations of employees' readiness to marketing innovation at the private higher education sector have categorized the dimensions of employees' readiness to marketing innovation from sales innovation dimension as the large average and weight in readiness and participation. According to the study findings levels of the study variables have been distributed as follows: intention to leave has been given a medium level, as its average is 2.896 out of 5 and innovative work behavior has been

given a high level. This result conforms to the result of [52], where they have revealed that the low level of innovative work behavior affects many negative outcomes, low productivity, absenteeism, and higher intention to leave. Throughout the study, the researcher has been interested in finding out the impact of innovative work behavior and marketing innovation on intention to leave; yet at the same time he has been concerned with determining the effect of the dimensions of innovative work behavior on marketing innovation and intention to leave. The study findings are that it indicates that observing the partial impact of innovative work behavior fosters the marketing innovation and employees' intention to quit at the private higher education institutions in the Arab republic of Egypt. On one hand, the increase of innovative work behavior causes an increase in the level of marketing innovation; on the other hand, "idea realization" one of the most critical dimensions of the innovative work behavior will be highly activated leading to more marketing innovation techniques. Moreover, the increase of innovative work behavior helps to reduce the level of intent to leave when applying "idea promotion", being another important dimension of innovative work behavior, where there is a continuous communication between the university and its employees. The increasing in employees' readiness to marketing innovation as a new predictor helps reduce the level of intention to quit; whereas there is a negative relationship between marketing innovation and intention to leave, especially as per the two dimensions "communication innovation and promotion innovation", and the employees' intention to leave; while the readiness to marketing innovation mediates the relationship between innovative work behavior and employees' intention to leave. As for the innovative work behavior, the highest dimension is "idea generation" (mean =3.65); whereas the lowest dimension is "idea realization" (mean=3.38). The highest dimension of readiness to marketing innovation is "sales innovation" (mean=3.57); whereas the lowest one is "promotion innovation" (mean=2.96). In addition, there is a negative relationship between the innovative work behavior "idea promotion" and employees' intention to leave. Moreover, the "idea promotion" dimension is the most important dimension that affects intention to leave negatively by 0.163 unit. Also, the negative relationship of the "promotion dimension" towards intention to leave explains that promotion dimension is the greatest significant dimension influencing intention to quit university. There is a positive relationship between the innovative work behavior and readiness to marketing innovation; whilst the "idea realization" is the most important dimension that affects employees' readiness to marketing innovation. According to the study findings, we might say that the employees' readiness to marketing innovation has a mediating effect which improves university employees' intention to quit. Employees of private universities and academies can not only directly promote the readiness to marketing innovation to a university but also can indirectly enhance readiness to marketing innovation via innovative work behavior. One of the study results indicates that employees' innovative work behavior could be an important predictor of two variables, namely readiness to marketing innovation and intention to leave for university directors and decision takers at the private higher education institutions in Egypt. Thus, the hypothesis **H1** is fully supported and the sub-hypothesis is partially supported which means that the significant

relationship between idea promotion, as type of innovative work behavior, does exist towards employee intention to quit. On the other side, the remained dimensions as idea generation and idea realization are not significant with intention to quit the university at p-value < 5%. Thus, the researcher can say that the employees' innovative work behavior affects partially employees' intention to leave at the private higher education institutions in Egypt. The hypothesis **H2** also partially supported which means there is a significant relationship between all dimensions of innovative work behavior and marketing innovation is (R= 0.335) whereas the coefficients table proves that the idea realization dimension has a significance correlation with marketing innovation at significance level 0.05 with a positive explanatory power that equals 0.295 which means that the increase in this dimension of innovative work behavior by one unit will affect positively on the marketing innovation by the same units. Then, the idea generation and idea promotion have no significance with marketing innovation. The third hypothesis **H3** also fully supported which means there is a negative significant relationship between employees' participation to marketing innovation process and their intention to leave university (R= 0.373). Lastly, the hypothesis **H4** is supported the relation between the independent and dependent variable of this study which means that the mediator of marketing innovation significance explained that the employees' intention to leave was determined by the predictor innovative work behavior with the help of mediator. That means we have accepted the hypothesis which said that the employees' readiness to marketing innovation is a mediator variable which can affect the relationship between innovative work behavior and their intention to leave at private universities.

8. Discussion

This study aims to investigate the relationship between innovative work behavior dimensions and employees' intention to quit/ leave among all categories worked at the private higher education institutions in Egyptian context. In addition, it determinates to what extend that intention to leave is affected by employees' readiness to marketing innovation and their innovative work behavior. The study results show that innovative work behavior has a significant negative correlation with employees' intention to leave at private universities in Egypt. This explains that an increase in innovative behavior, including its dimensions, has the chance to reduce their intentions to quit or intentions to leave the organization. Also, the results indicate that the most important factor of innovative work behavior that affect negatively on employees' intention to leave is idea promotion in addition to above the most important factor which can affect positively on employees' readiness to marketing innovation is idea realization. This study has examined the mediation role of the employees' readiness to marketing innovation at the private universities setting on the relation between innovative behavior and intention to leave. The study has recommended that if an organization has a high intention of innovative work behavior, then we can predict what the employees' intention to leave will be, built on the amount of their readiness in marketing innovation process inside the university. An increase of innovative behavior by one unit helps to cut or reduce the level of intention to leave by 0.17 unit. In addition

to that the increase of innovative behavior by one unit helps to raise the level of marketing innovation by 0.30 unit. On the other hand, if an organization has a high innovative work behavior through knowledgeable employees, then we can predict employees' intention to leave should also be low, more particularly when the employees have a strong readiness to marketing innovation. Thus, both of innovative behavior and marketing innovation can significantly promote towards reduce the level of intention to leave/ quit private universities in Egypt. The study results support the concept of the innovation atmosphere that negatively related to employee's intention to leave in Arab context. This result in the line with the study of [40] which concluded that innovation climate has more effect on organizational performance.

9. Contributions, limitations & future suggestions

This study adds new shadows of how to use innovative work behavior and employees' readiness to marketing innovation to determinate employees' intention to leave and also to explain the range of these variables that can affect employees' intention to leave. The researcher has also proposed that idea generation, idea promotion and idea realization have received less attention in affecting intention to quit clearly. This work limited in scope as the participants represented population only from the private institutions in education in Egypt. Although the context of private universities in Egypt have numerous categories as administrative locations, schools, laboratories, workrooms, public libraries and other locations inside universities. In future research, the potential bias may reduce by using a stratified random sampling and to generalize the future result. In addition, the faculty members have more than four sets or categories "teaching assistant, teacher, assistant professor, associated professor and professor". Therefore, future studies may develop a larger sample size and different classes from the different context private, governmental, public and different regions. It is also advised that longitudinal studies should be showed in short term to reflect whether changes over the time alter the employees innovative work behavior. Future studies may also include the mediation role of the different possible variable such as perceived organizational justice, management support, organizational commitment, employee job satisfaction, innovation work climate, and others as an attempt to develop a broader understanding of the concept in the academic context. In addition to the above the measurements of the study were adopted on foreign constructs so future researcher could use another local measurement which will enhance the reliability of future surveys.

10. Conclusion

Our study may shadow new light to find out whether the employees' innovative work behavior has affect their intention to leave or not with the meditation role of their readiness to marketing innovation. Totally, this work investigates and evaluates the role of innovative work behavior and its dimensions predicting the relationship between employees' readiness to marketing innovation process and their intention to leave. The regression clarifies the increase of innovative work behavior by a unit helping to decrease or reduce the employees' intention to leave by 0.172 unit. In addition to the regression technique, stepwise, that used

at this study discover the greatest combination of predictors, it explains which one of the dimensions of work behavior has more impact on intention to leave. The study also exposes that idea promotion dimension is correlated negatively with turnover intentions. Furthermore, the idea promotion dimension has the supreme significance dimension effecting intention to leave negatively by 0.163. Secondly, the results show that the increase of innovative work behavior by one unit helping to increase the level of readiness to marketing innovation by 0.302 and there is a positive relationship between idea realization dimension and readiness to marketing innovation especially that idea realization has the most significance dimension influencing marketing innovation. Thirdly, the relationship and regression results between marketing innovation and employees' intention to leave have significance (F= 70.405) with adjusted R square equal 0.14 and Beta is negative with 0.37 approximately, which means the increase of participating in marketing innovation process by one hundred units helping to reduce the employees' intention to leave by thirty-seven units. Lastly, the role of employees' readiness to marketing innovation can mediate between innovative work behavior and their intention to leave which means that If the organization/ university had a high intention of innovative work behavior, then they could predict employees' intentions to quit the jobs and should also be as low only if the employees have more participation into marketing innovation process.

References

[1] Xerri, M. and Brunetto, Y. (2013). Fostering innovative behavior: the importance of employee commitment and organizational citizenship behavior, *The International Journal of Human Resource Management,* Vol. 24, No. 16, pp. 3163-3177.

[2] Janssen, O. (2000). Job demands, perceptions of effort-reward fairness and innovative work behavior, *Journal of Occupational and Organizational Psychology*, Vol. 73, pp. 287–302.

[3] Yunus O. M., Bustaman H. A., Wan M.R. and Wan F.A. (2014). Conducive Business Environment: Local Government Innovative Work Behavior, *Procedia - Social and Behavioral Sciences,* 129, 214 – 220.

[4] Torrance, E. P., & Safter, H. T. (1989). The long range predictive validity of the Just Suppose Test. *The Journal of Creative Behavior,* Vol.23, Issue (4), pp. 219–223. Available at: https://doi.org/10.1002/j.2162-6057.1989.tb00696.x

[5] Semeijn, J. (2015). The impact of innovative work behavior on the sustainable labor participation of employees and does transformational leadership matter? Master Thesis, available at: www.pinterest.com, via google.nl/images/innovation old vital.

[6] Sharma, P. and Chrisman, J. (1999). Toward a reconciliation of the definitional issues in the field of corporate entrepreneurship, *Entrepreneurship Theory and Practice*, Vol. 23, No. 3: 11-27.

[7] McLoughlin, I. and M. Harris (1997). Innovation, organizational change and technology. London: Thompson.

[8] Kirton, M. (1976). Adaptors and innovators: A description and measure" *Journal of Applied Psychology, 61*(5), 622–629. https://doi.org/10.1037/0021-9010.61.5.622

[9] Jackson, D.N. (1994), Jackson Personality Inventory - Revised Manual, Sigma Assessment Systems, Port Heron, MI.

[10] Scott, S. G., and Bruce, R. A. (1994). Determinants of Innovative Behavior: A Path Model of Individual Innovation in the Workplace. *Academy of Management Journal*, Vol. 37, pp. 580-607.

[11] Baer, M. (2012). Putting Creativity to Work: The Implementation of Creative Ideas in Organizations. A*cademy of Management Journal,* Vol. 55, No. 5, PP. 1102-1119

[12] Kanter, R. (1988). Three Tiers for Innovation Research. *Communication Research*, vol. 15, 5: pp. 509-523

[13] Ven, A. (1986). Central problems in the management of innovation. *The institute of Management sciences*, Vol.32, No. 5, pp. 590-607

[14] Krause, D. (2004). Influence-based leadership as a determinant of the inclination to innovate and of innovation related behaviors: An empirical investigation. *The Leadership Quarterly*, Vol. 15, No. 1, pp. 79-102.

[15] Reuvers, M., Van Engen, M., Vinkenburg, C., and Wilson-Evered, E. (2008). Transformational leadership and innovative work behavior: Exploring the relevance of gender differences. *Creativity and Innovation Management*, Vol. 17, No. 3, pp. 227-244.

[16] Cooper, J.R. (1998). A multidimensional approach to the adoption of innovation, *Management Decision*, Vol. 36, No. 8, pp. 493-502.

[17] Janssen, O. (2005). The joint impact of perceived influence and supervisor supportiveness on employee innovative behavior. *Journal of Occupational and Organizational Psychology*, Vol. 78, No. 4, pp. 573-579.

[18] Kleysen, R. and Street, C. (2001). Toward a multidimensional measure of individual innovative behavior. *Journal of intellectual Capital*, Vol. 2, No. 3, pp. 284-296.

[19] Tierney, P., Farmer, S. M., & Graen, G. B. (1999). An examination of leadership and employee creativity: The relevance of traits and relationships. *Personnel Psychology*, Vol. 52, pp. 591–620.

[20] Jong, J. and Hartog D. (2010). Measuring Innovative Work Behavior. *Journal of creativity and innovation management*. Vol. 19, No.1, pp.23-36.

[21] Jong, J. and Hartog, D. (2008). Innovative Work Behavior: Measurement and Validation. Published Report for scientific analysis of entrepreneurship and SMEs, *working paper*.

[22] Organ, D. W., & Konovsky, M. (1989). Cognitive versus affective determinants of organizational citizenship behavior. *Journal of Applied Psychology*, Vol. 74, No. 1, PP. 157–164. Available at: https://doi.org/10.1037/0021-9010.74.1.157

[23] Foreman, W. (2009). Job Satisfaction and Turnover in the Chinese Retail Industry. *Chinese Management Studies*, 3(4): 356-378.

[24] Vance, C.A. and Stephens, W.L. (2010). How does the new generation of accounting majors measure up? *CPA Journal*, Vol. 80 No. 11, pp. 6-8, Available at:www.nysscpa.org/news/publications/the-cpa-journal/article-review?ArticleID=10466 [Google Scholar]

[25] Law, D. (2005). Interactive organizational commitment and hardiness in public accountants' turnover, *Managerial Auditing Journal*, Vol. 20 Issue: 4, pp.383-393, available from: https://doi.org/10.1108/02686900510592061

[26] Owolabi, B. (2012). Effect of organizational justice and organizational environment on turnover intention of health workers in Nigeria. *Research in World Economy*, Vol. 3, No. 1: pp. 74–83.

[27] Ponnu, C. and Chuah, C. (2010). Organizational commitment, organizational justice and employee turnover in Malaysia. *African Journal of Business Management*. Vol. 4, No. 13: pp. 76-92.

[28] Monged, T., Raghab, M., & Tantawi, P. (2019). The Effect of Demographic Factors on Organizational Justice and Intention to Leave in the Private Higher Education Sector in Egypt. Open Access Library Journal Vol.6 No.7, DOI: 10.4236/oalib.1105539

[29] Kraus and et al., (2000). Creative Management in Recreation, Parks and Leisure Services 6th ed. United States: McGraw Hill.

[30] Ishaq M. and Hussain N. (2016). Creative marketing strategy and effective execution on performance in Pakistan, *Revista de Administration de Empress*, Vol. 56, No. 6.

[31] Alam, S. and Islam, M. (2017). Impact of Blue Ocean Strategy on Organizational Performance: A literature review toward implementation logic. *Journal of Business and Management,* Vol. 19, Issue 1. PP 01-19

[32] Ishaq, M. I. (2013). Marketing Strategy and business unit performance: Empirical evidence from Pakistani industries. Saarbrucken, Germany: LAP Lambert Academic Publishing.

[33] Elsayed A. and Eltahan E. (2014). The impact of functional competencies packages in activating innovative marketing an applied study on Egyptian banks. Available from: http://search.mandumah.com/Record/520119

[34] Tri, H., Nga, V. and Sipko, J. (2019). Predicting Overall Staffs' Creativity and Innovative Work Behavior in Banking. *Management & Marketing. Challenges for the Knowledge Society*, Vol. 14, No. 2, pp. 188-202

[35] Bayarcelik, E. and Findikli, M. (2016). The Mediating effect of Job Satisfaction on the Relation between Organizational Justice Perception and Intention to Leave. *12th International Strategic Management Conference*, 28-30

[36] Shih, H. And Susanto, E. (2011). Is Innovative Behavior Really Good for The Firm? Innovative Work Behavior, Conflict with Coworkers and Turnover Intention: Moderating Roles of Perceived Distributive Fairness. *International Journal of Conflict Management,* Vol. 22, No. 2, pp. 111-130

[37] Monged, T. (2020). Exploring the Factors Affecting Employees' Intention to Leave: The Role of Perceived Organizational Justice and the Readiness to Marketing Innovation an Applied Study at the Private Higher Education Institutions in Egypt. Doctoral thesis has been completed but not submitted for discussion, College of Management and Technology, Arab Academy for Science, Technology& Maritime Transport, Egypt.

[38] Kesen, M. (2016). The Impact of Employee Training and Innovation on Turnover Intention: An Empirical Research. *International Journal of Academic Research in Business and Social Sciences*, Vol. 6, No. 1.

[39] Markey, P., Anderson, J. M. and Markey, Ch. (2012). Using Behavioral Mapping to Examine the Validity of the International Personality Item Pool–Interpersonal Circumplex (IPIP-IPC). Assessment, Vol. 20, No. 2, pp. 165–174

[40] Stock, R. (2015). Is Boreout a Threat to Frontline Employees' Innovative Work Behavior? *Journal Product Development & Management Association*, Vol.32, No.4, pp. 574–592

[41] Shanker, R., Bhanugopan, R., Heijden, B. and Farrell, M. (2017). Climate for Innovation and Organizational Performance: The Mediating Effect of Innovative Work Behavior, *Journal of Vocational Behavior,* Vol. 2, No. 4

[42] Li, M. and Hsu, C. (2017). Customer Participation in Services and its Effect on Employee Innovative Behavior. *Journal of hospitality marketing and management,* Vol. 26, Issue 2, pp. 164-185

[43] Haider, M. and Akbar, A. (2017). Internal marketing and employee's innovative work behavior: the mediating role of job embeddedness. *Bulletin of education and research,* Vol. 39, No. 1, pp.291-313

[44] Harzing, A. (2000). Cross-national industrial mail surveys: Why do response rates differ between countries? *Industrial Marketing Management*, Vol. 29, No. 3, pp. 243-254

[45] Lahey, M. (1984). *Job Security: Its Meaning and Measure. Kansas State University, Intentions to leave measures*. Unpublished dissertation.

[46] Basak, E. and et al. (2013). Analysis of Dimensions That Affect the Intention to Leave of White-collar Employees in Turkey Using Structural Equation Modelling. *The World Congress on Engineering and Computer Science*, Vol. 2.

[47] Cohen, J. (1969). *Statistical Power Analysis for the Behavioral Sciences*. New York: Academic Press.

[48] Krejcie, R., and Morgan, D. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, Vol. 30, pp. 607-610.

[49] Sekaran, Uma. And Bougi, Roger. (2016). Research Methods for business A skill-building Approach. Seventh Edition, pp. 263.

[50] Sobel, M. E. (1982). Asymptotic intervals for indirect effects in structural equations models. In S. Leinhart (Ed.), *Sociological methodology,* pp.290-312. San Francisco: Jossey-Bass.

[51] Preacher, k. and Leonardelli, G. (2010). Calculation for the Sobel test: An interactive calculation tool for mediation tests. Retrieved from http://www.quantpsy.org/sobel/sobel.htm

[52] Hopkins, Sh. And Weathington, B. (2006). The Relationships between Justice Perceptions, Trust, and Employee Attitudes in a Downsized Organization. *The Journal of Psychology Interdisciplinary and Applied*, Vol. 140, No. 5, pp. 477-98

IJSER