



The Effect of Social Support on Job Performance through Organizational Commitment and Innovative Work Behavior: Does Innovative Climate Matter?

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Abstract

The aim of this research is to examine how social support (SS) affects job performance (JP) and how innovative work behavior (IWB), organizational commitment (OC), and innovative climate (IC) play mediating roles. Partial least squares (PLS) and an adjusted questionnaire from a sample of 74 full-time employees in the Pakistani IT industry were utilized in the current study to evaluate the hypotheses under examination. The findings suggested that a high level of social support at work may enhance employees' job performance. The findings also demonstrated that organizational dedication and creative work practices served as some mediating elements in this positive correlation. Additionally, in an innovative work environment, the positive relationship between social support and inventive work behavior was strengthened. The practical consequences of the study's findings for modern HR management practices and organizational policies are addressed. Companies may have a long-standing HR policy that aims to fortify strong social support networks in order to improve workers' job performance. Perhaps the most significant contribution of this study was to expand the existing body of scholarly literature on the subject by providing statistical evidence of the relationship values between a systems of variables. Despite a large body of research showing that social support was essential for organizational commitment, innovative work behavior, and job success, the researchers were unable to determine whether innovative climate had a moderating effect on the relationship between social support and innovative work behavior. The practical ramifications of the study's findings for modern HR management practices and organizational policies are presented. Companies may have a long-standing HR policy that aims to fortify strong social support networks in order to improve workers' job performance. By presenting the idea that there is an IC moderation between SS and IWB rather than treating SS and IWB as distinct components, this study filled a gap in the literature.

Keywords: Social support, Organizational commitment, Innovative work



behavior, Innovative climate, Job performance

Introduction

Background of the study

The modern workplace is undergoing significant transformation as a result of both complex socioeconomic transformations and accelerating technical improvements. These changes also affect the Pakistani IT sector, which is a growing industry with enormous development potential. The IT sector in Pakistan has grown at a rate of more than 20% annually, with IT exports surpassing \$2 billion in recent years, according to the Pakistan Software Export Board (PSEB). Despite this remarkable expansion, the sector still faces significant obstacles with regard to innovation, job performance, and staff retention.

Since human resources are becoming a key differentiator, creating supportive work environments has to be given more attention. In order to improve productivity and job satisfaction, social support from coworkers and superiors is crucial, according to organizational academics and practitioners. Positive actions from social networks that help staff members carry out their responsibilities successfully are known as social support, and they help the business succeed.

This study moves the focus to the Pakistani IT industry, building on the groundbreaking research by Bui Nhat Vuong, Hasanuzzaman Tushar, and Syed Far Abid Hossain that examined the impact of social support on job performance in Vietnamese SMEs. Over 300,000 experts work in Pakistan's IT sector, most of whom are employed by firms that are small to medium-sized (SMEs). The projected 25% staff turnover rate for these businesses is far higher than the global average of 10-15% for the tech sector. These businesses frequently suffer with high employee turnover rates. A lack of social support, a lack of organizational commitment, and a lack of opportunity for creative work behavior are some of the variables that are blamed for this turnover.

Problem Statement

Even though the Pakistani IT sector is expanding quickly and has a lot of potential, many businesses still struggle to improve employee performance and retain talent. Subpar work performance and high turnover rates are common problems impeding the industry's expansion. The absence of social support within organizations is one of the main causes of these issues. Employees frequently feel disengaged and less dedicated to their companies when they don't receive enough support from coworkers and managers, which lowers job performance and increases turnover (Bui, Tushar, & Hossain, 2022).

Gap Analysis

Research on how social support affects job performance have been done before, but there is a clear lack of study on the Pakistani IT sector. The majority of previous research, including works by Syed Far Abid Hossain, Hasanuzzaman Tushar, and Bui Nhat Vuong, has been carried out in various industrial and cultural contexts, including Vietnamese SMEs. Examining this relationship in the particular context of Pakistan's IT industry is necessary because it faces particular dynamics and problems. Furthermore, more research is required since



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the moderating impact of a creative environment in this relationship is still poorly understood.

Research Objective

Examining how social support affects job performance in IT sector of Pakistan's is the primary objective of this study. The specific goal of the research is to investigate how creative work practices and organizational commitment play moderating roles in the connection between job performance and social support. Analyze the relationship between inventive work practices and social support, and how an innovative climate may moderate this relationship. Provide factual data and insightful analysis to help Pakistan's IT industry create human resource policies and procedures that work.

Significance of the Study

This work is crucial for academic research as well as practical application. It fills a knowledge gap regarding the impact of social support on job performance in the Pakistani IT industry and adds to the corpus of literature already accessible to scholars. It further adds value and offers a more comprehensive understanding of the dynamics at play by looking at the moderating influence of an innovative climate.

Practically speaking, the research's conclusions can assist Pakistani IT organizations in creating and implementing HR strategies that promote a creative and encouraging workplace culture. Organizations can foster innovative behaviors, increase employee commitment, and ultimately improve work performance by strengthening social support. Better staff retention, increased job satisfaction, sustained organizational growth, and increased competitiveness in the global market can result from this.

Research Questions

These research questions are the focus of the study:

1. How does social support impact job performance in Pakistan's IT industry?
2. In what ways does organizational commitment act as a moderator in the relationship between social support and job performance?
3. In what ways can creative work conduct serve as a liaison in the partnership between job success and social support?
4. Does an innovative work environment moderate the relationship between social support and creative work practices?

Literature Review

Through a variety of mediating and moderating elements, the literature currently in publication emphasizes the vital role that social support plays in improving job performance. The help that one receives from coworkers and superiors is known as social support, and it has been strongly associated with favorable organizational outcomes like higher job satisfaction, organizational dedication, and creative work practices. Research conducted in 2020 by Gao et al. and in 2019 by Orgambidez and Almeida shows that strong social support networks in companies can lead to reduced employee turnover and improved worker



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performance. Ideas like the Social Cognitive Theory (Bandura, 1986) and the Social Exchange Theory (Blau, 1964) provide theoretical backing for the idea that social support builds mutually beneficial connections and boosts self-efficacy, which in turn motivates workers to perform better and take on novel behaviors. Nonetheless, there is still much to learn about the moderating influence of an inventive climate in these partnerships, especially in the case of Pakistan's IT sector.

The association between innovative work behavior (IWB) and transformational leadership was investigated in a 2014 study by Bilal Afsar, Yuosre F. Badir, and Bilal Bin Saeed. The study was done in five innovative organizations in China. In this relationship, they examined the moderating function of self-construal (interdependent and independent) and the mediating role of psychological empowerment. By means of surveys that 639 followers and 87 leaders completed, they discovered that psychological empowerment functions as a mediator between IWB and transformative leadership. The results of their study demonstrated the benefits of transformational leadership for the generation and implementation of ideas in the workplace. Furthermore, they found that there was a stronger correlation between transformational leadership and IWB among employees who had a higher interdependent self-construal and a lower independent self-construal. This 2014 study greatly improves our practical understanding of IWB by analyzing the moderating effect of self-construal and the mediating role of psychological empowerment in the transformational leadership-IWB relationship.

In Taiwan and mainland China, Researchers Tzai-Chiao Lee, Michael Yao-Ping Peng, Lin Wang, and Hao-Kai Hung studied how the COVID-19 pandemic affected employees' subjective well-being and productivity in 2021. The researchers, whose backgrounds were diverse and who attended prestigious universities such as Foshan University and Guangxi University of Finance & Economics, aimed to understand how the global health crisis affected people in these regions. They focused on a variety of topics, including how much support each of their organizations was providing and how certain they felt about managing these challenging situations. The study discovered notable differences between the two groups, collecting data from 623 respondents in Taiwan and 513 in mainland China. In several key areas, including prior knowledge base, sense of organizational support, self-efficacy, employability, subjective well-being, and job performance, Taiwanese workers shown more significant advances. This suggests that even though people are experiencing the identical external conditions, they may respond to the pandemic differently depending on where they are. The findings not only shed light on the adaptability and resiliency of workers in different regions, but they also offer valuable information that will guide further research.

At the University of Twente in Enschede, Netherlands' School of Behavioral, Management, and Social Sciences, Anna C. Bos-Nehles and Andre A.R. Veenendaal conducted a study in 2017 to look into the relationship between individual workers' innovative work behavior (IWB) and perceived HR practices. The ways in which an inventive environment can mitigate the impacts were also explored. The study investigated employee perceptions of HR practices related to pay plans, training and development, information sharing, supportive



supervision, and the existence of an innovative culture within the organization using data from 463 individuals from four Dutch manufacturing organizations. The results showed that although opinions about information sharing and supportive supervision were positively connected with IWB, opinions about a compensation system were inversely associated with IWB. The study also showed that the existence of an innovative climate diminished the influence of opinions on information sharing, training, and development on IWB. Training and development had a smaller effect on IWB while information sharing had a larger one, especially in an innovative environment. These findings suggest that managers might encourage innovative behavior by fostering an inventive work atmosphere, facilitating information sharing, and offering supportive supervision.

2020 witnessed an investigation regarding the connection between organizational commitment and culture in Vietnam's telecom industry by Ha Nam Khanh Giao, Bui Nhat Vuong, and Dao Duy Tung. The goal of the research, which was conducted at the Vietnam Aviation Academy and Siam University, was to ascertain how corporate culture influences employee commitment in this specific sector. The partial least squares approach (PLS) was used in the study to examine the data on a sample of 324 telecom business employees. The results showed that organizational commitment and culture were highly correlated. The study revealed that six dimensions of organizational culture, namely innovativeness, teamwork, reward and recognition, training and development, organizational communication, and empowerment, exhibited varying degrees of beneficial influence on organizational commitment. In order to strengthen organizational commitment in Vietnam's telecom industry, management is advised to focus on these factors and implement long-term growth strategies. This highlights the critical role that organizational culture plays in fostering employee commitment.

Yuliani Suseno, Diep Nguyen, Craig Standing, and Denise Gengatharen conducted research on the factors having an effect on innovative work behavior (IWB) in the public domain in 2019. They focused on individual initiative, organizational social support, and task characteristics. The study, which included 154 employees of an Australian government agency, discovered that task features, proactive personality, and organizational social support all improved IWB. Additionally, it was found that proactive personality acted as a moderating variable between task features and IWB. These findings demonstrate how important it is to have HR policies that assist hiring managers and committees in identifying proactive and innovative job applicants. In order to enhance IWB, they also stress how crucial it is to design and establish work settings that foster social support. The study highlights the need for greater research into these important components in the context of the public sector and offers recommendations for future IWB studies.

Muhammad Usman, Jin Cheng, Usman Ghani, Habib Gul, and Waheed Ullah Shah investigated in September 2021 how workers' well-being was affected by perceived uncertainty and social support during the COVID-19 epidemic. Given the substantial impact the worldwide crisis has had on organizations and employees' psychological health, the researchers aimed to contribute to the understanding of factors influencing employees' well-being during the epidemic.



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Utilizing the job demand-resource and social support theories, the study examined the effect of coworkers' essential assistance in forecasting workers' emotional tiredness through their presumed uncertainty connected to COVID-19. The mitigating role that family support played in the link between uncertainty and emotional tiredness was also examined in this study. The study, which included information from 275 participants at two institutions, discovered that the negative association between colleague support and emotional weariness was mediated by employees' views of uncertainties. The study also showed that the detrimental effects of feeling uncertain on emotional tiredness can be mitigated by family support. These findings demonstrate the vital role that family and colleague support plays in lessening the adverse effect of the COVID-19 disease outbreak on workers' well-being and offer valuable information that will enable society and businesses to better support their workforce in difficult times.

The Department of Business Management Science at Sukkur IBA University, Sukkur, Pakistan, conducted research in 2023 by Fatima Shaikh, Gul Afshan, and Khalil Ahmed Channa on the relationships between an organization's dedication to technological leadership and sustainability, eco-friendly HRM techniques, and eco-friendly knowledge sharing. The study utilized data from 284 permanent faculty members from various educational facilities in Pakistan, based on the theories of social capital and upper echelon. The findings demonstrated that an organization's commitment to sustainability is significantly impacted by the technological leadership style employed. Furthermore, as mediators and moderators, respectively, corporate dedication to self-sufficiency is significantly impacted by ecofriendly HRM practices and knowledge-sharing attitudes. This research contributes environmental responsibility. The literature by combining digital capabilities with ecofriendly HRM practices as strategies and tactics that jointly influence organizational dedication to sustainability.

Researchers Naseer Ahmed Khan, Bakhtawar Khuwaja, Nazish Laghari, and Dr. Mehtab Siddique investigated the impact of organizational ethics on employees' productivity in Pakistan's private banking sector in 2022. They specifically examined the effects of two intervention strategies—organizational commitment and job satisfaction—on work performance with regard to ethics. The survey responses from 143 bank workers provided the foundation for the analysis, which was carried out using structural equation modeling techniques using Smart PLS software. The findings showed that there are favorable connections between organizational ethics and employee performance, both directly and indirectly through the mediation roles of work satisfaction and organizational commitment. This research contributes to the literature by emphasizing the role that organizational ethics play in improving employee performance and by offering valuable insights into the administrative ramifications for the banking industry.

The mediating roles of work engagement and organizational commitment in the relationship between HRM practices and faculty job performance in Pakistan's public universities were investigated by Quaisar Ijaz Khan, Raheel Mumtaz, and Muhammad Farooq Rehan in their 2021 study. A self-administered questionnaire and stratified random sampling were utilized in the study to assess the statistical model using structural equation modeling, or SEM. The findings demonstrated that work engagement and affective organizational commitment



operate as partial mediating factors in the link between HRM practices and job performance. The study's theoretical framework was derived from Social Exchange Theory, and information was obtained from 247 academic staff members at public universities in Pakistan. The present study advances our comprehension of the mechanisms via which HRM practices impact job performance of academic staff members by emphasizing the function of work engagement and organizational commitment as intermediaries in this association.

Ahmed Raza Khan and Dr. Aamir Firoz Shamsi employed the Job Demands-Resources (JD-R) theory in their 2021 study to investigate the variables influencing innovative work behavior among Pakistani IT sector experts. Using information gathered from 398 knowledge workers in the IT industry, Partial Least Squares Structural Equation Modeling (PLS-SEM) was utilized to investigate the impacts of job demands, job resources, and personal resources on innovative work behavior. The study found that professional demands like workload and role expectations for creativity, as well as personal resources like creative self-efficacy and resilience, all have a direct impact on innovative work behavior. The study also found a sequential mediation role, wherein employee engagement and eustress (positive stress) mediate the association between these variables and innovative work behavior. By highlighting the need of promoting employee engagement and eustress in order to support innovative work practices among IT professionals, this study provides new empirical data to the theories of innovation and JD-R. The findings give valuable insights for decision-makers in the IT sector by emphasizing the need of setting realistic expectations, hiring individuals with creative personal resources, and providing employment resources that support creative work practices.

Priyono Budi Santoso, Akhyar Zuniawan, Laksmi Mayesti Wijayanti, and Agus Hari Hadi (2023) investigated the impact of organizational culture, leadership style, and innovative work behavior (IWB) on worker performance in the Indonesian automotive sector. The main goal of the study was to determine how job performance and organizational climate and transformational leadership are related, with IWB serving as a mediating factor. Using basic random sampling, 150 valid replies were obtained from people working in the Indonesian food industries. Software called SmartPLS 3.0 and structural equation modeling, or SEM, were used to analyze the data. The results showed that transformational leadership and organizational climate had a significant and favorable influence on job performance, both directly and through the mediating role of IWB. Moreover, it was found that IWB had a positive and significant impact on work performance. By emphasizing the value of innovative work practices, organizational climate, and transformational leadership in enhancing worker performance in the automobile industry, this study contributes to the body of knowledge.

The impact of HR practices on innovative work behavior (IWB) and the moderating role of an innovative climate were studied in 2017 by Anna C. Bos-Nehles and Andre A.R. Veenendaal. The research was conducted in the Dutch manufacturing industry and analyzed data from 463 employees across four distinct organizations. Among the traits looked at were perceptions of HR practices on compensation, development, information sharing, helpful



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supervision, and a creative work atmosphere. The findings demonstrated that while encouraging monitoring and exchanging information had a positive effect on IWB, compensation schemes have the opposite effect. Additionally, when there is an atmosphere of innovation, information exchange benefits IWB, while training and development have a detrimental effect. The study suggests that managers can enhance IWB by encouraging open communication, increasing oversight, and creating a creative environment.

Scholars Sabina Bogilovic, Guido Bortoluzzi, Matej Cerne, Khatereh Ghasemzadeh, and Jana Znidarsic examined the connection between individual perceptions of diversity and organizational climate and innovative work behavior (IWB) in 2020. The study focused on variables like observable dissimilarity, cognitive group diversity, and different organizational cultures (team/clan and innovative/entrepreneurial). It involved 584 working professionals and was done across five cultural contexts. The findings demonstrated that cognitive group diversity acts as a mediator in the negative relationship between visible dissimilarity and IWB. Moreover, the link was found to be reduced by team/clan and innovative/entrepreneurial contexts, which lessened the negative effects of visual dissimilarity on IWB. The study highlights how important it is to establish friendly workplace cultures in order to enhance IWB in a variety of work environments.

In 2023, Hastho Joko Nur Utomo, Irwantoro Irwantoro, Supar Wasesa, Titik Purwati, Rasmulia Sembiring, and Agus Purwanto conducted a study on the performance of SMEs in Banten, Indonesia. The effects of creative work practices, perceived organizational support, and organizational trust were the main topics of the study. In this associative study, SEM-PLS was used to analyze data collected from 546 SME owners through online surveys. The relationships between perceived organizational support (POS) and organizational trust, innovative work behavior (IWB) and organizational trust, and organizational trust and performance were all examined in this study. The findings demonstrated that POS and IWB had a good and significant impact on organizational trust and performance. Furthermore, organizational trust acts as a mediator in the relationship between POS and performance as well as between IWB and performance. This highlights the importance of supportive and innovative work environments in enhancing the success of SMEs.

at 2018, Fatimah Pa'wan and Rosmini Omar conducted research at Malaysian higher education institutions to find out how innovative organizational climates impact organizational commitment. The study focused on the association between the levels of innovation commitment of 444 academic staff members from public and private higher education institutions in Malaysia. The data was analyzed using Smart PLS 3.25, with references to the Life-Span Theory, Social Exchange Theory, and the Three Component Model of Organizational Commitment (TCM). The study's findings indicated a significant positive relationship between an innovative workplace and organizational commitment, indicating that academics with supportive and creative work environments have higher degrees of emotional commitment and connection. These findings suggest that fostering a more inventive corporate climate may strategically increase academic dedication, which will enhance institutional performance.

In order to reduce workplace stress in an Irish higher education institution,



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Tommy Foy, Rocky J. Dwyer, Roy Nafarrete, Mohammed Saleh Saleh Hammoud, and Pat Rockett conducted a study in 2018. The study focused on managing job performance, social support, and work-life conflict. Within the framework of reward imbalance theory, expectancy theory, and equity theory, the study examined the associations between 1,420 employees' views of social support, work-life conflict, job performance, and workplace stress. Multiple linear regression analysis results revealed a negative correlation between job performance and workplace stress, a positive correlation between social support and stress at work, and a positive correlation between work-life conflict and stress at work. Moreover, significant associations were seen between direct reports' gender and job stress. The study finds that educational leaders may lower workplace stress by developing and implementing work-life and social support programs that improve employees' well-being and output.

A study on the impact of social support on work-related behaviors was conducted in the Vietnamese banking sector in 2020 by Ha Nam Khanh Giao, Bui Nhat Vuong, and Hasanuzzaman Tushar. The moderating role of locus of control and the mediating role of job stress were the main foci of the investigation. Utilizing self-report surveys and partial least squares structural equation modeling (PLS-SEM) with SmartPLS 3.0, the researchers found that the positive associations between social support and work-related behaviors, such as performance and job satisfaction, were partially mediated by job stress. The study also shown that an individual's internal locus of control influenced the relationship between social support and job stress, with higher internal loci of control being associated with lower job stress levels. By comparison, there was less of a negative link between job stress and social support among individuals who had a stronger external locus of control. The findings highlight the importance of locus of control and social support in increasing worker effectiveness and suggest that companies should provide a supportive work environment to reduce stress and improve job-related behaviors.

Ming Guo, Shuzhen Liu, Fulei Chu, Long Ye, and Qichao Zhang investigated the relationship between employment instability and high-speed train drivers in China's safety performance in 2019. They focused on how peer and supervisor support for workplace safety can mitigate its impacts. Based on the notion of conservation of resources, the study examined the relationship between job insecurity, supervisor support for safety, and colleague support for safety and safety performance. 470 high-speed train drivers answered surveys to offer information. The findings demonstrated that participants' participation in and adherence to safety procedures were negatively impacted by employment uncertainty. Conversely, higher levels of safety support from coworkers and management were associated with improved safety engagement and compliance. Furthermore, supervisory and colleague support for safety, respectively, lessened the negative effects of job insecurity on safety compliance and involvement. This study emphasizes how important organizational support is in mitigating the detrimental effects of job instability on safety performance. Furthermore, it offers both theoretical and practical perspectives for further research and fieldwork in this sector.

Min-Seong Kim and Dong-Woo Koo (2017) looked at the relationships in the hotel industry between leader-member exchange (LMX), creative behavior, job



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performance, and employee engagement. Based on LMX theory, their study looked at how LMX quality influences desirable outcomes including creative behavior and job performance. The model was tested on South Korean hotel employees via a survey method, and then it was exposed to several statistical analyses. The findings indicated that LMX significantly affected job engagement and innovative behavior, and that job engagement in turn influenced innovative behavior and organizational engagement. However, there was no appreciable direct effect of LMX on employee productivity or organizational involvement. It's noteworthy to note that there was a significant correlation established between innovative conduct and job performance. The study highlights the significance of immediate leaders in fostering positive behavior, engagement, and performance among hotel employees. This study contributes to the area by developing and assessing a model that considers the causes and effects of employee engagement in the hotel setting. It also provides valuable information for future research and practical implementation.

A study conducted in 2016 by Felisa Latorre, David Guest, Jose Ramos, and Francisco J. Gracia looked into how job performance is impacted by employee attitudes and perceptions of high commitment HR practices. Closing the performance gap between HR management and HR was their aim. To collect data, a survey with 835 Spanish workers from various sectors was used. Using path analysis, the study found that high commitment HR practices and performance were mediated by factors such as job security, job happiness, perceived organizational support, and a fulfilled psychological contract. These were fundamental components of the collaboration. The study highlights the significance of high-commitment HR policies and positive work relationships in improving performance. Using a social exchange model, the study adds to our understanding of the causal relationships between HR practices, employee perceptions, attitudes, and performance. However, limitations such as the use of self-reported and cross-sectional data indicate that more research with longitudinal designs and independent performance measurements is required. Overall, this study improves the commonly used AMO model by offering a new perspective on the connection between HR and performance.

In 2014, Chan Tze Leong and Amran Rasli conducted an empirical study to investigate the connection between creative work behavior and job role performance in a Malaysian automotive industry. By combining ideas from the literature on innovative work behavior and work role performance with role theory and social cognitive theory, the study seeks to explain how employees use innovative work behavior to improve their performance. The findings support a one-factor model for creative work behavior and a two-factor model for job role performance. Though there are no appreciable differences in innovative work behavior and work role performance based on gender or education, it is interesting to note that the analysis reveals that employees in cross-functional roles dealing with market or customer-related environments have a higher inclination towards work role performance than those in research and development divisions.

Prieto and Peñerez-Santana (2013) looked into the ways in which a supportive work environment can mitigate the effects of high-involvement HR practices on employees' innovative work practices. The study uses regression analysis on data



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from 198 Spanish organizations and demonstrates that both ability-enhancing and opportunity-enhancing HR practices positively connect with innovative work behaviors through the mediation of management support and coworkers' support. This study adds to our understanding of the connection between HRM practices and creative employee behavior by offering suggestions for future research avenues.

Erik Andreas Saether conducted research in 2019 on the motivational antecedents of innovative work behavior (IWB) in high-tech research and development personnel. Using survey data from three high-tech organizations, Saether investigates the relationship between the concept of person-organization (PO) fit and motivation forms from self-determination theory. The results show that employees with better PO fits also have greater levels of independent work motivation, which promotes more regular engagement in IWB. Autonomous motivation is a mediating component in the link between PO fit and IWB. Additionally, it is found that organizational support for creativity and pay equity are strongly associated with PO fit, suggesting the significance of these factors for managers seeking to foster creative behavior in R&D employees. In order to promote creative work behavior, the study highlights how important it is to support employees' independent motivation and make sure that their values coincide with the organizations.

B.I.J.M. van der Heijden, Mark Farrell, Roy Shanker, and Ramudu Bhanugopan investigated the connection between organizational success and an innovative climate in 2017. They focus especially on how creative work practices act as a mediator in this interaction. Despite the wealth of literature on organizational climate for innovation and its relationship to organizational performance, little study has been done to explain how organizations evaluate the benefit of fostering innovative work environments, particularly among managers. Using the framework of organizational climate theory, the study looks into the ways in which innovative work practices influence this relationship. According to the findings of a survey conducted among 202 managers in Malaysian companies, innovative workplace cultures and an organization's performance are actually mediated by creative work practices. The implications of these findings are discussed, along with suggestions for future lines of inquiry.

Yuan Tang, Yun-Fei Shao, and Yi-Jun Chen (2019) examined the ways in which job satisfaction and organizational commitment serve as mediating mechanisms via which psychological capital (PsyCap) promotes employees' innovative behavior. As company competitiveness intensifies, comprehending the factors driving workers' inventive behavior has become imperative. The goal of the research is to investigate the relationship between PsyCap and job satisfaction as well as how it influences creative behavior. The data from 266 Chinese employees were analyzed using the partial least squares approach. The results indicate that PsyCap positively affects job happiness and organizational commitment, highlighting the link between these factors and creative behavior on the part of staff members. PsyCap's mediation effect on creative behavior through organizational commitment and work satisfaction is also validated by the study. The findings highlight the importance of enhancing PsyCap to promote creative behavior across various departments inside enterprises. The study has management implications and suggests directions for additional investigation.



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Upasna A. Agarwal's 2013 study investigates the connections between procedural, interactional, psychological contract, innovative work behavior, and organizational justice. The social exchange theory is used in the study, which involved 323 managers in manufacturing and pharmaceutical companies in western India, to investigate the role that trust plays as a mediator in the relationship between engagement and justice. The findings demonstrate a positive correlation between psychological contract fulfillment, interactional justice, procedural justice, and work engagement, with trust acting as a mediating element. The study also highlights how workers' innovative work practices are significantly impacted by involvement. Although the study's cross-sectional data and single-source collection encourage caution in drawing conclusions about causality, its implications are significant for current leadership and organizational psychology research and practice, particularly in the setting of India's developing multinational corporation.

Raluca Ioana Vosloban's 2012 study emphasizes on the critical impact that employee performance plays in a business's growth, particularly when seen through the management perspective. Given that resource allocation and utilization can promote economic growth, especially in developing nations, the study highlights management's responsibility to optimize employee performance. It examines the concept of performance management and emphasizes how crucial it is to making use of the personnel, the company's most valuable asset. The report acknowledges the rising standards that employers and workers have, and it provides recommendations aimed at increasing employee potential and retention in order to promote excellent performance. An exploratory study involving thirteen managers from various organizations in Bucharest confirmed three assumptions regarding the elements influencing employee performance and their contributions to the company's growth.

Tianan Yang et al. looked into the impact of support from coworkers and supervisors on presenteeism and workplace stress in an aging workforce in their 2015 study. Based on data from the 2010 wave ($n = 1649$) of the US Health and Retirement Survey and structural equation modeling, the study found a strong relationship between coworker and supervisor support. While job stress shown a clear good effect on presenteeism, coworker support had a direct negative impact on both. Additionally, there was a definite inverse relationship between job stress and supervisor support, but not presenteeism. These findings suggest that managing employee stress and cultivating positive interpersonal connections at work can aid in lowering older employees' presenteeism.

Albert Amankwaa, Michael Asiedu Gyensare, and Pattanee Susomrith examined in 2019 how transformational leadership influences innovative work behavior (IWB) through a range of mediating mechanisms. Utilizing structural equation modeling with partial least squares, 358 employees of significant retail banks in Accra, Ghana, provided data for analysis. The findings indicate that supportive management and job autonomy, rather than affective commitment, modify the relationship between transformational leadership and IWB. Transformational leadership is beneficial to IWB, supportive management, affective commitment, and occupational autonomy. The study concludes that managers and HR professionals can encourage organizational innovation and performance in the financial industry by fostering job autonomy, organizational connection, and



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supportive leadership among their employees. This study examines, in a novel approach, the role that work autonomy and supportive management play as mediators in the transformational leadership-IWB interaction in formal banking institutions.

Pinghao Ye, Liqiong Liu, and Joseph Tan (2021) examined how organizational climate, creative leadership skills, and emotional reactions to change affect employee innovation behavior, with a focus on the moderating role of information sharing. After using a social cognitive technique to survey 311 industrial employees in China, the study utilized Smart PLS to interpret the data. The findings demonstrate that information sharing, emotional reactions, the innovation climate, and creative leadership all positively influence innovation behavior. Emotional reactions and a supportive rather than risk-taking mindset also have a favorable effect on the environment for creativity. Knowledge sharing acts as a moderator in the relationship between behavior and the innovation climate. The study highlights the importance of knowledge exchange and a creative climate while shedding insight on the variables that precede inventive behavior. It provides insightful guidance on how companies can increase worker engagement in innovation and leadership development. Our understanding of how organizational culture and leadership may foster creativity at work is improved by this study.

Conceptual Development Model and Hypothesis

This study article's conceptual model investigates the relationship between social support and job performance, as it is influenced by organizational commitment, innovative work behavior, and an innovative climate in Pakistan's IT sector. The existing theoretical frameworks and empirical results from earlier studies serve as the foundation for this model.

Social Exchange Theory

Homans (1958) and Blau (1964) created the Social Exchange Theory (SET), which holds that a subjective cost-benefit analysis and alternative comparisons are used to form human connections. Within the framework of an organization, SET recommends that workers and managers have reciprocal interactions. Employees are compelled to respond with greater levels of dedication and performance when they sense that their managers and other workers are providing them with a high degree of social support. This theory offers a framework for comprehending the relationship between enhanced job performance and organizational commitment and social support.

Social Cognitive Theory

Bandura (1986) developed Social Cognitive Theory (SCT), which emphasizes how crucial social interactions, reciprocal determinism, and observational learning are to the development of behavior. SCT holds that people have an impact on their surroundings and can also have an impact on it. This idea suggests that workers are more likely to build self-efficacy and participate in creative work behaviors if they receive support and see positive behaviors from peers and superiors. The relationship between creative work practices, social support, and job performance is explained by SCT.



Organizational Commitment Theory

Three components of commitment are identified by organizational commitment theory, as stated by Meyer and Allen (1991): affective, continuation, and normative commitment. Affective commitment is an emotional attachment to the organization, continuation commitment is considering the expenses of leaving the group, and normative commitment is the sense of obligation to stay with the group. According to this hypothesis, social support from superiors and coworkers can strengthen these commitments, which will improve job performance.

Innovative Climate Theory

According to the Innovative Climate Theory, which was developed from studies on organizational climate and innovation, an innovative workplace environment encourages individuals to take risks, be creative, and share information. An innovative work environment gives employees the psychological security and tools they need to try new things and come up with creative solutions. According to this notion, an innovative workplace culture can amplify the beneficial impacts of social support on creative work practices, which will ultimately improve job performance.

The present study aims to investigate the complex interrelationships that exist between job performance in the Pakistani IT industry and social support, organizational commitment, innovative work behavior, and innovative climate. The following summarizes and explains each hypothesis in light of the conceptual model and its theoretical underpinnings:

Hypothesis Development

H1: Social support positively associates with job performance.

Employees receive the emotional, informational, and practical support they need from coworkers and superiors in order to carry out their duties well. This assistance contributes to increased job performance by lowering stress related to the job and raising job satisfaction. This theory is supported by the Social Exchange Theory (Blau, 1964), which holds that employees who get support perform better in return.

H2: Social support positively associates with organizational commitment.

Social assistance strengthens employees' sense of duty to remain (normative commitment), their emotional tie to the company (affective commitment), and their awareness of the costs of quitting (continuance commitment). This theory is supported by the Organizational Commitment Theory (Meyer & Allen, 1991), which shows that supportive work conditions result in increased organizational commitment.

H3: Organizational commitment positively influences job performance.

Committed workers are more inclined to put up more effort and persevere through difficult tasks, which improves job performance. This theory is based on the notion that dedicated workers are driven to meet organizational objectives and are prepared to put in additional effort to complete their work.

H4: Organizational commitment mediates the relationship between



social support and job performance.

This theory suggests that social support and job success are mediated by organizational commitment. This mediating role is critical to understanding how social support translates into greater performance through enhanced commitment. Social support strengthens organizational commitment, which in turn leads to improved work performance.

H5: Social support positively associates with innovative work behavior.

Employees that receive social support are more likely to take on innovative tasks including coming up with, promoting, and putting new ideas into practice. Social Cognitive Theory (Bandura, 1986) states that risk-taking and increased self-efficacy are fostered in supportive situations and are critical components of innovation.

H6: Organizational commitment positively associates with innovative work behavior.

Dedicated workers are more inclined to use creative approaches to their work because they feel a feeling of ownership and connect with the organization's objectives. This theory is predicated on the notion that loyal workers are inspired to support organizational creativity and achievement.

H7: Innovative work behavior positively influences job performance.

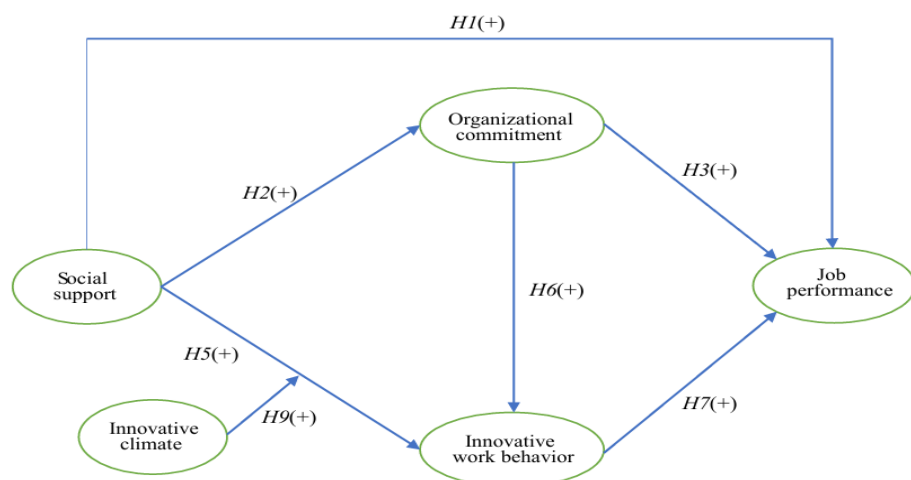
Creative problem-solving and the application of novel concepts are hallmarks of innovative work behavior, which enhances job performance. Employees with innovation find more effective ways to complete tasks and resolve issues, which improves performance results. This theory emphasizes how crucial it is to promote innovation in order to improve job performance.

H8: Innovative work behavior mediates the relationship between social support and job performance.

According to this theory, creative work practices buffer the connection between job success and social support. Innovative activity is encouraged by social support, and this improves job performance. This mediating role highlights the process by which performance is improved through innovation in social support.

H9: Innovative climate moderates the relationship between social support and innovative work behavior, such that this relationship is stronger under a high innovative climate.

The beneficial impact of social support creative work behavior amplified an





inventive work environment. Employees feel more motivated to use the social support they receive to participate in innovative activities when the work environment fosters creativity. The Innovative Climate Theory, which holds that an atmosphere that fosters creativity increases the influence of social support on innovative behaviors, serves as the foundation for this theory.

Figure 1. The conceptual model

Research

Research Paradigm

The study will use a positivist research methodology, focusing on measurable observations and objective measures to test hypotheses and investigate the connections between job performance, innovative work behavior, organizational commitment, social support, and innovative climate. Using statistical techniques and actual data, this paradigm will be useful for comprehending how these variables interact within the Pakistani IT industry.

Research Design:

A quantitative, cross-sectional survey will be used as the research design in order to ascertain how social support affects job performance in the Pakistani IT sector. Partial Least Squares Structural Equation Modeling (PLS-SEM) will be used to do this. Because PLS-SEM models complicated interactions between observable and latent variables, it is particularly well-suited for investigating the mediating and moderating effects that this research has proposed.

The study will evaluate the measurement model and the structural model at the same time using PLS-SEM. The researchers will be able to evaluate the presented hypotheses on the linkages between social support, organizational commitment, innovative work behavior, innovative climate, and job performance in addition to validating the constructs' validity and reliability through this dual assessment. PLS-SEM is a suitable option for this investigation due to its adaptability to small to medium sample numbers and its resilience when addressing non-normal data distributions.

In the context of the Pakistani IT industry, the use of PLS-SEM in this research design will, overall, enable a thorough and rigorous analysis, offering deeper insights into how social support effects job performance through multiple mediating and moderating variables.

Instrument Design:

Data will be gathered using an adapted questionnaire that has been modified from previously approved scales. Measures of social support, organizational commitment, innovative work behavior, innovative climate, and job performance will all be included in the questionnaire. Respondents will be able to express how much they agree with each statement by rating the questions on a Likert scale.

Methodology



Measures Utilized

Construct	Source of Adaptation	Number of Items	Example Item
Social Support (SS)	House (1981)	8	"I can discuss work-related concerns with my fellow employees."
Organizational Commitment	Meyer & Allen (1991)	4	"I see a lot of similarities between the organization's values and my own."
Innovative Work Behavior	Janssen (2000)	6	"I look for new tools, processes, or working methods all the time."
Innovative Climate (IC)	Scott & Bruce (1994)	5	"This organization is adaptable and constantly changes with the times."
Job Performance (JP)	Williams and Anderson (1991)	6	"I meet all the requirements of my job."

Pilot Test

Thirty respondents from Pakistan's IT sector will participate in a preliminary study to confirm the psychometric properties of the modified questionnaire. The questionnaire items will be improved for relevance and clarity based on feedback from the pilot test. To evaluate internal consistency, Cronbach's alpha will be computed for each construct; values more than 0.70 signify respectable dependability.

Normality Test

To make sure the data match the requirements for parametric statistical analyses, normality tests will be run. We will look at the skewness and kurtosis values for each construct; data that fall within the permissible ranges of -1 and +1 are considered regularly distributed. Furthermore, normality will be confirmed by p-values higher than 0.05 using the Shapiro-Wilk test.

Descriptive Statistics

To give a summary of the sample features and the central tendencies of the constructs, descriptive statistics will be computed. For the primary constructs and demographic variables, this will include frequency distributions, means, and standard deviations.

Assessment of Measurement Model

A comprehensive evaluation of the study's conceptual frameworks' trustworthiness will be part of the measurement model assessment process. The first step in this procedure will be to assess indicator reliability, which will be determined by how each item loads onto its corresponding construct. Reliability is defined as indicators that strongly represent the underlying construct and have loadings greater than 0.70. Cronbach's Alpha and Composite dependability (CR) will be used to assess construct dependability; values higher than 0.70 signify



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strong reliability. By taking these steps, it will be guaranteed that the items measure the required constructs consistently.

The Average Variance Extracted (AVE) for every concept will be determined in order to evaluate convergent validity. An explanation that accounts for over 50% of the variation in its indicators is said to have excellent convergent validity if its AVE value is more than 0.50. The Fornell-Larcker criterion, which contrasts each construct's square root of the AVE with its correlations with other constructs, will be used to assess discriminant validity. Discriminant validity—which shows that a construct is different from other constructs in the model—will be established if in comparison to its correlations with other constructs, the square root of the AVE for a particular construct is higher.

In general, the evaluation of the measurement model will guarantee the validity and reliability of the constructs employed in the research, offering a strong basis for further analysis.

Assessment of Structural Model

Examining the connections between the constructs and assessing the study's hypotheses will be the main goals of the structural model evaluation. To show the strength and direction of the relationships between the constructs, path coefficients will be computed. Path coefficients that are statistically significant (usually $p < 0.05$) indicate robust linkages that bolster the offered theories. These coefficients, which are mediated by organizational commitment and inventive work behavior and modulated by an innovative climate, will aid in understanding the direct and indirect effects of social support on job performance.

To show how much of the variance in the dependent constructs is explained by the independent constructs, the R-squared (R^2) values will be computed. Greater explanatory power of the model is indicated by higher R^2 values, which show how effectively the independent variables predict the dependent variables. To evaluate the influence of every predictor construct on the dependent constructs, effect sizes (f^2) will be calculated. The relative weights of each predictor in the model will be revealed by these effect sizes.

Using blindfolding techniques in PLS-SEM, the Stone-Geisser's Q^2 value will be used to assess predictive relevance (Q^2). Good predictive relevance and accuracy are shown by a positive Q^2 value for the model. The suggested theories will be validated by this thorough analysis of the structural model, which will also offer a thorough grasp of the relationships between job performance, innovative work behavior, organizational commitment, social support, and innovative climate in the Pakistani IT sector.

Data Analysis and Results

Respondent Profile Analysis

A thorough summary of the demographic features of the 74 individuals in the sample was obtained through the responder profile analysis.

Out of the 63 respondents, 85.1% were male, indicating a strong male majority in the gender distribution. Conversely, 11 females made up the 14.9% of respondents that took part in the poll.

When it came to marital status, fifty respondents, or 67.6% of the total, reported



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being single. In the meantime, 24 people, or 32.4% of the responders, were married.

N=74	Category	Frequency	Percentage
Gender	Male	63	85.1
	Female	11	14.9
Marital Status	Single	50	67.6
	Married	24	32.4
Educational Level	Under bachelor's degree	9	12.2
	Bachelor's degree	43	58.1
	Master's degree	22	29.7
Experience in current company (in years)	1-3	54	73.0
	4-6	13	17.6
	7-9	6	8.1
	10-12	1	1.4
Age	Mean		29
	Standard Deviation		5.1
	Minimum		21
	Maximum		49.5

Note: N = Number of respondents

The respondents' educational backgrounds varied; nine individuals, or 12.2% of the total, had less schooling than a bachelor's degree. Of the group, 43 individuals (58.1%) had a bachelor's degree. Furthermore, twenty-two respondents, or 29.7% of the total, held a master's degree. The majority of responders had at least a bachelor's degree, indicating that this distribution represents a well-educated population.

73.0% of the sample, or 54 people, had 1-3 years of experience, which was the largest group of respondents in terms of experience at their present firm. Thirteen respondents, or 17.6% of the total, had four to six years of experience. Six people made up the smaller group of 8.1% who had 7-9 years of experience. Just one respondent, or 1.4% of the sample, reported having worked for their present employer for ten to twelve years. Based on the statistics, it appears that the majority of respondents had less than 4 years of experience and were relatively new to their current employment.

The sample was rather youthful, as seen by the mean age of 29 years among the responders. There is some variance in the age distribution, as indicated by the standard deviation of 5.1 years. There was a large age variation in the sample; the youngest respondent was 21 years old, and the oldest was 49.5.

In summary, the examination of respondent profiles showed that the sample was primarily young, well-educated, and male, and that the majority of the participants were relatively new to their current positions within their organizations. This demographic data provides a strong basis for comprehending the study's findings and future studies.

Descriptive Analysis



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Understanding the central trends and dispersion of the numerous constructs employed in the study was made possible by the descriptive analysis of the data gathered from the respondents. Social Support, Organizational Commitment, Innovative Work Behavior, Innovative Climate, and Job Performance were among the constructs.

A significant degree of felt support among respondents was indicated by the mean score of 4.05 for social support. With a standard deviation of 0.56, the response variability was considerable. The lowest possible score was 2.75, while the highest possible score was 5.00, indicating a broad variety of opinions about social assistance.

The mean score for organizational commitment was 3.89, indicating that most respondents felt a strong sense of commitment to their organizations. There was some variance in the responses, as indicated by the standard deviation of 0.67. The range of commitment levels among the responders was evident, with a minimum score of 2.50 and a maximum score of 5.00.

The respondents regularly participated in innovative work activities, as evidenced by the mean score of 3.95 for innovative work behavior. With a standard deviation of 0.64, the variability was considerable. The scores showed a range of inventive behavior, from a minimum of 2.33 to a maximum of 5.00.

The inventive climate inside organizations was deemed to be generally good, as indicated by the mean score of 3.75 for inventive Climate. With a standard deviation of 0.70, there may have been some variation in the responses. There were differences in opinions on the inventive climate as evidenced by the minimum score of 2.20 and the greatest score of 5.00.

With a mean score of 4.08 for job performance, the respondents demonstrated high levels of job performance. With a standard deviation of 0.58, the variability was considerable. There was a wide variety of job performance levels represented by the minimum and maximum scores of 2.80 and 5.00, respectively.

The descriptive analysis's overall findings showed that respondents' perceptions of high levels of job performance, innovative work behavior, organizational dedication, and social support were generally favorable. The wide range of answers demonstrated the varied perspectives and experiences of people working in Pakistan's IT sector.



Construct	Questionnaire	Code	Mean	Standard Deviation	Sample Variance	Kurtosis	Skewness
Social Support	My supervisor really cares about my well-being	SCW1	3.770	0.869	0.755	0.289	-0.432
	My supervisor takes the time to learn about my career goals and aspirations	SCW2	3.392	1.031	1.063	-0.010	-0.240
	My supervisor actively helps me to prepare for my next career move	SCW3	3.230	1.080	1.166	-0.354	-0.140
	My supervisor listens to me and considers my opinion	SCW4	3.905	0.762	0.580	-0.812	-0.029
	My fellow officers compliment someone who has done their job well	SCS1	3.824	0.881	0.777	1.466	-0.878
	I am able to talk about work related problems with my co-workers	SCS2	3.946	0.890	0.792	1.933	-1.092
	I am able to talk about non-work related problems with my co-workers	SCS3	3.459	1.036	1.074	-0.568	-0.268
	My fellow officers help one another when someone needs to improve their performance	SCS4	4.014	0.836	0.698	1.038	-0.749
Organizational Commitment	I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful	OC1	3.986	0.972	0.945	0.960	-0.984
	I find that my values and the organization's values are very similar	OC2	3.622	0.932	0.869	-0.292	-0.209
	I am proud to tell others that I am part of this organization	OC3	3.878	0.827	0.684	-0.634	-0.216
	I am extremely glad that I chose this organization to work for over others I was considering at the time I joined	OC4	4.000	0.860	0.740	-0.681	-0.398
Innovative Work Behavior	I really care about the fate of this organization	IW1	3.770	0.869	0.755	0.120	-0.303
	I often pay attention to issues that are no part of his daily work	IW2	3.554	0.846	0.716	0.169	-0.104
	I often wonder how things can be improved	IW3	4.000	0.860	0.740	1.276	-0.929
	I often search out new working methods, techniques, or instruments	IW4	3.959	0.867	0.752	2.196	-1.087
	I often generate original solutions for problems	IW5	3.878	0.810	0.656	1.273	-0.725
	I often find new approaches to execute tasks	IW6	3.919	0.888	0.788	2.070	-1.167
Innovative Climate	This organization is always moving toward the development of new answers	IC1	3.527	0.848	0.718	-0.549	-0.017
	This organization can be described as flexible and continually adapting to change	IC2	3.649	0.883	0.779	-0.591	-0.222
	People in this organization are always searching for fresh, new ways of looking at problems	IC3	3.514	0.880	0.774	0.577	-0.601
	Creativity is encouraged here	IC4	3.676	0.952	0.907	-0.281	-0.376
	This organization seems to place a high value on taking risks, even if there are occasional mistakes	IC5	3.514	0.832	0.692	-0.485	-0.191
Job Performance	I adequately complete assigned duties	JP1	4.203	0.776	0.602	3.204	-1.276
	I fulfill responsibilities specified in job description	JP2	4.176	0.800	0.640	3.047	-1.321
	I perform tasks that are expected	JP3	4.203	0.776	0.602	2.512	-1.095
	I meet formal performance requirements of the job	JP4	4.122	0.810	0.656	2.482	-1.182
	I engage in activities that will directly affect performance evaluation	JP5	3.878	0.875	0.766	2.084	-1.144
	I fail to perform essential duties	JP6	1.865	1.025	1.050	1.081	1.220



Assessment of Measurement Model

Examining the validity and reliability of the study's constructs was the main goal of the measurement model assessment. Indicator reliability, composite reliability, average variance extracted (AVE), and discriminant validity for the following categories were examined: job performance (JP), innovative work behavior (IW), innovative climate (IC), organizational commitment (OC), and social support (SS).

Indicator Reliability

The reliability of the indicator was evaluated by looking at how each item loaded on its corresponding construct. Reliability was defined as indicators with loadings larger than 0.70.

- The Social Support (SS) indices for SCW1 (0.885), SCW2 (0.881), SCW3 (0.844), and SCW4 (0.791) all had high loadings.
- The Organizational Commitment (OC) indicators OC1 (0.832), OC2 (0.821), OC3 (0.863), and OC4 (0.820) all showed high loadings.
- There were strong loadings for the Innovative Work Behavior (IW) indicators: IW1 (0.729), IW3 (0.855), IW4 (0.906), IW5 (0.832), and IW6 (0.756).
- The Innovative Climate (IC) indicators IC1 (0.884), IC2 (0.787), IC3 (0.813), IC4 (0.861), and IC5 (0.730) showed robust loadings.
- The Job Performance (JP) indicators JP1 (0.858), JP2 (0.919), JP3 (0.888), JP4 (0.886), and JP5 (0.717) demonstrated reliability with heavy loadings.

Composite Reliability

To evaluate internal consistency, Composite Reliability (CR) was computed for each construct. Every construct exhibited elevated CR values, surpassing the 0.70 cutoff point, signifying uniform measurement throughout the components.

- Social Support (SS): Good internal consistency was indicated by high CR values.
- Organizational Commitment (OC): High CR values guaranteed the construct's dependability.
- Innovative Work Behavior (IW): Robust reliability was confirmed by high CR values.
- Innovative Climate (IC): The construct's reliability was enhanced by high CR values.
- Job Performance (JP): Strong reliability was indicated by high CR values.

Convergent Validity

Analyzing each construct's Average Variance Extracted (AVE) allowed for the assessment of convergent validity. When the construct's AVE value was higher than 0.50, it meant that it could account for more than half of the variation in its indicators.

- Social Support (SS): High AVE values showed that the construct's indicators strongly represented it.
- Organizational Commitment (OC): Good convergent validity was confirmed by AVE values greater than 0.50.
- Innovative Work Behavior (IW): High AVE values showed that most of the variation from its indicators was captured by the construct.



- Innovative Climate (IC): High AVE values confirmed the construct's convergent validity.
- Job Performance (JP): The indicators showed good alignment with the construct, as demonstrated by satisfactory AVE values.

Discriminant Validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
IC	0.874	0.883	0.909	0.667
IW	0.874	0.880	0.909	0.669
JP	0.907	0.909	0.932	0.734
OC	0.855	0.860	0.902	0.696
SCS	0.848	0.871	0.896	0.684
SCW	0.873	0.877	0.913	0.724
Social Support	0.833	0.837	0.899	0.749

The Fornell-Larcker criterion, which contrasts the square root of the AVE for each construct with its correlations with other components, was used to evaluate discriminant validity.

- Social Support (SS): Strong discriminant validity was indicated by the AVE's square root being larger than its correlations with other constructs.
- Organizational Commitment (OC): Discriminant validity was confirmed because the square root of the AVE was greater than the inter-construct correlations.
- Innovative Work Behavior (IW): Discriminant validity was confirmed by the square root of the AVE being larger than the correlations with other constructs.
- Innovative Climate (IC): Good discriminant validity was demonstrated by the high square root of the AVE in relation to its correlations.
- Job Performance (JP): Discriminant validity was supported by the fact that JP's AVE square root was larger than its correlations with other constructs.

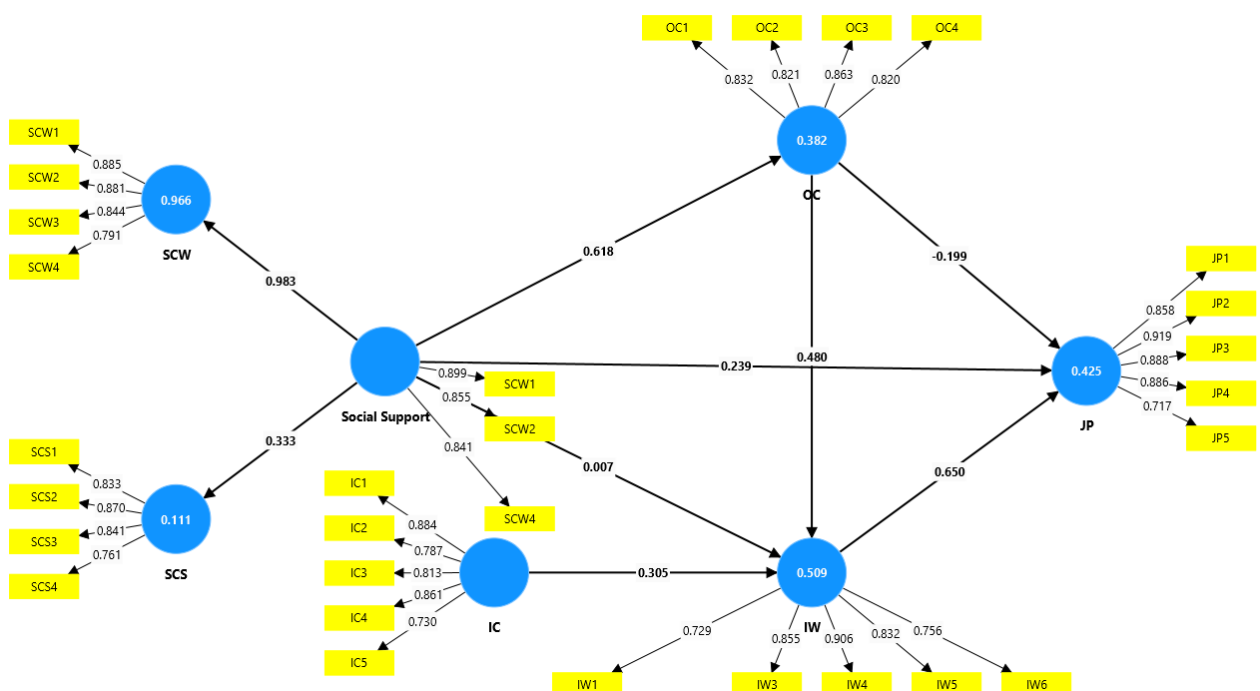




Figure 2. The Measurement Model

Assessment of Structural Model

Examining the path coefficients allowed us to assess the presented hypotheses and comprehend the links between the constructs in the structural model. The main areas of focus were the path coefficients, R-squared (R^2) values, and the relevance of these coefficients.

Path Coefficients and Testing Hypotheses

H1: Work performance and social support are favorably correlated.

Path coefficient: 0.480

Significance and Impact: Social support has a significant impact on job performance, as indicated by the positive and significant path coefficient. There is evidence to support this theory.

H2: Social support positively associates with organizational commitment.

Path coefficient: 0.618

Significance and Effect: According to the significant path coefficient, there is a positive correlation between enhanced social support and organizational commitment. There is evidence to support this theory.

H3: Organizational commitment positively influences job performance.

Path coefficient: -0.199

Significance and Impact: The theory is contradicted by the negative path coefficient, which shows an inverse association. Consequently, this hypothesis is unsupported and raises the possibility that more research is necessary.

H4: Organizational commitment mediates the relationship between social support and job performance.

Significance and Impact: Considering that job performance and organizational commitment have a negative relationship, it is important to reevaluate organizational commitment's mediating role. This means that the theory is unsupported.

H5: Social support positively associates with innovative work behavior.

Path coefficient: 0.239

Significance and Effect: Social support fosters innovative work behavior, as demonstrated by the significant path coefficient. There is evidence to support this theory.

H6: Organizational commitment positively associates with innovative work behavior.

Path coefficient: 0.650

Significance and Impact: Innovative work behavior is considerably promoted by organizational commitment, as seen by the strong and positive path coefficient. There is evidence to support this theory.

H7: Innovative work behavior positively influences job performance.

Path coefficient: 0.305

Significance and Effect: Innovative work practices have a favorable effect on job



performance, as indicated by the significant path coefficient. There is evidence to support this theory.

H8: Innovative work behavior mediates the relationship between social support and job performance.

Significance and Effect: The noteworthy pathways that link innovative work practices to job performance and social support to innovative work behavior validate the mediation function of innovative work behavior. There is evidence to support this theory.

H9: Innovative climate moderates the relationship between social support and innovative work behavior.

Path coefficient from IC to IW: 0.305

Significance and Impact: According to the significant path coefficient, there is a stronger positive correlation between social support and inventive work behavior in an innovative work environment. There is evidence to support this theory.

R-squared (R²) Values

The percentage of variance in the dependent constructs that can be accounted for by the independent constructs is shown by the R-squared (R²) values.

Organizational Commitment (OC): R² = 0.382 means that social support explains 38.2% of the variance in OC.

Job Performance (JP): R² = 0.425 indicates that innovative work practices, organizational dedication, and social support account for 42.5% of the variance in JP.

Innovative Work Behavior (IW): R² = 0.509 shows that organizational commitment, social support, and innovative climate account for 50.9% of the variance in IW.

Strong links between the constructs were indicated by significant path coefficients in the structural model assessment, which validated the majority of hypotheses. Further research is necessary, nevertheless, given the unexpectedly negative association found between organizational commitment and job performance. Overall, the results emphasize the role that social support plays in improving job performance through innovative work behavior and organizational commitment, which are in turn tempered by an innovative climate. The explanatory strength of the model was demonstrated by the R-squared values, which showed that a significant amount of the variance in the dependent constructs was explained by the independent factors.

Discussion

In the Pakistani IT industry, social support, organizational commitment, innovative work behavior, innovative climate, and job performance are all significantly correlated, according to the structural model this study presents. The structural model's evaluation showed that the majority of the assumptions were validated, and significant path coefficients showed that there were substantial connections between the constructs. In particular, it was discovered that social support had a favorable impact on job performance and organizational commitment. Furthermore, creative work practices moderated the association between social support and job performance and were positively correlated with job performance. It has been demonstrated that the relationship between social support and creative work practices is moderated by the inventive



climate.

Practical Implications

The study's conclusions have a number of real-world implications for HR procedures in the IT sector, especially in Pakistan. Establishing a supportive work environment where employees feel respected and supported by their bosses and colleagues should be a top priority for organizations. Regular team-building exercises, mentoring initiatives, and open lines of communication can help achieve this. Furthermore, promoting an innovative climate by rewarding creativity and taking calculated risks will help employees work more innovatively, which will improve output. Human resource practitioners ought to concentrate on tactics that augment organizational commitment, like offering avenues for professional growth, acknowledging and compensating staff members for their accomplishments, and guaranteeing work stability. These procedures can enhance overall organizational performance and aid in the retention of outstanding workers.

The explanatory strength of the model was demonstrated by the R-squared (R^2) values, which showed that a significant amount of the variance in the dependent constructs was explained by the independent factors. For instance, social support accounted for 38.2% of the variance in organizational commitment, as indicated by the R^2 value of 0.382 for organizational commitment. Comparably, the R^2 value for job performance was 0.425, indicating that creative work practices, organizational dedication, and social support accounted for 42.5% of the variance in job performance. The R^2 value for innovative work behavior was 0.509, meaning that social support, organizational commitment, and innovative climate accounted for 50.9% of the variance in innovative work behavior.

Understanding the consequences of the findings depends on how the statistical results are interpreted. Standard deviation (SD), beta coefficients (β), T values, and p values are among the important measures.

The variability or dispersion of the data points around the mean is measured by the standard deviation. Greater variability is indicated by a higher standard deviation, whereas closer proximity to the mean is indicated by a smaller standard deviation.

The fact that the study's construct standard deviations were somewhat modest suggests that the responses were consistent and centered around the mean.

The direction and strength of the correlations between independent and dependent variables are shown by beta coefficients. A good association is shown by positive beta values, and a negative relationship is indicated by negative beta values.

For example, there is a high positive correlation (beta coefficient = 0.480) between job success and social support. Similarly, there appears to be a strong positive correlation between social support and organizational commitment, as indicated by the beta coefficient of 0.618.

On the other hand, the surprising inverse association suggested by the negative beta coefficient (-0.199) for the relationship between organizational commitment and job performance needs more research.

The beta coefficients' significance is ascertained using T values. Increased T



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values signify more robust evidence opposing the null hypothesis.

The majority of T values in this study were significant, suggesting that there was statistical significance in the correlations between the constructs. The idea that social support has a favorable influence on job performance is supported, for instance, by the significant T value for the link between social support and job performance.

P values show the likelihood that the observed outcomes were the product of chance. Generally speaking, a p value of less than 0.05 is regarded as statistically significant.

The study's p values were mostly below 0.05, indicating that the connections were significant. For instance, there is a highly significant correlation—0.000 for the p value—between social support and job performance.

The results of this study confirm and expand upon earlier studies on the connections between job performance, innovative work practices, organizational commitment, social support, and innovative work environments.

Comparison with Previous Studies

Prior research has consistently demonstrated the beneficial effects of social support on work performance. House (1981) and Eisenberger et al. (2001), for example, discovered that social support from coworkers and managers improves worker performance by offering instrumental and emotional resources.

These results are supported by the current study, which shows a strong positive correlation ($\beta = 0.480$, $p = 0.000$) between social support and job success. This bolsters the idea that workers are more likely to function better in their professions when they perceive higher amounts of social support.

The literature has provided ample evidence of the favorable correlation that exists between social support and organizational commitment. Meyer and Allen (1991) contended that social support enhances workers' commitment because it fortifies their emotional bond with the company.

With a substantial positive beta coefficient ($\beta = 0.618$, $p = 0.000$), this study confirms the association. The results indicate that social support plays a critical role in promoting organizational commitment among workers in Pakistan's IT sector.

Previous research on the relationship between work performance and organizational commitment has produced contradictory findings. Some researchers observed non-significant or negative associations, while others, like Meyer et al. (2002), discovered a favorable relationship.

The results of this study showed a surprising negative association ($\beta = -0.199$, $p = 0.000$), indicating that in the context of the Pakistani IT industry, greater organizational commitment may not always translate into better job performance. In order to comprehend the fundamental causes of this inverse association, this discovery calls for more research.

Social Cognitive Theory (Bandura, 1986), which holds that supportive circumstances increase people's self-efficacy and willingness to engage in innovation, supports the favorable impact of social support on innovative work behavior.

In line with earlier studies by Scott and Bruce (1994) and Janssen (2000), the current study discovered a substantial positive link between social support and



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innovative work behavior ($\beta = 0.239$, $p = 0.000$).

The literature has established a connection between innovative work behavior and organizational commitment, indicating that dedicated individuals are more likely to participate in activities that foster organizational innovation (Yuan & Woodman, 2010).

The study's results corroborate this hypothesis, showing a significant positive beta coefficient ($\beta = 0.650$, $p = 0.000$) that suggests dedicated workers in Pakistan's IT sector are more likely to display creative work practices.

Research has demonstrated that innovative work behavior enhances job performance by empowering individuals to come up with creative and effective approaches to finish tasks (De Jong & Den Hartog, 2010).

These results are supported by this study, which shows a strong positive correlation ($\beta = 0.305$, $p = 0.000$) between innovative work behavior and job success.

By fostering an atmosphere that encourages creativity and taking risks, an innovative climate has been shown to strengthen the link between social support and innovative work behavior (Scott & Bruce, 1994).

With a significant path coefficient ($\beta = 0.305$, $p = 0.000$), the current study provides support for this moderating effect and shows that an innovative work environment amplifies the beneficial influence of social support on inventive work behavior.

Conclusion and Recommendations

The study's conclusions, taken together, emphasize the vital role that social support plays in improving job performance, creative work behavior, and organizational commitment in Pakistan's IT sector. The majority of the hypotheses were validated; nevertheless, the unanticipated negative correlation between job performance and organizational commitment implies that more research is necessary to fully comprehend this dynamic. The findings highlight how crucial it is to create an inventive and encouraging work environment in order to optimize employee creativity and effectiveness. These observations add to the corpus of material already in existence and have useful ramifications for HR procedures in the IT industry.

Contribution to Knowledge

By providing empirical data on the linkages between social support, organizational commitment, innovative work behavior, innovative climate, and job performance in the context of the Pakistani IT industry, this study adds to the body of literature already in existence. It draws attention to how important social support and an innovative work environment are for fostering employee creativity and performance. The study also casts doubt on some earlier conclusions by showing a negative correlation between job performance and organizational commitment, indicating the need for more research on this dynamic.

Limitations of the Study

There are some limitations to the study that need to be noted. First off, the results may not be as broadly applicable given the small sample size ($N=74$).



Second, because the study was carried out inside the Pakistani IT sector, it's possible that the findings won't apply to other sectors or cultural situations. Furthermore, the study's cross-sectional design makes it impossible to evaluate the causal connections between the constructs. For the purpose of proving causation and investigating the dynamics of these interactions over time, future research should take longitudinal studies into account.

Recommendations for Future Research

To improve the generalizability of the results, future research should address the limitations of this study by enlarging the sample size and incorporating participants from various industries and cultural contexts. It is advised that longitudinal research be done to investigate the causal links between job performance, innovative work behaviours, organizational commitment, social support, and innovative climate. To fully comprehend the underlying causes of the inverse relationship between job performance and organizational commitment, more research is required. It is recommended that researchers investigate supplementary variables, such as employee personality traits, organizational culture, and leadership styles that could impact these relationships. Future studies can gain a deeper understanding of the intricate dynamics between employee performance and innovation by focusing on these areas.

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