

# **Determinants of Perceived Organizational Support and Employee Outcomes of Banking Industry in Bangladesh: An Antecedent-Focus-Outcome Model**

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## **Abstract**

*The objective of the current research is to see the influence of different factors as determinants as antecedents of perceived organizational support (POS) as well as employee's organizational commitment and creative behaviour are the outcomes of POS. The study's data came from 308 front-line bank employees in Bangladesh. The study used a two-step process to examine the structural and measurement models. The findings of the study showed all four antecedents have a significant positive relationship with POS. On the other hand, employee organizational commitment and employee creativity were significantly positively impacted by POS. The findings indicate that when workers perceive a high degree of support from the organization, they are more likely to feel committed to its objectives and core values, which strengthens their commitment and loyalty. This suggests that investing in initiatives to raise staff members' opinions of the organization's support can have a significant positive effect on their commitment and creativity, which will ultimately boost the competitiveness and performance of the organization in hectic work environments.*

**Keywords:** Perceived Organizational Support, Organizational Commitment, Employee Creative Behaviour

## **1. Introduction**

In the contemporary business world, employee perceived support is an important factor in fostering creativity in many firms. (Diliello, Houghton & Dawley, 2011; Ibrahim, Isab, & Shahbudin, 2016). To be more precise, creativity is the process of coming up with fresh, practical ideas, whereas innovation is the implementation of these ideas towards brand-new goods and procedures. Changes within the external environment have a substantial impact on the process of transforming creative ideas into new services and products (Sarooghi, Libaers & Burkemper, 2015). Because it allows workers to improve organizational performance and explore new procedures, methods, or products,

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organizations see employee creativity as a root of competitive advantage (Ibrahim et al., 2016). Organizations must value creativity because it has a significant role in determining organizational performance (King et al., 2007).

Once again, organizational commitment refers to an employee's preference for a specific organization and its objectives as well as their willingness to stay a member of the organization (Yahaya & Ebrahim, 2016). In the modern day, it is crucial to preserve this element (Kheirkhah et al., 2014). Organizational commitment is a technique to identify workers who have the skills, good performance and loyalty in their roles when a company finds it difficult to discover individuals with extremely good qualifications for executing their tasks (Osa & Amos, 2014). In the current competitive and dynamic business landscape, companies endeavour to both attract and retain highly skilled personnel, who are essential to long-term success. Understanding the intricate relationship between organizational support and commitment is essential to this effort. Using the meta-analysis approach, Riggle, Edmondson, and Hansen (2009) examined the relationship between perceived organizational support and factors such as organizational commitment, performance, work satisfaction and willingness to leave the job in their study on the manufacturing industry. Because it was conducted in the processing sector, this study only offers a limited amount of analysis and does not include up-to-date data. By incorporating a little research that demonstrated the connections between perceived organizational support and organizational commitment, Kasalak's (2020) meta-analysis study examined the impact of organizational support on organizational outcomes and conducted a restricted analysis.

In earlier research, different dimensions were considered the predictor of employee's perceived support from the organizations such as HR practices (Chillakuri & Vanka, 2022; Rubel et al., 2020), leadership practices (Asgari, Mezginejad & Taherpour, 2020), emotional intelligence (Malinauskas & Malinauskiene, 2020), organizational climate (Berberoglu, 2018), green HRM (Aboramadan & Karatepe, 2021). Less number of researchers have identified where working conditions, supervisor support, promotion opportunities and employee participation were considered together as antecedents of POS. In previous research, each organizational commitment was found the outcome variable of employee perceived support from the organization (Pattnaik, Mishra & Tripathy, 2023; Munoz et al., 2023). However, little research has been identified where both employee organizational commitment and employee creativity were found as outcome variables of POS. Moreover, in the context of Bangladesh, there is a paucity of research considering different dimensions are antecedents of employee perceived support from the organization as well as

organizational commitment and employee creativity are the outcomes in the banking industry in Bangladesh. Thus, based on the earlier literature and the current context of the banking industry in Bangladesh, it can be postulated that proper support can make the employee more committed and enhance their thinking capability and creativity for the organization.

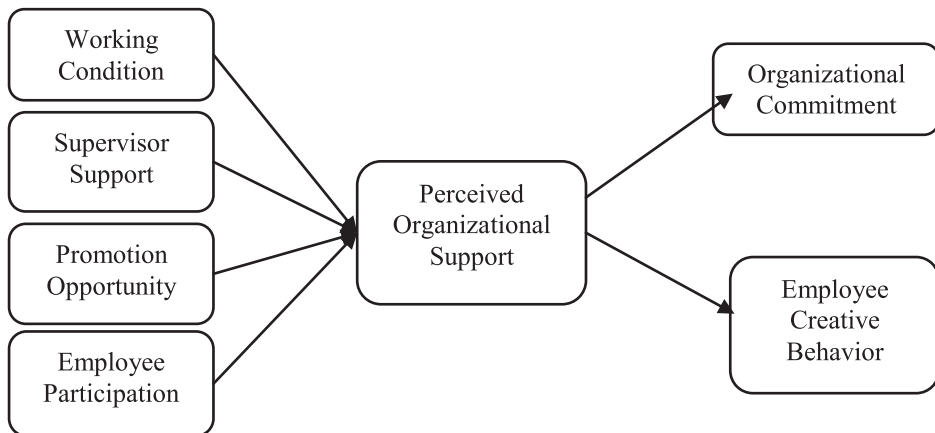


Figure 1: Framework

## 2. Literature review

### 2.1 Creative Behaviour

The definition of creative behaviour according to Shalley et al. (2004, p. 934) is the development of ideas regarding procedures, services, products or practices that are (a) potentially beneficial to the organization and (b) novel. The term "creative behaviour" describes an employee's capacity to recognize opportunities to learn new concepts and information from various sources, including workshops and training programs, as well as from experts, peers and managers (Zaitouni & Ouakouak, 2018; Yasmeen, Batool & Bajwa, 2020). The employee then uses these concepts and information to reflect, discuss, and apply them in order to resolve problems or generate new ideas (Hu & Zhao, 2016). The policies, aspirations, institutional and personal practices, physical dispositions and worldviews that promise work in an organization to become something fun and self-actualizing, according to Angela McRobbie (2016), are combined to create creativity. This process pushes workers—including those who train future workers—to embody rather than repel, to adapt rather than come up with alternate plans, and to conform rather than step

out. According to Amabile (2013), creativity is best maximized when a likely motivated person with a high extent of domain-related abilities and a creative personality works in a supportive setting. Organizations place a high priority on the creative behaviour of employees because it helps the business survive and grow (Liu et al., 2016; Ng & Lucianetti, 2016).

## **2.2 Organizational Commitment**

According to Mowday et al. (1979), organizational commitment refers to an attitude that is defined as a worker's identification and loyalty to an organization. The term "psychological state which (a) identifies the relationship of the employee with the firm and (b) has connections for the decision to discontinue or continue membership within the organization" was used by Meyer et al. (1993, p. 539) to clarify organizational commitment. Siqueira and Gomide Júnior (2004) defined organizational commitment as a psychological relationship that is preserved between an individual and the organization. According to Robbins (2005), there is a positive association between commitment and the desire to stay within the organization. And, in accordance with Baotham et al. (2010), it is the level of support and loyalty that the employees portray to the company. Organizational commitment was defined by Robbins (2006) as the level at which an employee identifies with a particular group, desires to uphold the position of a group member, and recognizes the group's aims. According to Luthans (2002), this includes: a strong desire to remain a part of the group; a readiness to work hard in order to meet organizational goals; and a certain level of willingness to receive the organization's beliefs and objectives. That is, these actions show how devoted staff members are to the company and represent the next level of the organization's members' expression of concern for the success and further development of the company.

## **2.3 Perceived Organizational Support (POS)**

The field of study on organizational citizenship behaviour is where the idea of perceived organizational support (POS) first emerged. According to Eisenberger et al. (1986), it is defined by a person's conviction that the organization values their contribution and cares about their well-being. POS is an organization's contribution to beneficial reciprocity with employees, according to Rhoades and Eisenberger (2002), since employees usually act better to reciprocate the favourable interests of the company. Workers who feel they are being treated fairly, according to Choi et al. (2016), will recompense the company with positive behaviours and high job performance towards their company and job. We describe POS as a positive reaction that arises from workers' sense of being valued, having strong organizational support, and doing their best work in



fulfilling personal obligations and company objectives. This definition is based on the previously mentioned rationale. Creating a conducive atmosphere and/or providing adequate resources for innovation activities and knowledge-sharing are considered to require POS (Raab et al., 2014; Appu and Kumar Sia, 2015; Choi et al., 2016; Suifan et al., 2018).

### **3. Hypotheses Development**

#### **3.1 Determinants of POS**

The idea of working circumstances has changed throughout time, moving from a narrow focus on hygienic, health, and safety settings to a broader understanding. Work conditions as defined by the European Union as "a condition that considers the working environment and features of employees' conditions and terms of employment – particularly, from the view of job quality: employment and career security; well-being and health at the workplace; development of competencies and skills; and work-life balance," even though the definitions are similar and broaden the scope. Perceived organizational support (POS) and working conditions for employees are strongly correlated, according to a study on management and organizational psychology. According to academics, positive working conditions—which include elements like a supporting workplace, sufficient resources and fair treatment—have a big impact on how supportive employers are seen by their staff. In earlier research, the working condition was found an important predictor of employee-perceived support in the organization. For instance, Pires (2018) revealed that employee-perceived working conditions can be considered a vital component of POS in the organization. The author found a significant positive influence of working conditions on POS. In another study, Pasool et al. (2020) recognize the importance of working conditions on POS. The authors confirmed the positive relationship between working conditions and employee-perceived support in the organization. Le et al. (2023) have given high regard to the mediating role of perceived organizational support in relation to the work engagement and job performance of the employees. Based on the above thoughts, we can consider the following hypothesis.

**Hypothesis 1a:** The working condition is positively related to employee POS.

Employees' perception that their supervisor appreciates their work and is concerned about their welfare is known as perceived supervisor support (Eisenberger et al., 2002). Disque (2020) mentioned that perceived supervisor support has a significant impact on different employee outcomes like work-related behaviours, turnover intention and job satisfaction. The major

hypothesized antecedents related to POS (human resource [HR] practices, supervisor support and fairness), the attitudinal consequences (e.g., job satisfaction affective organizational commitment) and job performance are all related to POS, according to the meta-analytic review of Rhoades and Eisenberger (2002). While it is important for all organizational members to support POS, some people are perceived to act on behalf of the organization and more closely represent it than others (Eisenberger et al., 2010). Khan et al. (2015) mentioned in the investigation of the connection between workplace deviance and perceived supervisor support, which perceived organizational support acts as a partial mediating factor in this relationship. According to Kyei-Frimpong et al. (2023), the link between employee empowerment and organizational commitment was modulated by the perception of supervisor support. In the link between perceived supervisor support and work engagement, Hamzah and Nordin (2022) and Bonaiuto et al. (2022) both emphasized the mediating impact of job-related affective well-being and organizational trust, respectively. All these research point to the importance of perceived supervisor support in influencing employees' views of organizational support and job satisfaction. Based on the aforementioned thoughts, we can think of a connection between supervisor support and perceived organization support. Therefore, the following hypothesis can be considered.

**Hypothesis 1b:** Supervisors' Support is positively related to employee POS.

According to a study, gaining members' acceptability and support in public organizations can be achieved in part by increasing promotion opportunities (Diken et al., 2019). To prevent prejudice against particular classes or groups, it is imperative that the promotion system be run by gathering the views of different members (Khan, Shafique & Qasim, 2022). According to the findings, companies should prioritize employee satisfaction, foster a culture related to perceived organizational support, and put policies in place that support this perception (Gemilang & Riana, 2021). Additionally, the study found that one of the things lowering job satisfaction was the promotion opportunities (Pratiwi & Muzakki, 2021). Therefore, to improve employee performance and the perception of organizational support, firms should consider promotion opportunities. Hence, based on the above thoughts, we can put the following hypothesis.

**Hypothesis 1c:** Promotion Opportunity is positively related to employee POS.

Practices that allow workers to take part in decisions that impact them are known as employee participation, which leads to a loyal workforce. It may have advantages for organizations as well as workers, including better organizational performance and higher employee satisfaction (Triantafillidou & Koutroukis, 2022). New hybrid types of employee participation, which combine direct and representative participation, have been implemented in the Netherlands. These forms have demonstrated success in increasing employee involvement and enhancing the effectiveness of management consultations (Tros, 2022). Employees' perceptions of the organization's support are positively correlated with their participation in workplace wellness initiatives. According to a study, companies can improve their employees' perception of their support for them by promoting and assisting their participation in wellness initiatives. Furthermore, the study discovered that employee engagement is positively and significantly impacted by perceived organizational support (Artatanaya et al., 2023). Employee engagement is higher when they perceive that the company is supporting them. Thus, through raising employee engagement, employee participation can have an indirect impact on perceived organizational support. In general, employee engagement is critical in determining the perception of organizational support of the employees, which can affect their dedication, performance and citizenship behaviour (Kao et al., 2023; Ariana & Helmi, 2023; Sakarina et al., 2023). Therefore, we can conclude the following.

**Hypothesis 1d:** Employee Participation is positively related to employee POS.

**3.2 POS, Organization Commitment and Creative Behaviour**

Job satisfaction may operate as a mediating factor in the relationship between organizational commitment and perceived organizational support (Akkoca, 2023; Artatanaya et al., 2023). The relationship between employees' perceptions of organizational support and commitment is mediated by job satisfaction, according to Swathy Prasad (2023). According to the research findings, work satisfaction and perceived organizational support are strongly correlated (Aruoren & Isiaka, 2023). Furthermore, it has been discovered that the relationship between organizational commitment and perceived organizational support is totally mediated by job satisfaction. Consequently, job satisfaction has a big impact on the relationship between perceived organizational support and employee organizational commitment. Hence, we can conclude the following hypothesis.

**Hypothesis 2a:** POS is positively related to employee organizational commitment.

Research indicates that when workers feel supported by their company, they are more inclined to use creativity in their work. The way leaders treat their subordinates, their involvement in decision-making, and the general confidence and support of their staff can all be examples of this support (Ijaz & Nawaz, 2022). According to Hidayat et al. (2023), employee innovation in the television sector is significantly correlated with perceived organizational support. Another study discovered a strong positive relationship between employees' creative performance and their perception of organizational support (POS) (Saleh & Haidar, 2022). Therefore, we can say the following.

**Hypothesis 2b:** POS is positively related to employee creativity.

## **4. Methodology**

### **4.1 Survey and Data Collection**

In this cross-sectional study, 308 front-line bank staff in Bangladesh provided data for the study. There are around 57 private commercial-banking institutions that are functioning in Bangladesh overall. At first, all financial organizations were informed about the research, and 22 of them decided to participate. The sample for this study was chosen using the judgmental sampling approach, which is a subset of the nonprobability sampling method. Using this sampling strategy, researchers specifically choose a sample group based on the focus of the study because this group satisfies their specified criteria or provides the data required for the investigation (Sekaran & Bougie, 2010). When selecting samples that meet their requirements, researchers employ their judgment (Rubel et al., 2023). The respondents in the current study were FLEs (Front-line employees). They were selected due to their regular client interactions, which have a big influence on their loyalty and level of satisfaction.

Many factors are considered when determining the appropriate sample size. Hair et al. (2019) stressed the significance of adopting a bigger sample size for reducing sampling errors. According to Hair et al. (2019), a sample size comprising of 100 is sufficient for PLS analysis. The software utilized for the investigation was Smart PLS M 3.2.7. Additionally, the SPSS program was utilized in this study to perform descriptive analysis, seek up missing values, clean up data, and enter data. The Smart PLS 3.2.7 program was used to evaluate the parameters of inner and outer models. A total of 550 survey questionnaires were dispersed equally across the 22 banking institutions. The survey received 321 replies, representing 58.36% of the total, which is deemed an

acceptable response rate. In a previous study conducted in Bangladesh, just 33% of participants answered (Rubel et al., 2021b). Because 13 of the 321 responses were not complete, they were excluded from the study. Eventually, the final sample consisted of 308 respondents. The average age of the participants was 27 years old. Of the 308 respondents, 74% were male and recognized as Muslims. The majority of respondents (64%) held a bachelor's degree. Over two-thirds of the participants in the current study have over five years of experience.

## **4.2 Measures**

Four dimensions were used in this study to evaluate the antecedents of perceived organizational support which were adapted from the study of Rubel et al (2021b) and Choi et al. (2016). On the other hand, the focus of the current research is POS, and this was adapted from the work of Rubel et al. (2021a). Four items were used to measure POS in the current research. Finally, the outcome variable of the current research is organizational commitment and creative behaviour. These two dimensions were adopted from the work of Rubel et al. (2021) and Zaitouni & Ouakouak, (2018). All scales have alpha values between 0.789 and 0.913. The current study has used both SPSS and Partial Least Square (PLS 3.2.9). SPSS was used to analyse the demography of the variable and on the other hand; PLS was used to analyse the measurement model and structural model for data validity and hypotheses testing.

## **5. Results**

### **5.1 Common Method Variance**

Self-reported research measurements may result in common method variance (CMV), which needs to be appropriately handled. In order to solve the CMV issue, this study adhered to the methodological and proximal separation strategies recommended by Podsakoff et al. (2003). The meticulously crafted questionnaire included a section dedicated to each of the constructs under examination. To reduce CMV, efforts were also undertaken to reduce social desirability biases and evaluation reluctance. Instructions on the questionnaire emphasized how important it was for participants to answer every question truthfully. Additionally, several scale formats were developed to lessen the impact of CMV, such as the five-point scale that evaluated both mediating and independent variables and the seven-point scale that examined dependent variables. The statistical technique known as the Harman single-factor evaluation was also employed to assess the degree of CMV. The unrotated factor analysis showed that the first component contributed just 31.23% of the total 65.19% variance, indicating that CMV was not a significant problem.

## 5.2 Measurement Model

The study employed a two-step methodology to analyse the structural and measurement models, by the recommendations of Hair et al. (2019). We could assess the measurement model by computing loading, AVE and CR. According to Hair et al. (2019), loading values should be less than 0.60, AVE less than 0.50, and CR less than 0.70. AVE values in Table 1, which are all greater than 0.50, lend credence to the idea that the study's constructs have convergent validity (Hair et al., 2019).

Table 1: Measurement Model

| Constructs     | Items | Loading | AVE   | CA    | CR    |
|----------------|-------|---------|-------|-------|-------|
| Creative       | CB 1  | 0.745   | 0.614 | 0.709 | 0.827 |
| Behaviour      | CB 2  | 0.799   |       |       |       |
|                | CB 3  | 0.806   |       |       |       |
|                | CB 4  | 0.822   | 0.643 | 0.723 | 0.844 |
|                | CB 5  | 0.786   |       |       |       |
|                | CB 6  | 0.797   |       |       |       |
| Employee       | EP 1  | 0.877   | 0.72  | 0.806 | 0.885 |
| Participation  | EP 2  | 0.851   |       |       |       |
|                | EP 3  | 0.817   |       |       |       |
| Organizational | OC 1  | 0.905   | 0.791 | 0.868 | 0.919 |
| Commitment     | OC 2  | 0.870   |       |       |       |
|                | OC 3  | 0.893   |       |       |       |
| Promotion      | PO 1  | 0.750   | 0.521 | 0.772 | 0.844 |
| Opportunity    | PO 2  | 0.678   |       |       |       |
|                | PO 3  | 0.702   |       |       |       |
|                | PO 4  | 0.742   |       |       |       |
|                | PO 5  | 0.734   |       |       |       |
| POS            | POS 1 | 0.797   | 0.669 | 0.755 | 0.859 |
|                | POS 2 | 0.808   |       |       |       |
|                | POS 3 | 0.849   |       |       |       |
|                | POS 4 | 0.809   |       |       |       |
| Supervisor     | SS 1  | 0.752   | 0.708 | 0.861 | 0.906 |
| Support        | SS 2  | 0.836   |       |       |       |
|                | SS 3  | 0.882   |       |       |       |



|            |      |       |       |       |       |
|------------|------|-------|-------|-------|-------|
|            | SS 4 | 0.887 |       |       |       |
| Working    | WC 1 | 0.722 | 0.701 | 0.831 | 0.925 |
| Conditions | WC 2 | 0.806 |       |       |       |
|            | WC 3 | 0.872 |       |       |       |

The model exhibits discriminant validity, or the ability to discern between constructs based on heterotrait-monotrait, according to the results displayed in Table 2. The HTMT (heterotrait-monotrait) scores, which range from -1 to 1, indicate that the tested constructs exhibit discriminant validity, as indicated by the data displayed in Table 2.

Table 2: HTMT

|     | CB<br>(Creative<br>Behaviour) | EP<br>(Employee<br>Participation) | OC<br>(Organizational<br>Commitment) | PO<br>(Promotion<br>Opportunity) | POS<br>(Perceived<br>Organizational<br>Support) | SS<br>(Supervisor<br>Support) | WC<br>(Working<br>Condition) |
|-----|-------------------------------|-----------------------------------|--------------------------------------|----------------------------------|-------------------------------------------------|-------------------------------|------------------------------|
| CB  |                               |                                   |                                      |                                  |                                                 |                               |                              |
| EP  | 0.481                         |                                   |                                      |                                  |                                                 |                               |                              |
| OC  | 0.273                         | 0.295                             |                                      |                                  |                                                 |                               |                              |
| PO  | 0.508                         | 0.412                             | 0.450                                |                                  |                                                 |                               |                              |
| POS | 0.458                         | 0.317                             | 0.348                                | 0.289                            |                                                 |                               |                              |
| SS  | 0.818                         | 0.514                             | 0.321                                | 0.431                            | 0.321                                           |                               |                              |
| WC  | 0.688                         | 0.614                             | 0.451                                | 0.531                            | 0.341                                           | 0.651                         |                              |

### 5.3 Structural Model

To test and validate hypotheses, the current study evaluated a structural model. For this evaluation, 1000 bootstrap analyses were conducted. The researchers determined many metrics, including the coefficient of determination ( $R^2$ ), path coefficient, effect size ( $f^2$ ), and PLS-prediction to evaluate the structural model. All the  $R^2$  values were deemed significant as suggested by Cohen (1988).  $R^2$  values of POS were discovered 0.339 (substantial) explained by four antecedents of POS, whereas both organizational commitment and employee creativity were explained by 0.237 (Moderate) and 0.301 (substantial) by POS.

Table 3 exhibits the findings among the variables of the current research. Four dimensions were considered the antecedents of POS and both organizational commitment and employee creativity were treated as the outcomes of POS. All four antecedents found significant positive influence on POS for instance, working conditions to POS ( $\beta = 0.256$ ,  $p < 0.01$ ), supervisors' support on POS ( $\beta = 0.341$ ,  $p < 0.01$ ), promotion opportunity on POS ( $\beta = 0.431$ ,  $p < 0.01$ ), and training and development on POS ( $\beta = 0.122$ ,  $p < 0.01$ ). Furthermore, the other part of the current study is to see the influence of POS as a focus on both employee organizational commitment and employee creativity outcomes. Findings showed a significant positive influence of POS on both employee organizational commitment ( $\beta = 0.173$ ,  $p < 0.01$ ) and employee creativity ( $\beta = 0.153$ ,  $p < 0.01$ ). Thus, based on the result it can be postulated that all hypotheses found significant accepted.

Table 3: Hypotheses

|                                                              | Std.<br>Beta | Std.<br>Error | t-<br>Value | P-<br>Values | $f^2$ | Decision |
|--------------------------------------------------------------|--------------|---------------|-------------|--------------|-------|----------|
| Working conditions > Perceived Organizational Support        | 0.256        | 0.053         | 4.59**      | 0.00         | 0.007 | S        |
| Supervisors Support > Perceived Organizational Support       | 0.341        | 0.044         | 7.21**      | 0.00         | 0.152 | S        |
| Promotion opportunity > Perceived Organizational Support     | 0.431        | 0.053         | 8.35**      | 0.00         | 0.231 | S        |
| Training and development > Perceived Organizational Support  | 0.122        | 0.048         | 2.71**      | 0.021        | 0.038 | S        |
| Perceived Organizational Support > organizational Commitment | 0.173        | 0.050         | 3.51**      | 0.00         | 0.045 | S        |
| Perceived Organizational Support > Employee Creativity       | 0.153        | 0.065         | 2.81**      | 0.00         | 0.042 | S        |

## 6. Discussions

The four antecedents that are covered in this study are working conditions, supervisor support, promotion opportunities and employee participation. Next, the perceived organizational support is used to gauge their impact. Employee creative behaviour and organizational commitment are measured in relation to perceived organizational support. The four antecedents' effects on perceived organizational support, as well as the effect of perceived organizational support upon employee creative behaviour and organizational commitment, were measured using specially designed questionnaires.

There are a total of six hypotheses in the study, and one hypothesis has been formulated for each independent variable. The findings indicate that hypotheses 1a, 1b, 1c, and 1d are significant, indicating a relationship between perceived organizational support and employee participation, working conditions, supervisor support, and promotion opportunity respectively. Put differently, each of the four antecedents has a positive relationship with perceived organizational support. Once more, hypotheses 2a and 2b are significant, indicating a relationship between employee creative behaviour and organizational commitment with perceived organizational support respectively. In other words, POS positively correlates with employee creative behaviour and organizational commitment respectively.

Previous studies have demonstrated that, when examined in various settings, organizational support is associated with positive performance outcomes (Park et al., 2018). Previous research indicates that organizational support can improve employees' emotional connection and affective commitment (Rhoades et al., 2001). Perceived organizational support (POS) is a critical component in determining the commitment of employees to their organization (Stinglhamber & Caesens, 2020). It is linked to lower absenteeism, higher job satisfaction, happiness, and organizational citizenship behaviour. It also displays the value of the organization upon employees' contributions and concern for their welfare (Sun, 2019). According to Sun (2019), POS is impacted by several variables, including leadership, management communication, employee traits, HR procedures, organizational justice, and working conditions. The significance of showing concern for employees in influencing their view of organizational support, which in turn affects their commitment to the organization, has also been highlighted by Eisenberger et al. (2020).

Studies on the relationship between employee creative behaviour and perceived organizational support have also been conducted. Aldabbas et al. (2023) claim that work engagement acts as a positive mediator in the relationship between

creative behaviour and perceived organizational support. Çemberci & Civelek (2018) also noted that when workers believe that management is supporting them, the bond is especially strong. According to Omar et al. (2022), leadership support has a major impact on the relationship between employee creative behaviour and POS. Based on the aforementioned earlier research, we can claim that the findings of this research underscore the importance of a supportive organizational environment in fostering employee creativity and organizational commitment.

## **7. Managerial Implication**

There are important managerial implications for the favourable association that exists between perceived organizational support (POS) and organizational commitment, as well as employee creative behaviour. This shows that employees are more likely to be dedicated and engaged, which fosters higher creativity and innovation when they feel valued and supported by their employer. Strong business cultures, especially those that prioritize collaboration, communication, training, and acknowledgment, can strengthen this link even more (Ramdhani, 2019). Furthermore, the relationship between POS and supportive employee actions can be strengthened by a positive emotional culture that is promoted by efficient internal communication (Men & Yue, 2019). First and foremost, it is critical to cultivate a supportive culture within the company. Establishing a culture where staff members feel appreciated, respected, and supported in their responsibilities should be a top priority for managers. This can entail putting in place laws that support work-life balance, giving people the chance to grow professionally and acquire new skills, and rewarding exceptional work with awards and recognition. Managers may improve POS and foster a greater sense of organizational loyalty among bank staff by exhibiting genuine concern for the well-being and professional development of their personnel. Second, managers ought to promote and support creativity in the workplace since they understand the connection between POS and employee creative behaviour. This could entail giving staff members the freedom to experiment with new concepts, supporting innovation projects with funding and assistance, and cultivating a welcoming, inclusive, and cooperative work atmosphere where a range of viewpoints are valued. Additionally, managers must be open to suggestions and feedback from staff members, aggressively seeking out their opinions and including them in decision-making procedures. To be competitive in a market that is changing quickly, banks may adjust to the requirements of their customers and promote long-term success by fostering a culture of creativity and innovation. All things considered, giving POS top priority not only strengthens organizational

commitment but also cultivates a creative workforce—a crucial component of long-term success in the banking industry.

## **8. Limitations and Future Research Direction**

This study had certain managerial implications, but it also had certain drawbacks. First off, the only respondents in this survey were those who worked for banking institutions. Moreover, these businesses were situated in Bangladesh's capital. In other regions of the nation, the organizational structure of the corporation may be different and may or may not incorporate similar methods. It is also difficult to determine if this is a nationwide policy or one that is exclusive to Dhaka because it does not provide information on the career advancement of employees outside of the city. As such, a broad generalization of the study's findings is not possible.

To further our understanding of these dynamics, future research on the relationship between organizational commitment, perceived organizational support (POS), and innovative behaviour among employees can concentrate on a few important areas. Future researchers may prioritize investigating the moderating and mediating elements that impact the magnitude and orientation of these associations. This could involve characteristics like personality traits, situational circumstances (like work complexity), and contextual variables (like organizational culture). Future research should include organizational-level outcomes, such as performance and returns, as companies are constantly seeking these kinds of results. This study only looked at the attitudes and behaviours of the employees. Future academics and practitioners looking to promote creativity and commitment in the workplace can benefit greatly from an understanding of how these variables interact with POS to influence organizational commitment and creative behaviour.

## **9. Conclusion**

The study concludes that there is a strong correlation between employee creativity and organizational commitment with perceived organizational support (POS). The results show that employees are more probably to feel dedicated to the organization's goals and values when they sense a strong level of support from it, which increases their dedication and loyalty. Additionally, a positive work atmosphere encourages psychological safety and support, which frees up staff members to pursue original and creative initiatives. This implies that funding programs to improve employees' perceptions of organizational support can have a major positive impact on employee dedication and innovation, which will ultimately increase competitiveness and organizational success in fast-paced business situations.

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