

IMPACT OF PERCEIVED ORGANIZATIONAL SUPPORT AND WORKPLACE SPIRITUALITY ON THE RELATIONSHIP BETWEEN ORGANIZATIONAL PERFORMANCE AND WORKPLACE INNOVATION A STUDY OF PUBLIC SECTOR ORGANIZATIONS OF PAKISTAN

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Abstract

The study aims to evaluate the impact of workplace spirituality and perceived organizational support on the relationship between organizational performance and workplace innovation in public sector organizations of Pakistan. For the collection of data and its subsequent analysis, the study has selected quantitative methodology and deductive reasoning with a positivist approach. However, data was collected from 2500 participants through stratified sampling, where the entire public sector of Pakistan was divided into five manageable groups or stratum that include organizations from the banking sector, establishment division, universities, manufacturing and trading sector and healthcare sector of the country. Furthermore, a total of 25 organizations were selected, i.e., five organizations from each sector and each capital city of the four provinces and Islamabad. Data analysis tool STATA was used for testing the responses collected from the participants, and analysis like SEM, regression, correlation, descriptive statistics and Sobel test for mediation was performed. The findings of the study suggest that there is a notable positive relationship between all the independent, dependent and mediating variables of the study. It is also found that perceived organizational support and workplace spirituality have a positive mediating role in the relationship between organizational performance and workplace innovation. Furthermore, certain limitations of the

study are also identified, which can be overcome in future studies through a selection of larger sample size and adoption of a mixed method approach for data collection and analysis.

Key Word: *Perceived organizational support, workplace spirituality, organizational performance, workplace innovation, public sector organizations.*

Introduction

To achieve and retain success in any business, companies need to build some sort of competitive advantage. There are a number of different kinds of competitive advantages that different businesses possess; however, competitive advantages with respect to employees or personnel of a business are considered more valuable and difficult to imitate. The best way to gain any competitive advantage is to help employees to grow at the workplace because employees are the key assets of any organization. Highly satisfied employees become the committed ones that never leave their employer even in hard times. Organizations that offer opportunities to employees to thrive are more successful compared to those that only focus on profit generation and task completion. Employees that have opportunities to thrive at their workplace exhibit positive organizational behaviour as they are more innovative, devoted, self-learners, possessive about their careers, are productive and show a high level of commitment and devotion towards organizational goals (Spreitzer et al., 2005). Many studies have identified employee development and thriving as a key to organizational success, productivity, creative performance, and organizational citizenship behaviour. It is also observed that good performing organizations usually have a highly committed staff that do their level best to bring certain positive contribution in the success of their organizations. Whereas it is also observed that the reason behind the commitment and satisfaction of employees is organizational support (Carmeli & Spreitzer, 2009).

Over the past two decades, the demand for moral values, workplace ethics and social responsibility has grown at a rapid pace, which forced businesses to take an interest in building such capabilities. Researchers have characterized organizational support and workplace spirituality as a stimulator for employee learning, confidence, commitment, and innovation. It is described as a source of positive energy that encourages employees to utilize skills and abilities to generate mutually beneficial results. Therefore, it is believed across the world that perceived organizational support and workplace spirituality have a positive impact on organizational performance and workplace innovation, whereas it has a negative relationship with burnout and turnover (Naseem et al., 2020). The term organizational support means the extent or degree to which employees feel that the organization cares about them and values their contributions in efforts of making the organization successful. Moreover, in response to their efforts and hard work, their welfare and wellbeing is recognized and cared by the organization, as a result they start paying attention to the fulfilment of their social and emotional needs. It is called perceived organizational support because it totally depends on the perception and understanding of employees. Some employees in an organization believe that organization has a high degree of support towards them, while some other employees in the same organization believe that the organizational support is comparatively lower. Perceived organizational support has a great impact on

employee's motivation and self-efficacy (Rhoades et al., 2001). Whereas spirituality refers to the presence of self-efficacy and willingness to work among employees that make them satisfied enough so that they can find a meaningful purpose and interest in their work and build a desire to increase coordination or collaboration with other employees for the development of the organization to complete organizational goals and objectives in an appropriate way. Workplace spirituality helps in developing mutual trust among employees, which turns the environment of an organization into a competitive and productive one (Afsar & Badir, 2017).

Problem Statement

Innovation and creativity at the workplace are two voluntary actions that cannot be impelled by an organization as part of the job description. However, innovation and creativity at the workplace are important for an organization to build a competitive advantage; therefore, organizations need to focus on building a positive relationship with their employees by focusing on their well-being and socioemotional factors. Organizations across the globe have understood the importance of organizational support towards employees to integrate innovation and creativity at the workplace and to generate productivity and improved performance. However, the concept of organizational support and workplace spirituality is new for emerging economies where HR practices are not implemented to the fullest. Similarly, there is comparatively higher nepotism and organizational politics in the public sector organizations of Pakistan, which negatively affects the employee's perceptions about their organizational support and workplace spirituality, as a result causing imbalance between the organizational performance and workplace innovation.

Aims and Objectives.

This paper aims to answer the question of whether perceived organizational support and workplace spirituality has any impact on the relationship between organizational performance and workplace innovation in the public sector of Pakistan. To evaluate the possible implications of perceived organizational support and workplace spirituality on the relationship between organizational performance and workplace innovation, a set of behaviours will be analysed, such as absenteeism, turnover rate, overall performance, workplace attitudes, teamwork and employee commitment.

The key objectives of this study are listed below, which would help in getting a better insight into the purpose of this study.

- To examine the possible implications of perceived organizational support and workplace spirituality on the individual behaviour of employees.
- To evaluate the perception of employees in the public sector of Pakistan regarding organizational support and workplace spirituality.
- To investigate the effect of perceived organizational support and workplace spirituality on the relationship between organizational performance and workplace innovation.

Literature review

Relationship between perceived organizational support and workplace spirituality

According to Ashmos & Duchon (2000), workplace spirituality refers to the process in which an individual looks into his/her inner self in order to recognize the awareness about the values present in a workplace environment with proper meaning and purpose in its work as well as recognizing the need to be connected with other people working in the same environment. Workplace spirituality is necessary for building trust, mutual respect, teamwork, and coordination. Whereas, in its absence, the environment of an organization becomes challenging. It is observed that workplace spirituality is usually present in an organization where perceived organizational support is reported. Chinomona (2012) define perceived organizational support as the emotional attachment or perceptions that employees build regarding the fact that their efforts and contributions at the workplace are valued and respected by the employer, and in response to their hard work, the employer takes care of employees well being and socioemotional needs. Perception regarding organizational support develops over time, and it differs from employee to employee because each individual has a different level of perception and different experiences at the workplace.

Kanten & Ulker (2012) concluded that once the employees form a perception about the magnitude of the care that their organization provides them, then they become more willing to work hard to make the environment of the organization healthy and prosperous. Chung (2015) stated that the environment of an organization and its performance tells how the employees perceive the employer in terms of support. If the handling of the employer is favourable for the employees, the organization will have a good performance and a positive environment, and a low turnover rate; however, if the organization support towards employees is perceived by employees as unfavourable, then the organization would have poor performances, face several management related issues and a high turnover rate. Perceived organizational support has a positive correlation with workplace spirituality because when employees are satisfied, they are highly committed, and then they value and respect the rules, regulations, goals and objectives of the organization. They find a purposeful meaning and interest in their work and assume that their relationship with the employer is based on mutual trust and profit. Employees then begin to take an interest in learning new things to improve their skills and to more effectively contribute to the company's achievements (Pattnaik et al., 2020). Neck & Milliman (1994) performed an investigation on the nature of spirituality and explored the reasons that help employees in gaining interest in work and developing spirituality at the workplace. The study concluded that compared to the past, people in modern days had become more spiritually oriented in their day-to-day life as well as in their professional lives. Therefore, people mostly choose those organizations where the environment is spiritual and organizational support is high towards its employees because only then they would be able to exhibit positive behaviour and attitudes at the workplace. Such employees are more committed and contribute effectively to the accomplishment of organizational goals. Hence based upon the given theoretic evaluation, the following hypothesis has been developed.

H1: Workplace Spirituality and perceived organizational support positively mediates the relationship between organizational performance and workplace innovation.

The relationship between perceived organizational support and organizational performance

Koys (2001) cross-examined the management literature and discovered that an organization would be perceived ineffective only if their employees are willing to invest their time, skills and abilities in tasks other than their job responsibilities. Such employees consider themselves as a key part of the organization and are intrinsically motivated to perform for the development and success of the organization. For such enthusiasm among employees, the organizations need to provide a healthy, sound and peaceful environment along with full support to its employees in different ways so that they could feel secure to share and implement their ideas. Chiang & Hsieh (2012) suggested that organizational support is necessary for motivating employees to behave proactively and to coordinate with colleagues for the better execution of processes organizations must support employees to discuss routine tasks with each other to help in the identification of non-routine tasks. Such identification is found successful in the effective dealing and evaluation of a solution for problems. Cho & Johanson (2008) concluded that perceived organizational support and job performance has always been a positive relationship because it has positive implications on the willingness of employees to perform other tasks in addition to those that come under their job description. Biswas & Kapil (2017) identified a positive relationship between organizational support and performance because support from the organization builds faith in employees and decreases job insecurities, work-related stressors and enhances collaboration and trust among employees as well as in management. All these factors collectively improve the willingness of employees to perform in their respective areas to make the organization competitive. Hence based upon the given theoretic evaluation the following hypothesis has been developed.

H2: Perceived organizational support among employees of public sector organizations of Pakistan has a significant positive impact on organizational performance.

The relationship between perceived organizational support and workplace innovation

According to the study of Kim et al. (2016), the perception of organizational support develops with time as it is totally dependent on the experiences of the employees at their workplace. Workplace experiences include tangible and intangible rewards, transparency, growth opportunities and the overall environment of the workplace. When the day-to-day experiences of employees affect them positively, they form a positive perception about organizational support whereas, when these processes form a negative impact on employees, they form a negative perception about organizational support. Abubakar et al. (2014) states that when employees build perceptions regarding the organization's concern and supportive attitude towards them by means of offering tangible and intangible rewards in recognition of their efforts, provide honest and quick feedback, keeps the procedures and processes transparent, understand the problems of employees, and support their individual and collective actions, then they become motivated to invest time in productive activities. Employees are usually found highly satisfied and motivated towards their jobs, when they are satisfied from their employers.

For innovative work behaviour, it is important for employees to have a positive perception about management and supervisors in the form of their support and freedom of making decisions and utilizing available resources. Innovation is identified as a continuous process that began with a positive perception of organizational support and never came to an end because employees give new ideas, and they work on the implementation of the ideas that they have generated previously (Cheptumo&Korir, 2019). Cassell et al. (2002) suggest that for innovation at the workplace, it is necessary to have a work environment where there exist trust and mutual understanding between employees. Trust and supportive management are necessary for innovation because only then people become motivated to share ideas with each other. Similarly, when employees feel threatened, they fall into stress and do not generate and share new ideas with their colleagues regarding the accomplishment of organizational goals. Most of the time, employees think that the organizations they are working in do not pay attention to their social and emotional needs, and they are only interested in making a profit. In such a situation, they feel insecure about their job, form bad sentiments about the employer and focus on individual goals instead of organizational goals. Hence, the lower the perceived organizational behaviour, the lower will be employee commitment, innovative workplace behaviour, and overall productivity. Kim et al. (2016) state that perceived organizational support has a psychological impact on employees, due to which they become internally motivated to do various tasks, including those that are not listed under their job description. Hence based upon the given theoretic evaluation, the following hypothesis has been developed.

H3: *Perceived organizational support among employees of public sector organizations of Pakistan has a significant positive impact on workplace innovation.*

The relationship between workplace spirituality and organizational performance

According to Kazemipour et al. (2012), there are three main aspects of workplace spirituality that would help in developing an understanding regarding the relationship between workplace spirituality and organizational performance. The three aspects are a sense of community, meaningful work, and dinner life. This study measured a positive relationship between the three aspects of workplace spirituality and organizational performance. Therefore, it is concluded that to enhance organizational performance, it is important to create a friendly and comfortable environment for all the members of the organization, which is only possible with the implementation of workplace spirituality and virtues. Mousa (2020) suggested that performance has a number of definitions as per the type of organizations or the nature of business. Many organizations use financial ratios as an indicator to measure performance, while others have some distinctive criteria. However, there are some elements of good performance such as efficiency, productivity, effective service, reduced wait time, and timely accomplishment of organizational goals. Workplace spirituality has a proven positive impact on both financial and non-financial performance as it increases moral obligation among workers and motivates them to support colleagues as well as to consider the problems of the customers to reduce problems as much as possible. Milliman et al. (2003) found a positive relationship between workplace spirituality and organizational performance because of the positive relationship between employee work attitudes and

workplace spirituality. Workplace spirituality has shown a positive relationship with two or more job attitudes which worked as a stimulus to improve employee's overall performance. Workplace spirituality promoted attitudes like innovation, commitment, and empathy, which results in improved performance and an overall creative environment. The study of Biswakarma(2018) suggests that workplace spirituality has a positive relationship with employee satisfaction. A sample of 150 employees from the hospitality industry was analysed, which evaluated that organizations that respect and value spirituality has more satisfied and committed employees compared to those where workplace spirituality is ignored. Committed and satisfied employees are more likely to utilize their skills and abilities for the best interest of the organization. However, spirituality alone is not sufficient because when employees feel that the employer is considering them a valuable asset, only then they become intrinsically motivated. In addition to workplace spirituality, the management needs to provide effective mentoring, transparent feedback or appraisal system and support from the management and supervisors. Chinomona(2012) states that workplace spirituality is important to internally motivate employees to perform their jobs that make them productive and innovative. Hence based upon the given theoretic evaluation the following hypothesis has been developed.

H4: Workplace spirituality among employees of public sector organizations of Pakistan has a significant positive impact on organizational performance.

The relationship between workplace spirituality and workplace innovation

Plenty of studies that include studies conducted by Naseem et al. (2020), Spreitzer et al. (2005) and Chinomona(2012) found that there is a positive association between workplace spirituality and workplace innovation. Workplace spirituality promotes trust and awareness in organizations that, in turn, initiate creativity and innovation. According to Mitroff(2003), when employees feel that their employer has fulfilled all the promises that they have made in the form of implementing the desired or optimum policies and workplace rules and regulations, then they consider that they are obliged to participate actively and voluntarily in innovative and creative activities to benefit the organization significantly. Moreover, workplace spirituality is all about creating an environment where people are interconnected, while workplace innovation can be achieved when employees create and share new ideas and work hard for their successful implementation and execution within a specific time frame. Azad & Sadeghi (2012) conclude that employees who are active and feel themselves as meaningful members of an organization are more likely to exhibit positive behaviour at the workplace. One such behaviour is taking the initiative and coming up with innovative ideas to help the organization in building a competitive advantage over its rivals. Workplace spirituality motivates employees intrinsically to have a distinctive position to generate a positive impact over the organization; therefore, employees in such organizations are highly committed and more devoted to the accomplishment of organizational goals.

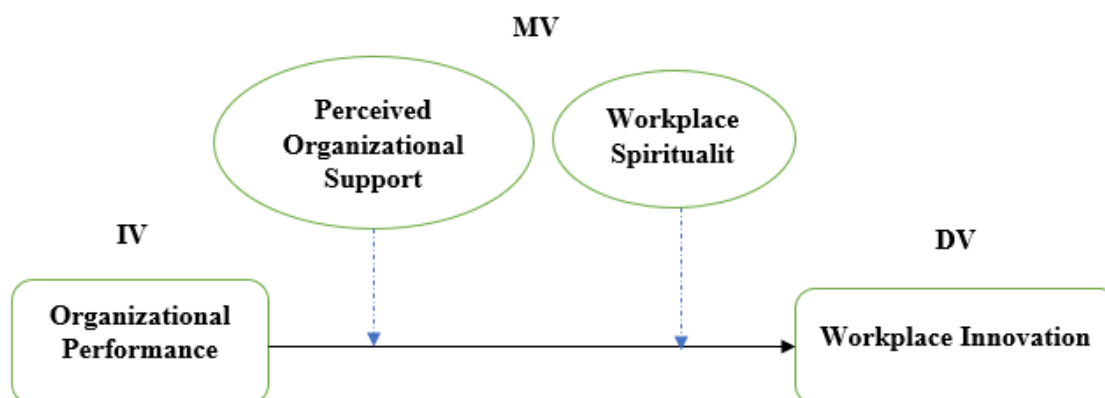
According to Afsar & Badir (2017), the workplace develops a sense of responsibility, helps in the identification of a purpose and set a direction for employees to pursue the accomplishment of organizational and personal goals. When employees have a clear direction to follow and a purpose of achieving, they become more devoted to their work and invest

more time and effort in generating new ideas for workplace innovation. Moreover, employees who envisioned needs to have teamwork and collaboration that promotes coordination towards the employers and improves the overall culture of the organization tend to perform better than the other employees. Shalley & Gilson (2004) found that when people have a clear vision and purpose in their lives, they become more innovative and have a clearer understanding of the situation and problem. Hence, they invest more time in research to find innovative ideas and to come up with new solutions. Moreover, based upon the given theoretic evaluation and critical analysis of the past literature the following hypothesis has been developed.

H5: *Workplace spirituality among employees of public sector organizations of Pakistan has a significant positive impact on workplace innovation.*

Theoretical Framework

The hypotheses of the given study are further elaborated through the given graphical representation in the form of theoretical framework.



Methodology

The study is based upon an evaluation of primary data collected from the participants; therefore, a quantitative methodology has been adopted with deductive reasoning and positivist paradigm. This approach has provided a significant level of objectivity to the researcher because it requires the researcher to collect data through pre-structured self-administered questionnaires, which does not require the involvement of the researcher in the process of data collection and its subsequent analysis (Khaldi, 2017). Furthermore, for collecting responses against the perceived organization support questionnaire was adapted from the study of Cable, & Judge (1996), while for the collection of data from participants against perceived spirituality, the questionnaire was adapted from the study of Milliman et al. (2003). Similarly, responses against workplace performance and innovation were collected by using the questionnaire adapted from the study of de Jong & Den Hartog (2010). All the responses collected from the participants were measured against a five-point Likert scale chart and sorted into a chronological format over an excel sheet, which was then analysed

through STATA as a statistical analysis tool. Moreover, the collection of data from all the public sector organizations of Pakistan was impracticable; therefore, the researcher used a stratified sampling mechanism and divided the entire public sector of Pakistan into five sub-categories or stratum, which include organizations from the banking sector, establishment division, universities, manufacturing and trading sector and healthcare sector of the country. Since the study is aimed to perform evaluation across the entire country; therefore, organizations operating in all the four capital cities of provinces and Islamabad has been selected. Five organizations from each stratum and selected geographical locations were selected, which makes a total sample size of 25 organizations. Furthermore, 100 employees were selected from each organization through a purposive sampling mechanism to save the time and efforts of the researcher in data collection, which makes the total sample size as 2500 respondents. Finally, questionnaires were distributed among the participants through personal visits and emails.

Results and Discussion

The study has used the structural equation modelling (SEM) approach presented by Anderson & Gerbing (1988), who examined the discriminant and convergent validity of the SEM model with the help of running confirmatory factor analysis and then tested the underlying relationships between the dependent and independent variables of the study through regression and correlation analysis. Moreover, a summary of the results was presented through descriptive statistics, which is given as under:

Table 1: Descriptive Statistics

Variable	No. observations	Mean	Str. Dev	Min	Max
POS	2500	4.31	0.82	1	5
WPS	2500	4.33	0.79	1	5
OP	2500	4.28	0.72	1	5
WI	2500	4.03	0.62	1	5
Valid (Listwise)	N	2500			

Table – 1 shows a summary statistic, which depicts that the total number of observations collected during the given evaluation is equal to 2500, which shows a 100% response rate from the participants. The difference between mean values and standard deviation of the distribution exhibits that the responses collected from the participants significantly varies from one another; however, the differences for mean and standard deviation values among the variables are quite negligible, which shows that the respondents hold relatively similar viewpoints regarding all the variables of the study. Furthermore, the minimum and maximum values represent that the data has been collected and measured through a Likert Scale chart on which responses varied from 1 to 5, i.e., one being strongly agreed to five being strongly disagreed.

The goodness of fit for the SEM model used was tested through various indicators that include NNFI (non-normed fit index), RMSEA (root mean square effort of approximation), CFI (comparative fit index), and X^2 goodness of fit test. The results shows that $X^2/df = 4.98$,

CFI = 0.874, NNFI= 0.921, NFI= 0.903 and RMSE= 0.073, which are quite bellow the adaptability standard provided byHair et al., (1995). The model was also tested with conceivable alternative models having fewer factors, but the results had still quite lower goodness of fit indices; therefore, the study has used a linear regression model to test the inter-relationship between the variables and also performed correlation analysis, while the mediation effect was tested with the help of Sobel test.

Table 2: Regression Analysis

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.163	.480		4.803	.000
POS	.308	.059	.381	3.473	.001
WPS	.298	.061	.429	4.801	.000
OP	.326	.063	.327	3.206	.000

Adjusted R Square = 0.761

Results of the regression analysis show that perceived organizational support has a significant positive relationship with workplace innovation, which can be seen from the positive value of beta coefficient and significance at $p < 0.05$. It holds the H2 accepted, which states that “Perceived organizational support among employees of public sector organizations of Pakistan has a significant positive impact on organizational performance.” Similarly, for the other two variables that are workplace spirituality and organizational performance, the beta coefficient is positive with a significance of 0.000, which shows that the relationship of both workplace spirituality and organizational performance is positive with workplace innovation, which supports hypothesis 1. Moreover, the value of adjusted R-square shows that variation in the dependent variable that is workplace innovation, can be caused up to 76.1% due to changes in the independent and mediating variables of the study. The high value of adjusted R-square also confirms a reasonable level of goodness of fit index for the given regression model.

Table 3: Correlation Analysis

	POS	WPS	OP	WI
Perceived Organizational Support (POS)	1			
Workplace Spirituality (WPS)	.361**	1		
Organizational Performance (OP)	.228**	.316**	1	
Workplace Innovation (WI)	.021**	.003*	.030**	1

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Results of the given correlation analysis show that all the three variables that are perceived organizational support, workplace spirituality and organizational performance, have a significant positive correlation with workplace innovation at $P < 0.05$ and 0.01 ., which holds all the five-hypothesis accepted. It means that a unit increase in the mediating and

independent variables of the study causes a corresponding increase in the dependent variable of the study that is workplace innovation. Furthermore, the mediating variables perceived as organizational support and workplace spirituality have been used as control variables in conducting the given correlation analysis, but their results also appeared quite significant over the dependent variable of the study that is workplace innovation. However, their mediating role has been tested with the help of the following Sobel test.

Table 4: Sobel Test

			Mediation Effect		Indirect Effect (a x b)	Test Statistics	p-value
			b	s_b			
POS	A	0.218	0.263	0.036	0.047	2.16	0.003**
	s_a	0.030					
WPS	A	0.204	0.263	0.036	0.039	2.19	0.001**
	s_a	0.034					
OP	A	0.216	0.263	0.036	0.052	2.37	0.007*
	s_a	0.039					
WI	A	0.473	0.263	0.036	0.096	2.92	0.003***
	s_a	0.037					

Results of the given Sobel test show that the indirect effect of the mediating variables does not equal to zero, which confirms the mediating role of perceived organizational support and workplace spirituality in the relationship between organizational performance and workplace innovation among the employees of the public sector organizations of Pakistan. It holds hypothesis 1 accepted, which states that “Workplace Spirituality and perceived organizational support mediate the relationship between organizational performance and workplace innovation.” However, the positive values of the t-statistics show that POS and WPS has a positive mediation role in the relationship between the OP and WI, while the p value for all the variables is less than 0.01, 0.05 and 0.001, which confirms that the mediating variables have a significant positive mediating role in the relationship between the organizational performance and workplace innovation. Therefore, it also holds hypothesis 1 to 4 valid and accepted because workplace spirituality shows significant positive relationship with organizational performance and workplace innovation, and similarly, the perceived organizational support also shows significant positive relationship with workplace innovation and organizational performance.

Discussion

The findings of the study suggest that perceived organizational support and workplace spirituality has a significant positive mediating role in the relationship between organizational performance and workplace innovation. The regression analysis revealed that all the variables of the study are positively related to one another, which means that a unit increase in one variable causes a corresponding increase in the other variable as well. The mediating variables have also been tested as control variables in the regression analysis, which revealed a direct positive influence of POS and WPS on the organizational performance and

workplace innovation independently. Moreover, findings of the given study are highly in line with the studies conducted in the past, which confirms the validity of the findings; for instance, Kanten&Ulker (2012) states that perceived organizational support or support from the management causes a positive vibe among the employees of an organization, which in turn causes a sense of belongingness and loyalty among the employees. Similarly, Chung(2015) finds that workplace spirituality causes a sense of responsibility among the employees to understand the demands of their organization and the underlying dynamics of the workplace environment, which in turn improves their performance and overall attitude towards the jobs assigned to them. Pattnaik et al. (2020) found that organizational support motivates employees towards following the rules and regulations set by an organization, which increases their sense of belongingness and causes positive vibes of working in an effective manner. Chiang &Hsieh (2012) evaluated that there is a strong correlation between workplace spirituality and perceived organizational support because an employee can only act in the best interest of the organization and can only follow the rules and regulations implemented by an organization with honest and loyal intentions when he/she experiences reasonable support from his/her employer or the organization as a whole.

Biswas&Kapil (2017) supports the findings of the given study with respect to perceived organizational support and its implication on organizational performance. The authors found that organizational support from the management in the form of recognition and implementation of an effective reward management system increases the motivation of employees towards their jobs, which in turn improves the organizational performance as a whole. In another study conducted by Kim et al. (2016), it is found that perceived organizational support significantly promotes innovation in an organization because it helps the employees feel empowered and motivated towards their jobs, which causes an increase in their willingness to perform a particular job in such a manner that they feel more appropriate and effective. Abubakar et al. (2014) suggest that with a high level of perceived organizational support, employees start feeling positive and perceives that their organization takes care of their needs and demands by rewarding them effectively through certain tangible and intangible rewards against their efforts, keeps the procedures and process just and fair, provides positive and quick feedback, understands their problems and takes remedial actions, etc. All these measures positively affect their commitment towards the organization, which in turn increases the overall organizational performance. The study conducted by Cheptumo&Korir(2019) also supports the findings of the given study by suggesting that when employees feel that they are sufficiently supported by the management through recognition of their efforts and obedience that they exhibit towards the organization's rules and regulations, they tend to initiate innovative efforts to make the organization more progressive and flourished.

Furthermore, with respect to the mediating role of perceived organizational support and workplace spirituality in the relationship between organizational performance and workplace innovation, the findings of the study have been supported by the evaluations carried out by Kim et al. (2016); Mousa (2020); Biswakarma (2018); Naseem et al., (2020) and Afsar&Badir (2017), who found in their respective studies that perceived organizational

support towards employees increases a sense of belongingness and obedience among the employee, which in turn increases organizational spirituality and makes the employees more compliant towards the rules and regulations established by the organization. Similarly, incorporation of such behaviour among the employees increases their performance and commitment towards the organization that in turn causes a corresponding increase in their tendency towards innovation and exercise of new and revamped skills for the accomplishment of their duties and responsibilities. The authors also evaluated that organizational support and workplace spirituality increases the sense of belongingness and loyalty among the employees, which positively mediates the relationship between workplace innovation and organizational performance because whenever employees start to think and expedite their responsibilities through innovative means, the performance of the organization automatically improves in the long run. It is also evaluated that organizational supports towards employees improves the sense of empowerment, which enables them to think out of the box and find new and revamped ways of performing their corresponding jobs. Hence, it is also evaluated that organizational support and workplace spirituality has a mediating impact on the relationship between organizational performance and workplace innovation both independently and collectively.

Conclusion and Recommendation

Based on critical evaluation of the primary data collected from participants, it has been evaluated that perceived organizational support and workplace spirituality are both inter-related concepts; for instance, when employees experience a reasonable level of support from the management, they tend to follow the organizational procedures and rules in an effective manner with honesty and obedience. The study also found that organizational performance and workplace innovation are positively correlated; for instance, an increase in workplace innovation enables employees to exercise and find new and innovative means of accomplishing their jobs, which in turn increases the overall performance of an organization. However, the findings of the study also suggest that highly empowered employees always exhibit strong interest and commitment towards exercising innovative means of performing a particular task, while employees empowerment can come with a high level of organizational support; therefore, it is evaluated that perceived organizational support positively mediates the relationship between organizational performance and workplace innovation among the employees of public sector organizations of Pakistan. It is also evaluated that high workplace spirituality causes an increase in organizational performance because it causes a sense of belongingness and responsibility among the employees, and they tend to observe a high level of care and obedience to the rules and regulations of the organizations in performing their duties.

Research Limitations and Recommendations

The study has been carried out through quantitative methodology, and data from the participants has been collected through self-administered questionnaires, which are inherently limited in its scope because such measurement tools require high independence of researcher

during the data collection and analysis procedures, which solely renders the recording of responses on the discretion of participants. Therefore, the participants might respond to questionnaires without paying sufficient attention to their contents and purpose. Furthermore, understanding the concept of workplace spirituality involves subjective evaluation of the participant's thoughts and perceptions, which cannot be collected or comprehended with the help of objective measurement tools like close-ended self-administered questionnaires; therefore, the findings of the study might be impaired with respect to the workplace spirituality of the participants. In addition to that, data has been collected from the capital cities of all the provinces and Islamabad based organizations, which might not effectively reflect the actual situation of the entire public sector organizations of the country because these cities are comparatively more urbanized and being capital cities, always seek and acquire close attention from the government. Therefore, in order to overcome these limitations in the future and reach a more informed conclusion on the subject matter of the study, it is recommended that future researchers should base their studies on a larger sample size by incorporating organizations based in the rural and less developed cities of the country. It is also recommended that future researchers should use a mixed-method approach for performing an evaluation on the given variables, especially with respect to workplace spirituality, so that more informed judgements can be drawn. The study brings implications for the policymakers and management of public sector organizations regarding the role and importance of organizational support in the motivation of employees. Similarly, it suggests that public sector organizations should implement a highly controlled organization structure to oversee and supervise their employees in real-time so that the perceived organizational support and workplace spirituality can be managed in an appropriate manner to positively drive the employee's commitment and performance towards innovation.

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