

Impact of Supportive Culture on Innovative Work Behaviours of Employees



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Declaration

I, **Aleena Ghazal (CIIT/SP21-RMS-004/LHR)** hereby declare that I have produced the work presented in this thesis, during the scheduled period of study. I also declare that I have not taken any material from any source except referred to wherever due that amount of plagiarism is within the acceptable range. If a violation of Higher Education Commission (HEC) rules on research has occurred in this thesis, I shall be liable to punishable action under the plagiarism rules of the HEC.

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It is certified that **Aleena Ghazal (CIIT/SP21-RMS-004/LHR)** has carried out all the work related to this thesis under my supervision at the Department of Management Sciences COMSATS University Islamabad, Lahore Campus and the work fulfills the requirement for the award of MS degree.

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DEDICATION

This Research is dedicated,

To my **Mama & Papa,**
Who always encouraged me to go
On every Adventure,
especially this one

ACKNOWLEDGMENT

**And verily,
The help of ALLAH Almighty is near.**

In the name of ALLAH, the most Gracious and Merciful.

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Abstract:

This study will examine the outcome of the Supportive Culture (SC) on the Innovative Work Behaviours (IWB) through Affective Commitment (AC) and moderation of Supervisory Support (SS). Although there is much research on the organizations' cultures and employees' behaviours involved with it. This research will add the significance that how Supportive Culture helps to achieve IWB for employees. To analyse relationship of the different variables SC, AC , IWB and Supervisory Support sample data will be approximately 230 employees will be defined from the IT companies in Lahore, Pakistan. The questionnaire is based on the 32 items and every item is measured by using 5 Likert scale reaching from "Strongly Agree to Strongly Disagree" and for IWB the Likert scale is a frequency scale from "Never, Rarely, Sometimes, Frequently, Very Frequently" Structured modeling questionnaire is adopted, and the non-probability sampling technique is best to measure data and SPSS software will use to analyze the data.

Keywords: Supportive Culture, Affective Commitment, Supervisory Support, Innovative Work Behaviour,

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Chapter 01: Introduction

1. Introduction:

In past research, more studies are conducted on the importance of Organizational Culture for employees, and many studies are also on Innovative Work Behaviours (IWB) in the Organization. This Research is intended to add significant literature by studying Supportive Culture and mediates the impacts of Organizational Affective Commitment for achieving Innovative Work Behaviour of employees. Another purpose of this is to examine Supervisory Support as a moderator between AC and IWB. This study is intended to add significant value by studying the importance of Supervisory Support as the moderator. In organizations, where Organizational Commitment is high in the organizational employees, Innovative Work Behaviours are also high. Organizational Culture Positively relates to Organizational Commitment and the Organizational Commitment relates to innovative work behaviours of employees, to analyze all these data will be conducted from all the employees including all the managerial posts employees of the Organizations of Lahore.

Every organization whether it's a service organization or manufacturing organization small or large, private sector organization or public sector organization profit or non-profit organization every organization has its organizational culture. Organizational culture has a huge impact on organizational productivity and effectiveness. The previous research believes that the culture of an organization plays the important role in encouraging excellence within the firm by forming employees' and managers' behaviours. Organizational culture also helps in determining how people respond to the different situations within the institution (Huber & Nagelkerk, 2005). Organizational culture is unusual for every organization and very challenging to change it. The performance of an employee is built on the pattern the excellent skills and the work environment they get from the culture of the organization. The structure of the organization was based upon the efficient institution of a culture that holds the learning environment great. The execution of the employees improves with the formation of a powerful culture in any organization (Awadh & Alyahya, 2013). Organizational commitment is just like the loyalty of employees in the organization, connected with the acceptance of the organizational vision, mission, and goals. Organizational commitment performs an important role in any organization as employees who are extremely pleased and committed spontaneously work efficiently in an organization and enhance the efficiency of the organization (Oshagbemi, 1997; Yousef, 2000). Committed employees in the organization

are essential for the innovation and performance of the organization. Being committed and job-satisfied leads to innovation in the organization. In the way of innovation, Innovative Work Behaviour (IWB) is a new concept. Innovative work behaviour is all about the workers' behaviours, converging on the generation, and usage of beliefs and practices, products, and processes (De Spiegelaere et al., 2014). IWB is not only a radical but also an incremental innovation in the organization. IWB is a unique form of innovation because it focuses innovation on all the forms in the workplace.

The relationship between Supportive culture and the employee innovative work behaviour of the employee is essential because organizational culture has an impact on the employees' work behaviour affected by the culture they are facing in the organization. When the employees have a better Supportive culture, it will affect their Work Behaviours which leads to Innovative Work behaviour. Innovative work behaviour comes from the employee's commitment directly. When an employee is fully committed to his job he will go further for the betterment of innovative behaviour. An employee who is not happy with the job is not committed to his job at all and will not go for any type of innovative behaviour.

1.1. Problem Statement:

Innovation comes from the Innovative Behaviour of employees. According to Getz and Robinson (2003) 80% of ideas of innovation come from the employees and 20% of innovation comes from planned innovative activities. Employees can be innovative and loyal to their job at the same time, moreover, the personal characteristics of employees and organizational characteristics are equally important for innovation (Miron et al., 2004). According to Parashakti et al. (2016) transformational leadership and organizational culture have a significant influence on the employee's innovative work behaviour. Many types of research have addressed the significance of organizational culture. In this study, we will investigate the Supportive Culture's impact on Innovative Work Behaviour through AC. Supervisory Support has a big impact on organizational activities we will study as the moderator for our research. This research seeks to outline a brief view of Innovative work behaviours and supervisory support. In this research, we proposed a model which incorporates the concept of Supervisory support as the moderator of the relationship between the three variables Supportive Culture, Affective Commitment, and Innovative Work Behaviours of employees in the Organizations.

1.2. Research questions:

1. What impact does Supportive Culture have on AC and Innovative Work behaviours?
2. How Supervisory support moderate the relationship between Affective commitment and Innovative Work Behaviours?

1.3. Research Objectives:

2. Examine the relationship between Supportive Culture and Affective commitment.
3. Determine the relationship between Affective Commitment and Innovative Work Behaviour.
4. Assessing the effect of Supportive Culture on Innovative Work Behaviour.
5. Examine the mediating effect of a Supportive Culture on Innovative Work Behaviour.
6. Analyze the moderating effect of Supervisory Support between Affective and Innovative Work Behaviour.

1.4. Significance:

This study is significant in many aspects. It would a valuable contribution to achieving Innovative work behaviours by studying supportive cultures and Affective commitment. The connection of employees from culture to commitment to innovation can impact huge on employee's performance (Li et al., 2019). When adding supervisory support as the moderator is a new element in the study. Supportive cultures can encourage the direct relationships between employees and the promote a welcoming workplace and employees who support each other (O'Reilly III et al., 1991). Supervisory support is one of the effective moderators when we discuss the employee's organizational AC towards the organization. This study gives a huge contribution to organizations that wants to lead innovative behaviours for their employees. According to Masterson et al. (2000) an employee of any organization is involved in a minimum of two social exchange relations in the organization, one with their direct

relationship with the supervisor and one with the organization. This study also gives a huge information that how a supportive culture is important for organizational benefits. This study can provide knowledge to the organizations like IT firms who are willing to get Innovative Work Behaviours of employees through highly committed employees. It will also help the organizations to understand the value of supervisory help for the betterment of organizations as well as the employees. This study will also be useful for academic purposes providing Specific Culture like Supportive Culture information as well as specific commitment-like AC information.

Chapter 02: Literature Review

2. Introduction:

This chapter discusses all the variables under study which include Supportive Culture, AC, Innovative Work Behaviour, and Supervisory Support and their relationships with each other. To develop a theoretical framework for this study, some definitions, different theories, and empirical research on each of the constructs are presented. It gives a brief description of variables that have been the focus of attention for researchers for many years including Innovative Work behaviours and Supervisory Support. It has been noticed that researchers are working rapidly in this area which has become more visible in peer-reviewed journals because it emphasized the need which focuses on different concepts, several observations, and the kind of response given by employees in an organization.

2.1. Organizational Culture:

Organizational culture is necessary for the organization for the success. Organizational culture has some rules just as symbols, values, principles, and language towards others. Organizational culture is the complete system that is created and developed by the organization itself (Emmanuel, 2017). Organizational culture could overcome all the mental and social challenges by working together and solving problems together.

Strong organizational Culture has an impact great on employee behaviour, it supports the high ethical standards of the organization and provides clear patterns of behaviours in the organization to accomplish the organizational objectives. The most important characteristic of the organizational culture is the performance that can easily adapt the changing environmental conditions, org culture is designed in such a manner that can easily determine the behaviours of the employees that lead them to performance outcomes. Organizational culture is considered strong because of the leader who runs the organization with the same organizational beliefs, norms, and values, and the same desire for achieving organizational goals (Saad & Abbas, 2018).

Organizational Culture Researchers and Scholars have developed different perspectives on Organizational Culture, researchers Focused on the academic audience's purpose and some focused on the practitioners. Different researchers with different concepts, assumptions, and

theories contradict different ages and different mindsets. To emphasize the concept of Organizational Culture different Qualitative and different Quantitative research were taken and the application of these concepts and used in practical life. Trice and Beyer 1993 in their book take the attention of the audiences through different case studies in their related fields of work, anthropology, sociology, communication, and many more views of Organizational Culture in alignment with the previous related theories and concepts of Organizational Culture.

2.2. Supportive Culture:

Supportive organizational culture is less acknowledged in the research. Supportive Culture is one of the most significant elements of Organizational Culture Supportive culture includes motivation, confidence, mutual trust, support, loyalty, people-oriented work culture, and loyalty in an organization. When the employees work in groups, and when they promote and believe in each other it's a supportive culture (Wallach, 1983). If an organization there is a supportive culture it acts as a stick for the employees and improvises them with their jobs and decision-making in the organization (Tambur & Vadi, 2012). Supportive culture can empower employees by providing them with m confidence in their and ability of decision-making. Supportive culture cooperation and coordination are the main elements to emphasize knowledge sharing between the participants of the organization (Tushar et al., 2018) (Tushar et al., 2018)indicated that the Supportive culture is perfect for the employees for decision-making, knowledge sharing, and ensuring the confident employees. (Saraf et al., 2022)

In this study, we will specifically study the Supportive Organizational Culture for AC. The more supportive the culture of the organization the more employees are dedicated to their work because they have boosted their confidence in the Supportive Organizational Culture.

2.3. Organizational Commitment:

Organizational Commitment theory indicates that when employees are dedicated and committed to their organization, they will work smarter, more effectively, and more efficiently which can increase their overall performance. Employees use organizational theory as psychology to boost their morale and loyalty for the sake of the company.

According to the Meyer&Allen 1991 “Organizational Commitment is a psychological state characterizes the employee’s relationship with the organization and implication for the decision to continue and discontinue membership in the Organization.”

The commitment of the employees toward the organization can enhance the organization's overall performance. (RIAZ, 2010). Organizational commitment is the manner through which an individual approves organizational values, norms, goals, and aligns their job responsibilities according to them. An employee is more dedicated and willing to work better for the organization and has a great trust in organizational values and goals, such employees have a strong motivation to work better for the organizational progress. Organizations have many parts like the strong confidence of an employee and the acceptance of the organizational goal’s values and beliefs and willingness and motivation to doing an effort for the organizational benefit.

In the psychological term, the relationship between boss and worker is conceptualized in the term of organizational commitment. When an employee has the desire to keep working with the organization in the long run. Employee ethics are also having a great impact on the relationships in the organizations with other workers and with the organization. This can be included in an organizational commitment like work idea support, job commitment, union commitment, and job contribution of the employee, all these things affect the employee’s job responsibilities. (Azeem, 2010). The employee must have a strong desire for organizational objectives, values, and readiness to do better for the organization, and a wish to continue as a long-term participant of the firm, which is the employee's capacity for examining the performance for adopting a different culture of an organization. (Stinglhamber et al., 2015)

In the concept of Organizational Commitment, there are different three types of Commitments that link to the employees directly and indirectly.

2.3.1. Affective commitment

The affected commitment was researched more than the other two forms of commitment. Agreeing to (Parvari et al., 2015) AC is described as “Emotional attachment to the organization”. The emotional phase of the attachment and involvement to the organization. Simply it’s a phase of an employee where he wants to remain with the organization. Long-term stay with the organization is because of the positive work experience of the employee

with the organization's norms and values. It's an example of how the work environment can make feel employee comfortable or uncomfortable with the organization. (Meyer et al., 1991)

Previous studies discovered that employees who have AC are expected to be innovative. AC is a path to increase learning, work engagement, and innovativeness of employees. All these studies assume that there is a positive indirect relationship between AC and the innovative work behaviour of

employees.

2.3.2. Normative Commitment:

Normative commitment is a type of responsibility of employees towards the organization. (Jeung, 2011). According to previous studies, Normative commitment has not based the age, pay, or position in the organization. normative commitment is the type of commitment an employee feels it's a state of mutual trust which is based on the responsibility to stay connected with the organization. the normative commitment has a co-relation with the different work behaviours like job performance, work attendance, and organizational citizenship behaviour. Simply, normative commitment is a symbol of mutual trust in the organization, it's a driver for organizational participation. (Malewicki, 2005) There are many studies on the individual behaviour of an employee, but there is a lack of studies to find out how much normative commitment is important for innovative work behaviour. So, we can assume that there is a positive indirect relationship link between AC and innovative work behaviour.

2.3.3. Continuance Commitment

According to (Meyer 1997) study indicates that employees stay with the organization because leaving the organization can lead to them a great loss. Employees with a strong continuance commitment do not want to promote to the organization, they usually stay with the organization because of their benefits, but continued employees are necessary for the organization. Continued employees are those who know that leaving the organization can into a high cost and can create career problems for them, so for avoiding all this fuss they prefer

to continue their job with the organization. (Meyer & Allen, 1997) indicate that there is a link between continuance commitment and workplace behaviour. So, in this case, we can say there is then a direct relationship between the continuance commitment and the employing innovative behaviour maybe be not positive.

After analyzing all the kinds of organizational commitment, we assume that Affective organizational commitment is necessary for an employee to be more committed to the organization. (Stinglhamber et al., 2015). So, in our study, we will study AC as the mediator.

2.4. Innovative work behaviours:

Innovative work behaviour was described by (De Jong & Den Hartog, 2007) According to them IWB is individual behaviour that leads to the intentional and initiation innovation of modern and versatile ideas, creations, practices, and techniques in an organization. It's a complicated work behaviour that includes generating, promoting, and application of new and innovative ideas that are intended for groups and organizations that effects the organizational overall performance (Janssen, 2005). There are three levels of innovative work behaviour that work in sequence in the competitive process and work in different stages, an individual can involve in one or more than one level at any time (BRUCE & SCOTT, 1994). When an individual comes up with an innovative thought, the support of the other member of the organization to apply these ideas at different levels in the work role, teams, or overall performance (Van der Vegt & Janssen, 2003) Usually, innovative work behaviour affects the procedure, process, ideas, implementation of working methods, and unfulfilled needs of the employees. Innovative work behaviour is different from creativity because creativity is only an idea to do differently, but IWB is a whole process of generating, promoting, and implementing that new idea. To promote innovative work behaviour in the organization different corporate organizations, create an atmosphere for the employees in which they can go easily towards innovative behaviour (Oldham and Cummings 1996) in the past year predict innovative work behaviour a dynamic capability for the organization that is supported by the organizational climate and perceived leadership.

Innovative work behaviour is also known as an important factor for competitive advantage and organizational sustainability. Apart from the research, innovative work behaviours are needed in the organization for sustainable innovation and competitive advantage. leaders in organizations are important mediators for innovative behaviours in the organizations. Leaders

can bring changes in the organizations and makes employees follow them for innovative behaviours in the organization. In organizations whose leaders are focused on innovation and gaining competitive advantage in the organization the employees of those firms automatically go for innovative behaviours. Innovative work behaviours of employees come when the whole firm has an innovation strategy in the organization, leaders are the main actors for these work behaviours of the individuals in the organization. Researchers find out that leadership and native work behaviours have a positive relationship (Li et al., 2019).

2.5. Supervisory Support:

Organizational theory indicates that supervisory support can transform employees' behaviour for the organization (Bakker et al., 2007) supervisory support is a way through which employees can know their worth through supervisors. (Bakker et al., 2008) employees take supervisor support as feedback through which they can take this feedback positively so that they can perform their duties more efficiently and effectively.

Every employee takes supervisor feedback as the path and the support for doing better in the organization, when the employees come to the supervisor for feedback, they become more confident and comfortable with the supervisor. (Britt, 2003) suggest in the book of personal psychology that "Supervisory support is a way to encourage the employees". Evaluation of the supervisors' shifts with execution and the strength of the employees increase and they can work more efficiently and effectively (Van den Broeck et al., 2008)

Support and empathy play a vital role in organizational employees. According to (Maslach et al., 2001) maintaining satisfaction and encouragement of employees by the supervisor is always the key element for the employees (May et al., 2004) assume that supervisor support is necessary for the mental care of the employees, the absence of supervisor support can create a burnout situation for the employees. Employee engagement and disengagement are linked with supervisor support (Bates, 2004) The consideration and support of the supervisor are also important for teamwork in the organization. because a supervisor gives confidence to the employees on the individual level so that they can work more effectively and efficiently as a whole in teamwork. When individuals work as a team in the organization, and they have the full support of a supervisor they can be more responsible and dedicated to their jobs. An organization without the support of a supervisor in the organization can't give an environment in which employees can work freely (Baqir et al., 2020). Organizations can take

care of the employees with the help of consideration and support of supervisors. Almost every employee wants to care, support, consideration, and motivation from their supervisors. Supervisors' supports have different styles like care, empathy, feedback, and guidance, supervisors use different styles of support for different employees because different people have different support needs. Supervisors can engage and disengage employees with their support.

2.6. Supporting Theory:

According to the Affective Event Theory (AET), the way employees perform in the workplace, the way they are committed and to what extent they are satisfied with their jobs is based on the internal event happening inside the organization. AET theory states that an employee's attitude and behaviour is creating on social context and their interactions while other employees. AFT Theory proposed that different types of events can have positive and negative impacts on the employees. These events must be internal not external (Ahmad et al., 2020).

AFT theory works as an overarching framework work for our research model. AFT theory supports the fact that every or each employee react on the workplace according to the events inside the organization, so this will support that Supportive Culture is the main element for the AC. In the end, according to the AFT theory work attitude is exhibited, which in our research model is Innovative Work Behaviour.

2.7. Supportive Culture and Affective Commitment:

Supportive Culture shows teamwork, encouraging, friendly and trusting environment ,which can create the probability in employees can feel comfortable using friendly benefits like flextime (Wallach, 1983). Supportive cultures have encouraging impacts on organizational commitment while bureaucratic culture in the organization negative affects the organizational commitment (Lok & Crawford, 1999) . A Supportive Culture shows a new significant degree of influence on job performance and other Cultures (Chiu, 2010) According to Odom 1990 indicate that supportive culture can support the improvement of job fulfillment. Wen and Chiou (2009) indicate that cognitive and cognitive commitment is positively affected by job satisfaction. A supportive culture represents an additional meaningful degree of effect on organizational performance as compare to the other forms of cultures (Chiu, 2010)

The research in Turkey found that there is a positive relationship between the organizational culture and the organizational commitment. (Alamur, 2005) According to (Tiryaki, 2005) observed that there is a significant correlation between the organizational culture and organizational commitment perceived by the employees of municipalities in Turkey. To investigate the relationship between the Organizational Culture and Organizational Commitment studies found in turkey. (Papaioannou, 2021) studies also show that there are positive relationships between the Organizational Culture and Organizational commitment. Organizational Culture is the tool (Messner, 2013) for the employees' longevity in the organization (Desselle et al., 2018).

Some recent studies from Turkey emphasize the relationship between these two. (De Spiegelaere et al., 2014) indicate that employees that are more committed towards their organizational culture are more committed towards their organization, study utilized to Korean executives recommend (Messner, 2013) the design of the corporate culture transformation of the strategy for promote the organizational commitment in the organization (Aranki et al., 2019) .

With the support of these earlier studies, we hope to investigate the examine the Supportive culture and AC besides their general concepts. We aim to study the Supportive Culture and its effect on Affective Commitment.

Hypothesis 1: Supportive Culture has positive effects on Affective Commitment.

2.8. Affective Commitment and Innovative Work Behaviours:

Commitment is an employee attitude of employee that tells how much an individual employee knows the organization and its objectives. Committed employees know the organization well and its goals and try to achieve the organization's goals. (Jeung, 2011) A highly committed employee is considered the true and loyal employee of the organization. employees who stay in the organization for the long run are more committed to the Organization (Hakimian, 2016). A study was directed in Malaysia about the organizational commitment to the innovative organizational behaviour of SME enterprises with 219 respondents. The affective and commitment effects positively on the innovative work behaviour. While continuous commitment does not affect innovative work behaviour positively. Commitment increases the innovative work behaviour of employees (Reiter-

Palmon et al., 2012; Siregar et al., 2019; Xerri & Brunetto, 2013) .Affective Commitment is direct relation with the Innovation. The more the employees are committed the more they are innovative and creative. Affective commitment can enhance the loyalty with the organization.

Hypothesis 2: Affective Commitment mediates the relationship between Supportive Culture and Innovative Work Behaviours.

2.9. Supportive Culture and Innovative Work Behaviour:

Innovative and Supportive Culture have strong influence on employee's commitment (Kratrina, 1990; Brewer, 1993; Brewer, 1994; Wallach, 1983). if the organization have innovation oriented supported culture the employees automatically influence towards the Innovative behaviours. The Innovative and the supportive cultures have significant impacts on the organizational commitment. When the organizational culture is supportive, employees become innovation oriented that will gives the long-term profit for the organization. The more the culture of organization is supportive the more they are Innovative Work Behaviour, Supportive culture is the best way to work in the teams and to avoid the conflicts. Supportive Culture is one of those cultures that are equally important for not only individual growth but also the overall organizational growth in terms of creativity and innovation. Firm culture is for the social purpose, motivation and actions reflects on the employee's behaviour (Stephan, 2010)

Hypothesis 3: Supportive Culture positively effect on the Innovative Work Behaviour.

2.10. Mediation Role of Affective Commitment:

Affective Commitment is the mediator between organizational support and willingness for change (Aritisita and Arum). For the effectiveness, organizations must improve their relations with the employees. The AC can make the employees long term connected with the organizations. Affective Commitment is defined as the employee's identification, emotional attachment and involvement with their organization. AC is necessary for accepting, adopting, and reacting to the organizational change. That change can be in terms of innovation and creativity. Employees who have strong commitment with the organization can create the environment that is in favor employees and coworkers. Employees with strong AC have more positive view about the organizational events as compare to those who have less commitment

towards their organization (Meyer, 1997) when employees have a great organizational support, they are more concerned about the organizational innovation.

Hypothesis 4: Affective Commitment mediates the relationship between Supportive Culture and Innovative Work Behaviour.

2.11. Moderating Role of Supervisory Support

Relationship between the supervisor and subordinates is named as the “Supervisory Support” in this relationship the supervisor's support is the key driver for the career development of their subordinates. Such type of career help can inspire, retain, and develop workers' skills and with their knowledge. (Sattavorn, 2018) Through supervisory support managers can observe employees' performance and manage them according to the organizational culture that is needed in the organization through supervisory support. The supervisor in the organization supports the employee according to their organizational culture if the organizational culture is innovative the supervisor led the employees to be innovative if the organizational culture is supportive the supervisor supports the employees. Supervisors contribute to the employees' careers as well as the organizational cultures, the supervisor's effect on the employee's implementation, and indirect effect on the organizational culture. If the employees receive positive support from their supervisors, they show positive behaviour towards the organization. The employees with full supervisor support are the more job satisfied and committed to their organization. the more employees are satisfied the more they are committed to the organization. Supervisory support is the driver for the employees for more committed. According to (Kanchanapa & Karnsomdee, 2019) people's behaviours magnified by their environment and their interaction with the people. The spirit and motivation that the supervisor gives to the employee's outputs in the shape of loyal and dedication towards the organization. Organizational commitment lies in the environment that employees face in their work life, if they are affected positively, they are committed to their org if they are not satisfied then employee turnover in the organization become increases. Supervisory support increases affective and Normative commitment, the supervisor can make employee stay in the organization for the long run, and longevity means they are connected and committed fully to the organization. Supervisors effects on AC through mutually involve with the organization, when employees are fully involved and depend on the organization, they become more committed to the organization. (Odai et al., 2021) .Supervisor Support inspires employees to become more innovative and facilitates the employees with the proper

resources and information for implementing those innovative ideas. Supervisor provides the environment to the employees where they enable innovative actions as well as the earning environment and motivate if that innovative idea becomes fail through accepting risk, trying new things, and increasing diversity of work among the employees. When the employees are too comfortable with the supervisor's support, they become committed the more committed they are the more innovative their ideas are. Commitment and innovative work behaviour share a bond with the supervisor's support. An individual becomes more helped to accept innovative ideas when Supervisor supports them fully (Hülshager et al., 2009). Supervisor support for supporting the idea of innovation and trading with failures in the situations makes easy fit or the employees, that things encouraged employees to practice more innovative ideas without the fear of failure. Supervisory support makes employees more committed when they are committed, they are innovative because the absence of supervisor makes employees more worried about the fear of failure. The more employees are committed to their organization the more they promote and implement innovative work behaviour. (Azeem, 2010)

Hypothesis 5: Supervisory Support moderates the relationship between Affective commitment and Innovative Work Behaviours (IWB).

2.12. Hypothesis:

1. Supportive Culture has positive effect on the Affective Commitment.
2. Affective Commitment positively affects the Innovative Work Behaviour.
3. Affective commitment has a positive relation with Innovative Work Behaviour.
4. Affective Commitment mediates the relationship between Supportive Culture and Innovative Work Behaviour.
5. Supervisory Support moderates the relationship between Affective Commitment and Innovative work behaviours.

2.13. Conceptual Framework:

The primary objective of this study is to explore the interrelated relationship between the Supportive culture and Innovative Work behaviours and to determine the mediating role between them and to identify the moderating role of Supervisory Support. The previous studies shows the positive relationship between the Organizational Culture and Organizational Climate (Collins-Camargo & Royse, 2010). This research also support the earlier studies that Organizational Commitment facilitates the relationship amongst Organizational Culture and innovative work behaviours. (Odai et al., 2021). This research adds valuable literature by adding the Supervisory Support works as the moderator. Organizational Culture and Organizational Commitment are interlinked with each other. (Glazer et al., 2004). When the employees in an organization are more intended to go for organizational culture, they automatically go for the Organizational commitment, the more organization is committed the more employees are behave innovative on the Workplace.

On the basics of previous research, we would be able to draw a conceptual framework:

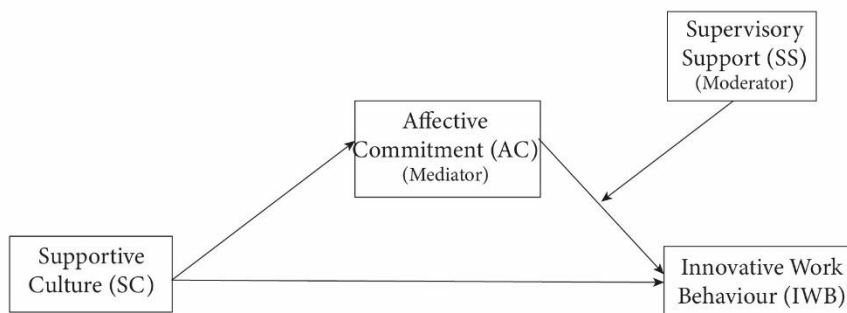


Figure 1.1. Research Model:

Chapter 03: Research Methodology

3. Introduction:

This chapter will highlight the methodology that will answer our research questions of this study that is mentioned in Chapter 1. The research method is a method of the y through which the study is completed by collecting data, statistical methods, and evaluation of accuracy (Gupta & Gupta, 2022). The methods, procedures and strategies used by a researcher during research study is known as research methods. The research methodology contains of two types of approaches i.e., Quantitative approach and Qualitative approach. To examine the hypothesis which we have discussed in Chapter 2 and the proposed the model for examine the hypothesis and questionnaire self-administrative and quantitative approach is used. The approach of this study is deductive approach that can be used usually when the nature of study is explanatory, and the theory is already established. (Hall, Savas-Hall, & Shaw, 2022). The quantitative method is usually used with a deductive approach when the hypothesis is developed based on the previously explained theories. Since our study uses pre-established constructs, whose relationships are deduced from the theory, thus the current research is the deductive approach, and a questionnaire has been adopted to collect the data from the employees working in companies. The current study research design is therefore based on the deductive approach beside Questionnaire survey to collect the responses of employees working in the IT firms of Lahore.

3.1. Research Design

The research design used in this study is cross-sectional and sample will be drawn from the Information Technology (IT) firms of Lahore. This research is conducted in the IT sector of Lahore, Pakistan because we have a complex structure of IT companies in Pakistan .According to the Securities and Exchange Commission of Pakistan (SECP) Lahore is a second largest city in Pakistan while having 3567 IT companies and 5270 in Punjab, Pakistan (PSEB, 2020).Innovation is main element in the It firms for the development , our study is mainly concerned about the innovative work Behaviours of the employees, and the culture through an organization can achieve the Innovative Work Behaviours of employees, so IT firms are the most relatable firms for our study. Those It firms will be approached who would permit to collect data. The sampling method of this study is convenience sampling as the sampling frame is not available. Data will be collected from the city of Lahore. Data will be collected through structured questionnaire that use widely tested and validated scales. There is total of four variables included in the sof twenty items, by applying ten times rules. The unit of Analysis is “Individuals” that are employees from the IT

industry of Lahore, Pakistan. Since a complete list of employees (i.e., sampling frame) working the IT companies is not available, the study uses convenience sampling. Google Forms would be used to collect the data by using the means of digital channels using the Likert Scale. The targeted audience is the 300 employees which can be any IT company in Lahore.

3.2. Population:

Data is collected from the employees of IT companies in Lahore Pakistan to all the employees who are directly and indirectly engaged with the innovation of the firm. Lahore is the largest hub of Software/IT companies in Pakistan. The job post of employees includes Developers, User Experience (UX) and User Interface (UI) designers, Technical Officers (TO), Digital Media Team (DMT), Application Analyst (AA), Data Analyst (DA), IT Coordinator, Computer Programmer (CP) and whoever have a direct link with innovative behaviours of the employees in the organization. To analyze the relationship between Supportive Culture with Innovative Work Behaviours of employees with the mediating effect of AC as well as moderating effect of Supervisory support.

3.3. Sample Design:

The sample is the representation of the study, and it is extremely important to produce a reliable, accurate, and credible sample. Convenience Sampling has been used as this is the most accessible and simple technique. So, the non-probability sampling technique and convenience sampling have been used.

Convenience sampling is used for not only quantitative but also qualitative studies but is most commonly used in quantitative research. Convenience sampling is one of the most common types of non-probability sampling and it he non-problematic sampling. Convenience sampling is a sampling method of collecting samples that are conveniently located around a location. In conveniences nonrandom sampling where large number of populations selected to reach on certain criteria, like accessibility, availability or the willingness for the purpose of study.

Convenience sampling affordable, easy to use. The main objective of connivence sampling is to collect the data from those respondents who are easily available and accessible.

3.4. Data Collection:

In this study the deductive approach has been used. The Purpose of this study is explanatory so that the study is design to test the hypothesis this study is designed to test the hypothesis to describe the suggested relationship between variables through using quantitative approach. The

questionnaire has been designed on Google Forms as it is the most convenient and easy way to collect data and respondents feel easy to solve it online, because the software houses are the more accessible to collect the data. 5-point Likert scale is developed to test each hypothesis.

3.5. Measurement Scale:

Most of the researchers explained that the previously developed questionnaires are already tested and saved time and extra effort. But the previously designed scale must be validated and relevant to the study. (Saunders et al., 2003) The previously designed scale has been used which is valid and sounds empirically perfect. A 5-point Likert scale has been used. It assists in magnitude and intensity that it delivers ease in understanding. The respondents of this questionnaire will be coded and can be analyzed for further analysis purposes. The questionnaire will be consisting of two basic parts that will be demographics and variables relation.

3.6. Context of the Organization:

IT Companies are full involved in the innovation because It companies use technology which is supported by the innovation. Innovation is the key element in all the It firms. So, the companies consist of diverse natures of work which also includes freelancing works and working from home as well so the communication and use of technology is relatively high in IT companies. IT companies consist of different departments including Coding of different languages, UI/UX designers, content writers, software testers, sales and marketing departments, and software deployment teams. And all these departments need to work in a loop to share ideas and innovation must be high to grab the market. The organizations work in a hierarchy from the CEO, and CFO to the technical team and non-technical team members. Previously the nature of software businesses was not in the structure form and the complexity of technology was not very high because companies used to work on Excel and software were desktop based once the software was developed and sale began in the market then it was nearly impossible to upgrade any feature but now the software is mostly cloud-based. Cloud-based systems are easy to upgrade from anywhere in the world and one updating will be accessible to all. So, to compete with this complexity and the latest versions communication between employees is extremely important to exchange ideas.

3.7. Ethical Consideration:

All the ethical protocols will be followed while collecting data. Employees are not liable to share any type of personal or sensitive information which is confidential and can break their company rules and policies. Respondents are fully volunteers and can withdraw the questionnaire if they want at any point. Data is fully password protected and systems are highly protected, and the privacy of participants is considered. The full consent of high authorities was considered before distributing the questionnaire. The results will be shared with the respondents if they asked for them.

3.8. Measuring Instruments

The collection of data will include a demographic data sheet and four scales. Demographic data will be comprised of participant age, marital status, qualification and overall work experience and working years in the organization.

3.8.1. Supportive Culture

The supportive culture was measured using an 8-item scale by (Saraf et al., 2022). The Cronbach for this scale is 0.82.

The vision of stakeholders towards the use of technology by the firm consists of employees' assessment of the technology (Fleming & Artis, 2010). Affinity to technology is closely related to the need for cognition and these two must be studied in close relation (Heilala et al., 2022).

3.8.2. Affective Commitment

The affective commitment was measured by using a 6-item scale by (Kim, 2014). The Cronbach for this scale is 0.85.

3.8.3. Innovative Work Behaviours

Innovative work behaviours were measured by using an 11-item scale (Ramamoorthy et al., 2005). The Cronbach for this scale is 0.94.

3.8.4. Supervisory Support

Supervisory Support was measured by using 6 item scale of (Karatepe & Kilic, 2007) .The Cronbach for this scale is 0.89.

3.9. Data Analysis Techniques:

Several data analysis techniques will be used in link with the research aim. To define the data and variables, descriptive statistics would be used which include medians, means, standard deviation, skewness, and kurtosis. Confirmatory factor analysis (Johnston, 2014) will be used to scrutinize the factor structure of all four scales that are SC, AC, IWB and SS. To verify the intensity and control of the relation between the variables, Pearson product-moment correlation coefficients will be used (Puth et al., 2014). Structured equation modeling will be used to examine the assumptions including intervention and moderation hypotheses. The research software conducted for this study would be IBM SPSS (Charry et al., 2016) and AMOS.

Chapter 04: Empirical Analysis and Discussion:

4. Introduction:

In the previous chapters there is a discussion about the previous research and theoretical discussion of the respected variables and their relation relations. In this chapter, the data will be interpretation and analysis of result.

For the analysis of the data SPSS 20 and MS Excel has been used. There are many different methods to analyses the quantitative data, but all the instruments are adopted from the previous research. For the confirmation about the consistency of the data reliability analysis has been established.

For the identification of the data, all items have unique codes. Supportive Culture (SC) have 8 items that are mentioned as SC1, SC2, SC3, SC4, SC5, SC6, SC7 and SC8. The Affective Commitment (AC) have 6 items refer as AC1, AC2, AC3, AC4, AC5 and AC6. The Supervisory Support(SS) contains 6 items and consulted as SS1, SS2, SS3, SS4, SS5, SS6. The Innovative Work Behaviour (IWB) scale is adopted with 9 items mentioned as IWB1, IWB2, IWB3, IWB4, IWB5, IWB6, IWB7, IWB8 and IWB9.

4.1. Demographic Characteristic:

The table is showing the demographic 21.7% are female and 78.2% are male respondents participated in the research. There are 38.7% who are 25-30 age group, 45.7% are from the age range 31-40, 14.8% are from 41-50, and 0.9% are above 50 age group. The years of experience in IT were divided into four durations i.e., 0-5, 6-10, 11-15 and 15+ and the results depicted that percentage of all groups are 48.7%, 35.9%, 13.9% and 1.7% respectively.

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	180	78.3	78.3	78.3
	Female	50	21.7	21.7	100.0
	Total	230	100.0	100.0	

Table 4.1 Demographic (Gender)

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-30	89	38.7	38.7	38.7
	31-40	105	45.7	45.7	84.3
	41-50	34	14.8	14.8	99.1
	50+	2	0.9	0.9	100.0
	Total	230	100.0	100.0	

Table 4.2 Demographic (Age)

Years of Experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-5	112	48.7	48.7	48.7
	6-10	82	35.7	35.7	84.3
	11-15	32	13.9	13.9	98.3
	15+	4	1.7	1.7	100.0
	Total	230	100.0	100.0	

Table 4.3 Demographic (Years of Experience)

4.2. Results and Model Validation through PLS-SEM Approach

4.2.1. Structural Equation Modeling

Structural Equation Model (SEM) used to test the model and hypothesis of Research (Hride et al., 2022) SEM can assess the effects of variables if the model fits in the entire model. (Chenavaz & Jasimuddin, 2017) SEM is the commonly use to analyze the different variables and to test theories. SEM can be used to test the hypothesis for the proposed theoretical data that whether they supported to the studied variables or not (MacCallum & Austin, 2000). In this research variables and their relationships are tested with the SEM method to analyze the relationship of direct variable and indirect variable., mediating variable and moderating variable considering the evaluation of Hypothesis.

4.2.3. Partial Least Squared:

Partial Least Squared (PLS) is mostly used in management, marketing, information systems, accounting, sciences, and other fields. PLS is commonly used such as SEM in their respective fields. PLS is a method to measure the model and path the analysis. PLS analyses the theoretical representation of the model and represent the SEM (Willaby 2015). PLS is usually divided into two parts evaluate the observed and latent variables, first one is to measure the relationship of observed and latent dimensions and secondly to identify to structural representation of relationship of the latent variables.

This study is evaluated through the WRAP- PLS is to identify the relationships of different variables.

4.3. Model Validation:

- Step 1: Assessment of Measurement Model
- Step 2: Assessment of Structural Model

4.3.1. Assessment of Measurement Model

An SEM model is the model that can specify the indicators for each construct and helps in the assessment of a construct validity (Masterson et al., 2000). The measurement model describes and identify the items that are linked with the latent variables. Every latent variable reliability is measured by using factor loading process. In Reliability there is a discussion about the

quality of the instrument which is using for the measurement of variables. Measurement of latent variables measured with multiple item scale shows the accurate score of laten variable. Validity is also important as the reliability is significant. Validity can state to quality of instrument that shows that we are measuring the right thing, and what to find out.

In the assessment of validity, there are two subtypes of validity that is important. First one is convergent validity and second is discriminant validity, both validity and individual reliability analysis is used to measure the model.

4.3.2. Individual Item Reliability:

A combined loading and cross loading are the method that generally used for checking the discrimination validity of the instrument and convergent validity of the construct that has been used. The value loading should be greater than 0.5 for the better results and validate the items. (Hride et al., 2022)If the construct value is less than 0.5 then item will be removed from the data analysis. All the items in the table 4.6 is greater than 0.5, that indicates that all the items are linked to the theory.

	SC	AC	SS	IWB
SS1	0.789			
SC2	0.871			
SC3	0.852			
SC4	0.870			
SC5	0.881			
SC6	0.868			
SC7	0.876			
SC8	0.872			
AC1		0.820		
AC2		0.901		
AC3		0.908		
AC4		0.898		
AC5		0.918		
AC6		0.907		
SS1			0.823	
SS2			0.885	
SS3			0.893	
SS4			0.906	
SS5			0.855	
SS6			0.873	

IWB1				0.821
IWB2				0.833
IWB3				0.862
IWB4				0.826
IWB5				0.896
IWB6				0.916
IWB7				0.883
IWB8				0.899

Table 4.6 Loading and cross loading (Individual item reliability)

All these item values are more than 0.5, these are valid reliability construct, and all the items are highly acceptable. For the confirmation the reliability of loading and cross loading, the loading with their respective construct must be or exceed value than is 0.5. The table 4.6 indicate that this criterion is met in their respective constructs and no item is showing lower score which also signifies than items are theorized with their relevant variables.

4.3.3. Validity assessment (Convergent Validity)

Convergent validity is the measurement of internal consistency because this can confirm that all measurement items are measuring the relevant latent variables which is used in the research. Convergent validity measures the degree of similar extend between constructs. (Zelazo & Carlson, 2012) Convergent validity refers to pint in which individual items reflects a construct, converge when it is linked with that items that can measure different construct (Urbach & Ahlemann, 2010)

In PLS-SEM model, the construct validity is measured by three things:

1. Factor Loading
2. Composite Reliability (CR)
3. Average Variance Extract (AVE)

Many research states that al the loading items should not be less than 0.5. It should be 0.5 or more than 0.5. Composite Reliability (CR) measures the internal consistency and recommended value for CR is 0.7(Hride et al., 2022). Cronbach alpha is also used to test the reliability. It proceeds the value ranging from 0 to 1. Many researchers proposed that Cronbach's alpha value should be greater than 0.7 for the reliability that is acceptable, 0.8 is

sufficient and 0.9 considered as excellent. Also, some researchers stated that 0.6 is also acceptable.(Ziolkowski et al., 2010). In this research Cronbach Alpha's is tested to measure the "internal consistency". In this research Cronbach Alpha Value is 0.950 for Supportive Culture, for Affective Commitment is 0.949, 0.937 for Supervisory Support and 0.956 is for Innovative Work Behaviour. It shows that these variables items are highly relevant to the variables mentioned in this literature.

Cronbach Alpha is the best method to measure composite reliability but some researchers are in the favor the composite reliability an considered it much reliable as compared to Cronbach alpha's value because Composite reliability count further than the factor loading that can be attained from the theoretical model. (Fornell & Larcker, 1981).Composite Reliability in this study shows 0.958 for supportive Culture, 0.959 for Affective Commitment, 0.950 for Supervisory Support and for Innovative Work Behaviour is 0.962. Researchers considered both are necessary for the comparison.

Sr. No.	Variables	Composite reliability coefficients	Cronbach's alpha coefficients
1	SC	0.958	0.950
2	AC	0.959	0.949
3	SS	0.950	0.937
4	IWB	0.962	0.956

Table 4.5. Reliability Analysis (CR & Cronbach's Alpha)

Average Variance Extracted (AVE) indicate that the amount of the variance that latent variables can detentions from the measurement items are relative to the amount of variance because of measurement errors. AVE also must be greater than 0.50 (urbach 2010). AVE is used to analyze the variance distributed between construct and measured item.Full Collinearity VIF can define the relationship between respondent and variables and its statistical representation and extracted from PLS-SEM algorithms (Doremann 2013).

Sr. No.	Variables	AVE	Full Collinearity VIF
1	SC	0.740	3.604
2	AC	0.797	5.415
3	SS	0.762	4.431
4	IWB	0.740	3.578

Table 4.6. Average Variance Extracted

4.3.4. Validity Assessment – Discriminant Validity:

Discriminant validity is used to identify if the measurement items which are accountable for its respective latent variables are confused with former latent variables or not. Discriminant Validity is measured by comparing correlations of latent variables and the square root of average variance (AVE) extracted values from latent variables, by using PLS-SEM. There are some specific criteria for discriminant validity which is the diagonal of matrix that comprises values of square root of AVE should be greater than the rest of values given in the corresponding columns and rows (J. F Hair 2010). The table 4.9 shows that respondents understand the questions and the results. The SC has a 0.860 value for the AC 0.893 value, 0.873 is the value of SS and the IWB has a 0.860 value.

All the constructs are not intermixed and shows the discriminant validity. As the Fornier Larcker Criterion is that diagonal values must be greater than all other values of the table and the data is fulfilling these criteria, which means validity is fulfilled.

Variables	SC	AC	SS	IWB
SC	(0.860)			
AC	0.831	(0.893)		
SS	0.743	0.843	(0.873)	
IWB	0.737	0.790	0.818	(0.860)

Table 4.7. Discriminant validity (Correlational Table)

4.3.5. Correlation of Variables:

Correlation can describe the impact of one variable on another variable. Correlation considered to be dynamic correspondence (Cohen 2001). Pearson correlation often shows the correlation effect among different variables that can be positive or negative. In social sciences studies the positive correlation shows the positive relation between variables and negative correlation indicates the zero relation between the variables (Taylor 1990). The significant correlation is 0.01 value of the relation. The SC and AC showed the value $r=0.828$, SC and SS value is $r=0.738$ and SC to IWB value is $r=0.736$. In AC for SC $r=0.828$ and for SS $r=0.844$ and for IWB $r=0.790$. In SS for SC, AC, IWB is $r=0.738, 0.844, 0.816$. In IWB values are $r=0.736, 0.790, 0.816$ for SC, AC and SS respectively.

Correlations					
Variables		SC	AC	SS	IWB
SC	Pearson Correlation	1	.828**	.738**	.736**
	Sig. (2-tailed)		.000	.000	.000
	N	230	230	230	230
AC	Pearson Correlation	.828**	1	.844**	.790**
	Sig. (2-tailed)	.000		.000	.000
	N	230	230	230	230
SS	Pearson Correlation	.738**	.844**	1	.816**
	Sig. (2-tailed)	.000	.000		.000
	N	230	230	230	230
IWB	Pearson Correlation	.736**	.790**	.816**	1
	Sig. (2-tailed)	.000	.000	.000	

	N	230	230	230	230
**. Correlation is significant at the 0.01 level (2-tailed).					

Table 4.8. Correlation of Variables

4.4. Assessment of Structural Model:

Structural model has been measured by keeping in view the hypothesis. The aim of structural model is to validate and test the proposed hypothesis with the help of theoretical model. Analysis has been performed by using the PLS-SEM approach, path estimated and the significance of the proposed model. Structural model can be defined as “A set of one or more than one dependence relationships that linked all the variables of hypothesized model and represents the interrelationships of variables between constructs” (j.f Hair 2010). The structural model describes the effect of one variable on another variable as suggested in this research. The path coefficients and explanatory are assessed through the analysis in this model.

4.4.1. Coefficient of Determination, R²

Coefficient of determination processes the overall change that is caused by the latent variables in dependent variable (Breiman & Friedman 1985). The coefficient of determinants is used to analyze the regression model. The coefficient is also called “Goodness to Fit” and “Usefulness” t also identifies the useful index in the regression model. (Barett 1974). The values nearby 0.670 are good, values nearby 0.333 are acceptable and the values 0.190 are less than are measured weak (Chin 1998). Coefficient of extermination is used to analyses the regression model.

The figure 02 shows that affective Commitment R² is 0.70 and Innovative Work Behaviour value is 0.75. The coefficient of both AC and IWB is are moderate and highly acceptable. The moderate value of both variables indicate that Affective Commitment has a positive effect on the Innovative Work Behaviour in this study.

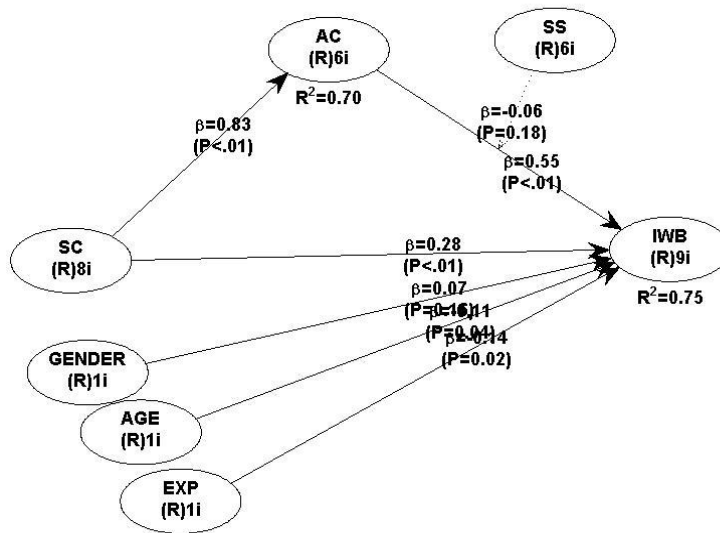


Figure 1.2 : Research Model

The Model fit index Table 4.4. The Average Path Coefficient (APC) value is 0.291 which is acceptable, and significance is <0.001 , The Average R Square (ARS) is 0.724 and $p<0.001$. The Average Adjusted R-Square R^2 (AARS) is 0.593 and $p<0.001$.

The value of Average Block VIF (AVIF) value is 2.177 and for Average Full Collinearity (AFVIF) is 2.832 and significance is <-5 , ideally, <-3.3 which is acceptable. Statistical Suppression Ratio (SSR) and Non-Linear Causality Direction Ratio (NLCDR) is acceptable if the significance is >-0.7 and values 1.000 and 0.857 respectively and considered acceptable.

Sr. No.	Model Fit	Values	Significance	Outcome
1	Average Path Coefficient (APC)	0.291	p < 0.001	Accepted
2	Average R Square R ² (ARS)	0.724	p < 0.001	Accepted
3	Average Adjusted R-Square R ² (AARS)	0.720	p < 0.001	Accepted
4	Average Block VIF (AVIF)	2.177	If <- 5, ideally, <- 3.3	Accepted
5	Average Full Collinearity VIF (AFVIF)	2.832	If <- 5, ideally, <- 3.3	Accepted
6	Statistical Suppression Ratio (SSR)	1.000	Acceptable >- 0.7	Accepted
7	Non-Linear Causality Direction Ratio (NLCDR)	0.857	Acceptable >- 0.7	Accepted

Table 4.9 Model Fit/Indices

4.4.2. Hypothesis:

Validity of the Hypothesis represent through the Path Coefficients that if the results are according to the hypothesis or not. Path Coefficient represents the significance of the relationship between variables. The magnitude of path coefficient describes the strength and direction of the relationship and significance is determined by P value.

Hypothesis 1 was that SC have positive impact on AC the value shows that this is the acceptable because $\beta = 0.756$ and $p < 0.001$. Which means that both have positive and direct relation that Supportive Culture in organizations have positive effect on the employee's commitment in the organization. **Hypothesis 2** is that the AC have direct link with IWB that if the employees have Affective Commitment with the organization there will be Innovative Behaviour of Employees which shows the $\beta = 0.360$, $p < 0.001$ so the hypothesis is acceptable. **Hypothesis 3** was about the SC effects on IWB which is proved with $\beta = 0.443$ and $p < 0.001$ which shows that Supportive Culture can improve the behaviour of employees that resulted in the Innovative Behaviour of employees in Organization.

Table 4.5 shows that mediation of this model is also accepted as the $\beta = 0.274$ and $p < 0.001$. The moderator of the model is not accepted because the value is less than the significance value which means that Supervisory Support of the organization will not enhance the relation of Affective Commitment and Innovative Work Behaviour as the $\beta = -0.095$ and $p = 0.111$.

Sr. No.	Hypothesis	Beta Value	Significance	Outcome
1	H1: Supportive Culture to Affective Commitment	$\beta = 0.834$	$p < 0.001$	Hypothesis Accepted
2	H2: Affective Commitment to Innovative Work behaviour	$\beta = 0.554$	$p < 0.001$	Hypothesis Accepted
3	H3: Supportive Culture to Innovative Work Behaviour	$\beta = 0.275$	$p < 0.001$	Hypothesis Accepted
4	H4; Supportive Culture to Innovative Work Behaviour. (Mediation)	$\beta = 0.462$	$p < 0.001$	Hypothesis Accepted
5	H5: Supervisory Support effect the relationship between Affective Commitment and Innovative Work Behaviour. (Moderator)	$\beta = -0.060$	$P = 0.177$	Hypothesis not Accepted

Table 4.10: Beta and Significance of Hypothesis

Chapter 05: Conclusion

5. Introduction:

This study is designed to determine the influence Supportive Culture on Innovative work Behaviour. In the previous chapter we discussed about the research model of the study. All the hypotheses were explained in detail. In this chapter we will elaborate the future direction of this study on the basic of data analytics. In this chapter future direction and the limitation of this research will discuss. In the previous chapters we explained the variables Supportive Culture, Affective Commitment, Innovative Work Behaviour and the Supervisory Support as SS, AC, IWB and SS and their relationship between each other. The data for our research is collected from the Information Technology Firms (IT Firms) in Lahore, Pakistan. We approached employees through the questionnaire forms (Google forms) and ensure that all the data is collect with the consent of the respondents. All the employees include Developers, User Experience (UX) and User Interface (UI) designers, Technical Officers (TO), Digital Media Team (DMT), Application Analyst (AA), Data Analyst (DA), IT Coordinator, Computer Programmer (CP) are targeted.

5.1. Discussion:

This research is all about the Innovative Work behaviour of employees and which type of culture is essential for the Innovation in the organization. 80% ideas of innovation come from the employees and 20% innovation come from the planned innovative activities. (Miron et al., 2004). This research can examine that how the cultures and commitment of employees can help in the Innovative Behaviours. According to (Parashakti et al., 2016) Organizational culture have significant influence on the employee innovative work behaviour. Innovation in some industries is much more as compare to other industries. According to (PSEB) in recent years, Pakistan IT industry has experienced a steady growth. Innovation by employees is one of the best ways to affect the performance of the project in positive or negative way. The customer wants innovative and versatile product that need effective Innovative Work Behaviour. This research also explains that how the commitment can affect as the mediator in the way from Supportive Culture to Innovative work behaviour. Affective Commitment is the most used type for the innovation. Affective Commitment and the attachment of employees in organization can lead employees to observe and analysis of work-related issues, that makes them realize to need of new ways for solving issues and create more Innovative work Behaviour. (Angumm Tiur ida Sinaga).

The Supervisory Support always increase Innovative Behaviour of employees (Chen 2015). But in this research, we analyzed that there is a no positive effect of Supervisory Support on the Affective Commitment.

This research also reveals that Affective Commitment has a positive and direct impact on the Innovative Work Behaviour. Affective Commitment as the mediator and has a sustainable effect on the Supportive Culture and the Innovative Work Behaviour, that point out that affective commitment can enhance the Innovation in the organization.

5.2. Theoretical Contribution:

This study indicates that there is a positive effect of Supportive culture on Affective Commitment and Innovative Work Behaviour. Affective Event Theory (AET) is developed by the M. Weiss and Russell Corpanzano explain that connection between emotions and feelings in workplace, employees are affected emotionally by event that take place at the workplace, that can effect on whole job satisfaction and performance.

This study performed the role in the study that how culture can affect the Behaviours of employees, so far this study reveals that Supportive Culture can affect the Innovative Work Behaviours in the positive manners with the assistance of Affective Commitment, the mediation role of Affective Commitment enhances the relationship between Supportive Culture and Innovative Work Behaviours. This study is the answer to most common question that which type of culture in organization should be adopted to achieve to Innovative Behaviours. This study is the addition for the IT firms that Supportive Culture can enhance the innovation in the firms and if there are employees with affective commitment it will become more effective and efficient way.

In all the previous research there are lot of discussion about the Innovation and Culture but which type of culture is more efficient is not much studied before so this study reveals that Supportive culture can create the environment which is comfortable for all the employees towards the innovation.

This study also reveals that there is a positive effect of Affective Commitment of employees towards the innovative work behaviour in IT firms. the result shows that employees who have affective commitment towards their organization are much more innovation oriented.

5.3. Practical Implications:

This study indicates that if the IT companies want that their firms always use innovation in their organizations, they must create the environment where employees can work freely and can increase their commitment to employees. IT companies always have been interested in the Innovation and technology so companies should make employees more comfortable and committed so that they can work towards the innovation. Implication of this study gives the vision that employees' behaviours can create the innovation-oriented environment, so the Innovation of the IT firms is depending on the employees how they feel and how react towards the organization. As we mentioned before that IT firms have the steady growth in the past few years, they need innovative ideas for the project success so without the employee's commitment to their organizations and the environment they required from the organization is impossible.

While making rules and regulations the firms need to understand the employees' requirements from the organization. What type of culture they expect and what type of culture you are providing must be analyzed? Culture of organization should be flexible that every employee can fit in the organization, because diversity of the behaviours can create the Innovation in the organization.

5.4. Limitations:

The data were collected from only IT firms, but in this dynamic era almost every industry is struggling for the innovation, the innovation can be high and low based on their industry's needs, so data can be collected from almost all those sectors who are making path towards the innovation.

Data collection from the IT companies only in Lahore is also a limitation, although most of the IT firms are in Lahore but we are not able to connect all the IT organizations in Lahore. There are also some limitations of this study. The respondent of this study is limited about 230, which is quite less when we talk about the overall employees of IT firms. The more respondents the more results are more accurate.

Data collection for this study is a single time because study nature is cross-sectional. There is a chance that if data is collected from the IT firms at different times that can vary the results.

Moreover, data collection is the basic on the short-terms basic, there is a chance that if data collection on the long-terms basic result can be different.

5.5. Future Research Agenda:

There are many possible ways to extend this research. Data can be collected from any part of the world. All those industries who are the part of the Innovation can be analyzed. Each employee who is directly involved in the Innovation can be considered.

The managerial level questions can be added in the demographic for more explanatory research. Different levels of managerial employees can be added. Employees who is the part of any organization who is in involve in Innovation and creativity can be involve.

As the Supervisory Support has not a direct effect on the relationship of Affective Commitment and Innovative Work Behaviour so in future the more relevant variable can be chose instead of Supervisory Support because that can make a huge difference on the overall research.

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APPENDIX A

Dear Sir/Madam,

Assalamualaikum!

I am a research scholar from COMSATS University Islamabad, Lahore Campus .The reason for my research is to analyze the relationship between Supportive Culture and Innovative Work Behaviors. I have been allowed to collect data from employees of IT firms in Lahore, Pakistan, as a part of my research project.

This is academic research and the data collected in this research will be kept CONFIDENTIAL and ANONYMOUS. Kindly read each statement carefully and select the option that best describes your response.

Thanks for your response, time and help with this research. If you have any questions, please email me.

(Aleena Ghazal, SP21-RMS-004@cuilahore.edu.pk)

➤ **Supportive Culture:**

1. The management style is characterised by collaboration and teamwork.
2. My organisation is relationship-oriented/like an extended family.
3. Encouraging new things and prospecting for opportunities are valued.
4. People are very sociable in my organisation.
5. The management style is characterised by personal freedom.
6. My organisation is nurturing and equitable for employees.
7. My organisation is a safe place.
8. Mutual trust and loyalty is the glue that holds my organisation together

➤ **Affective Commitment:**

1. This organisation has a great deal of personal meaning for me.
2. I enjoy discussing my organisation with outsiders.
3. I would be happy to spend the rest of my career with this organisation.
4. Most days, I am enthusiastic about my work.
5. I am willing and ready to do anything for my organisation.
6. I am greatly interested in the future of my organisation.

➤ **Innovative Work Behaviour:**

1. Creating new ideas for difficult issues.
2. Searching out new work methods, techniques or instrument.
3. Generating original solutions for problems.
4. Mobilising support for innovative ideas.
5. Making important company members enthusiastic for innovative ideas.
6. Transforming innovative ideas into useful applications.
7. Introducing innovative ideas into the work environment in a systematic way.
8. Evaluating the utility of innovative ideas.

➤ **Supervisory Support**

1. My supervisor is supportive when I have a work problem.
2. My supervisor is fair and doesn't show favouritism in responding to employees personal and family needs.
3. My supervisor accommodates me when I have family or personal business to take care , foe example medical appointments, meeting with child's teacher ,etc.
4. My supervisor is understanding when I talk about personal or family issues that affect my work.
5. I feel comfortable bringing up personal or family issues with my supervisor.
6. My supervisor really cares about the effects that work demands have on my personal and family life.