

The Role of Work-Related Stressors through Organizational Commitment and its impact on Innovative Behavior in workers of Information Technology Companies in Karachi – Pakistan

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ABSTRACT

Purpose

This study looks at the relationship between innovative work practices and organizational commitment in the setting of Pakistani IT professionals in Karachi. By investigating the effects of work-related stressors on organizational commitment and the ways in which job demands, role ambiguity, peer and supervisor support, and job autonomy affect employees' loyalty, this study aims to close these disparities. Furthermore, the study intends to examine the relationship between employees' dedication and their inclination toward creative work practices, with a focus on IT professionals in Karachi, Pakistan.

Methods

The study investigates how organizational commitment is impacted by job demands and resources, using a deductive approach, a postpositivist philosophical approach, and PLS-SEM analysis on data from 238 participants.

Results

Our findings, which show a positive correlation between organizational commitment and support from coworkers and superiors, highlight the importance of supportive work environments. Notwithstanding the favorable correlations noted, difficulties arise with respect to the detrimental impacts of job demands and position ambiguity on job performance and organizational commitment. Interestingly, job demands have a negligible detrimental effect on commitment, but role ambiguity emphasizes how important it is to clearly define job tasks and responsibilities in order to promote commitment. These observations highlight the vital role that organizational

commitment plays in helping the IT industry adjust to new and creative work practices as they emerge.

Novelty

This study provides important insights into the intricate interactions between organizational commitment, job demands, and innovative work practices among IT workers in Karachi, even as we acknowledge the limits posed by our sample size.

Keywords: Innovative behavior (IB), Role Ambiguity (RA), Job autonomy (JA), Job demand (JD), Organizational commitment (OC), Colleague Support (CS), Supervisor Support (SS)

JEL Code: M1, M54

1. Introduction

In order for an organization to succeed in the competitive world of today, innovation is essential. It includes individual conduct known as Innovative Work conduct (IWB), as well as the application of innovative ideas or procedures at different levels (Wahyuni et al., 2021). Understanding the intersections between elements like organizational commitment (OC), creative work practices, and job stress is essential to promoting innovation. The purpose of this study is to investigate this relationship by looking at the ways in which job demand factors and job resource variables affect workers' innovative behavior (IB). The variables related to job resources, such as job autonomy (JA), supervisor support (SS), and colleague support (CS), are crucial in determining how employees perceive their work environments. According to research, giving workers liberty encourages innovation and productivity (Kim et al., 2018), yet rigid organizational structures may impede creativity. According to (Albort-Morant et al., 2020), job demand (JD) and role ambiguity (RA) are examples of elements that might cause stress and hinder job performance. Furthermore, a happy work environment is greatly enhanced and stress is decreased by supportive connections with coworkers and managers (Albort-Morant et al., 2020).

The significance of organizational commitment in promoting worker performance and organizational success is shown by this study. According to (N. Hendri, 2019), individuals that are dedicated to their roles typically demonstrate increased levels of productivity, job happiness, and organizational loyalty. On the other hand, a lack of commitment can result in subpar work, high employee turnover, and a decline in organizational trust, particularly in developing nations where there is a dearth of study on this subject (S. Amjad, 2018)(S. A. Zamin, 2021). Furthermore, improving employee performance requires the use of sound human resource management (HRM) techniques. HR experts emphasize strategies including growth opportunities, training, supervisor assistance, and better remuneration (Talukder, 2019). Yet, little research has been done on the precise effect that supervisory behaviors have on employee OC (Orgambidez & Almeida, 2020)(Rathi & Lee, 2017).

Research on the connection between creative work practices and workplace stress is scarce, despite the fact that employee creativity is acknowledged as being crucial for organizational performance (Bani M et al., 2020)(Khuong & Linh, 2020). Furthermore, there is a paucity of knowledge regarding how Job Demands-Resources and Social Exchange Theory interact to influence creative work practices (Albort-Morant et al., 2020). By investigating the effects of work-related stressors on organizational commitment and the ways in which job demands, role ambiguity, peer and

supervisor support, and job autonomy affect employees' loyalty, this study aims to close these disparities. Furthermore, the study intends to examine the relationship between employees' dedication and their inclination towards creative work practices, with a focus on IT professionals in Karachi, Pakistan.

RQ1. What impact can stress-induced workplace variables have on employees' loyalty and dedication to their organization?

RQ2. How does an employee's degree of commitment and allegiance to their company affect their propensity to work in novel and inventive ways?

This study is distributed into five parts: the first part comprises the introduction which provides background information about the study; the second section covers the framework development and literature review; the third section describes the study procedure, including methods for ranking strategies for overcoming obstacles and evaluating obstacles. In Section Four, the study's premise is discussed with the conclusions and findings. A conclusion and policies are included in Section 5.

2. Literature Review

2.1 Theoretical Framework

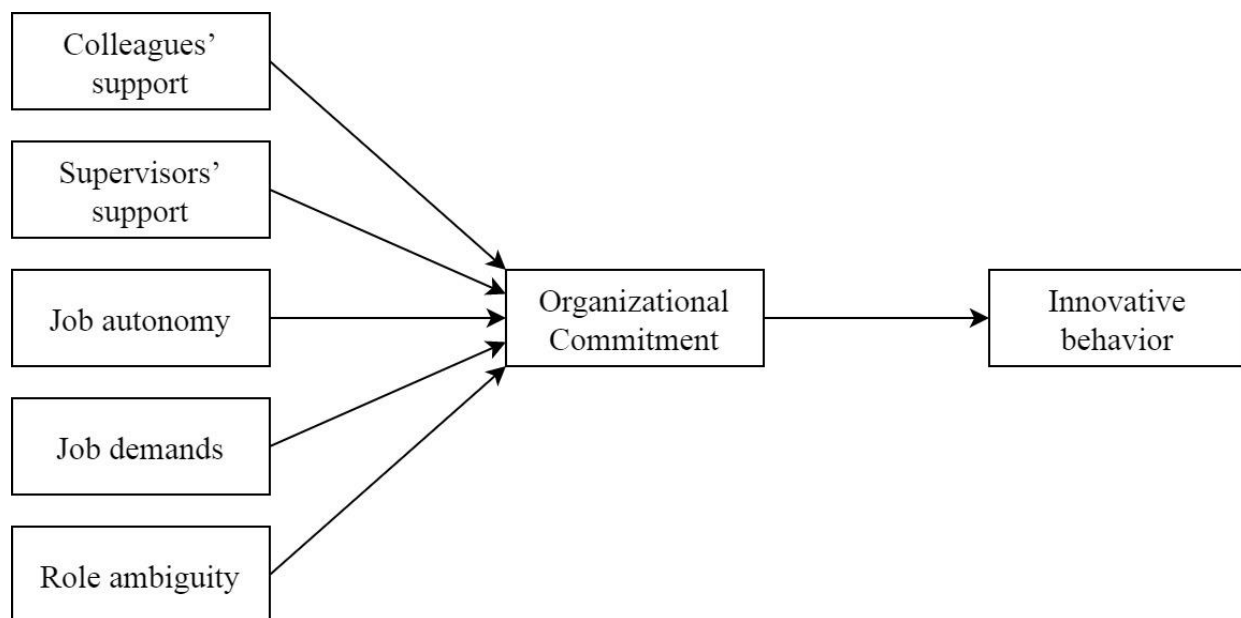


Figure 1: Conceptual Framework

2.2 Theoretical Exposition

2.2.1 Job Demand-Resource (JD-R) Theory

According to (Bakker & Demerouti, 2017) that developed the Job Demand-Resource (JD-R) theory, which provides a foundational framework for comprehending work environments and how they affect worker performance. This theory refers to the fact that there are two main kinds of things at work: things you need to do and things that help you do your job better. Job Resources are things that help you do your job well and grow personally, like support and tools. Job Demands are things you have to do at work that can make you feel tired because they take a lot of mental or physical effort (Taris & Schaufeli, 2015). According to (Gross et al., 2019), The JD-R theory focuses more on outside help at work, like support from others and how the organization is set up, rather than on what the organization think or do by its own. If the organization doesn't have enough of these outside helps, it can make it hard for the organization to reach its goals and make employees feel tired. According to this theory, having too much work to do without enough help can make people feel burned out and less committed to the organization, and it can also hurt their ability to come up with new ideas. On the other hand, having enough support and resources at work can make people more enthusiastic and dedicated to the organization, and it can create an environment where creativity is encouraged(Jong & Ford, 2016).

2.2.2 Social Exchange Theory (SET)

According to Homans who came up with the Social Exchange Theory (SET) in 1958. It's about thinking of what one might get or lose in a situation to make the best decision. The theory looks at how people interact with each other and what they get out of it (Chen & Wang, 2014). The quality of connections among coworkers is a powerful predictor of job success in the workplace, where SET is widely applied (Gould-Williams & Davies, 2005). According to (Chernyak-Hai & Rabenu, 2018), Supervisors can make employees more motivated and committed to the organization by using the Social Exchange Theory (SET). They can create workplaces where people get along well, talk openly, and build good relationships with each other.

2.3 Hypothesis Development

2.3.1 Colleagues support (CS) and Organizational commitment (OC)

According to the Social Exchange Theory, Colleagues' Support (CS) is about how much employees think their coworkers are ready and willing to help with work tasks (Albort-Morant et al., 2020). Encouraging sharing of knowledge and experience amongst coworkers helps build relationships and emotional support among workers, especially for those who are new or not performing well(Adriyanto, 2021). When coworkers support each other, it makes people more committed to the organization (OC). But when there are arguments and people don't communicate well, it can have adverse effect on the organization(Wolgast & Fischer, 2017). Therefore, it is hypothesized:

H1: Colleagues' support significantly impacts organizational commitment (OC).

2.3.2 Supervisors support (SS) and Organizational commitment (OC)

Supervisors support (SS) is about how much bosses give their employees flexibility, encouragement, and training (Qadir et al., 2020). Through supervisor support employees feel committed to the organization (OC) since supervisors are involved in everyday tasks and evaluations, their support can make a big difference (Soni & Agarwal, 2020). The following hypothesis is put out in light of these observations:

H2: Supervisors' support significantly influences organizational commitment.

2.3.3 Job autonomy (JA) and Organizational commitment (OC)

Employees with job autonomy (JA) can decide on their own what tasks they need to do, how they should do them, and when they should do them (Vui-Yee & Yen-Hwa, 2020). It helps them feel more committed to the organization (OC). Also, if the organization has a clear structure that allows employees to share their ideas and suggestions, it can lead to the development of new procedures and products (Kim et al., 2018).

H3: Job autonomy significantly influences organizational commitment.

2.3.4 Job demands (JD) and Organizational commitment (OC)

According to (Balducci et al., 2020), Job demands (JD) are about having a lot of work to do, which requires a lot of effort and working quickly. To make employees more committed to the organization (OC) in a changing work environment, managers and staff need to work together to solve problems in a way that helps come up with new and creative solutions. In light of these insights, the following hypothesis is put forth:

H4: Job demands significantly impact organizational commitment (OC).

2.3.5 Role ambiguity (RA) and organizational commitment (OC)

Role ambiguity (RA) is when people feel unsure about exactly what they're supposed to do and what their responsibilities are in a certain job or role (Mañas et al., 2018). In a company, how well employees do their job and how committed they are to the organization can be affected a lot by not being sure about what they're supposed to achieve and how they should do things (Sultana et al., 2021). Based on this insight, the following hypothesis is put forth:

H5: Role ambiguity significantly affects organizational commitment.

2.3.6 Organizational commitment (OC) and innovative behavior (IB)

According to (Battistelli et al., 2019) (Eliyana & Ma'arif, 2019) (Tang Y. et al., 2019), When employees are committed to the organization (OC), it makes them more likely to follow the organization's goals and rules. It also motivates them to get involved in coming up with new ideas

(IB) and supporting the organization's goals. The following hypothesis is put out in light of these observations:

H6: Organizational commitment significantly influences innovative behavior.

3. Research Design and Methodology

3.1 Data collection and Research purpose and approach

The explanatory purpose, which aims to enhance knowledge and facilitate a deeper comprehension of the research objectives, was employed in this study. This method works especially well for studies where the problems haven't been looked at in-depth before and need closer examination. By employing an explanatory aim, the researcher can gain a more profound understanding of the subject matter. This method works particularly well in situations where thorough conversations and explanations of quantitative results are required. A quantitative strategy was used to collect data, which allowed the researcher to use statistical tools to obtain numerical data. This approach is especially useful and successful when used to test theories by creating hypotheses.

3.2 Method of Analysis

This study tests the mediating and moderating effects of the factors while examining the interactive effects of the independent variables on the dependent variable using structural equation modeling (SEM). The analysis was conducted using Smart PLS 4, a strong software that is more resilient to problems and oscillations in the data because it is built on robust statistics.

3.3 Research design

A causal design was used in this study to investigate the connections between different factors. It is helpful in investigating the dynamics of cause and effect between various variables in an effort to comprehend how one variable affects other.

3.4 Sampling size and techniques

Purposive sampling was utilized in this study to select respondents. This approach was selected due to its efficacy in pinpointing individuals with elevated degrees of proficiency and pertinence to the study's goals. It enables the researcher to specifically choose study participants who possess particular qualities and can provide insightful data. The researcher chooses participants for this sampling technique also known as judgmental or researcher-based sampling based on their well-informed assessment. When opposed to ordinary random sampling, purposeful sampling can be especially helpful in obtaining the essential data more quickly since it specifically targets people who are most likely to contribute significant and meaningful information related to the study issue.

This study used the equation " $50 + 8k$ " (Krejcie R. V. & Morgan D. W., 1970) to calculate sample size, where 'k' is the total number of variables in the research framework. The study consists of seven variables, and thus the formula indicates that at least 106 responses are needed to obtain a

sufficient sample size. Nonetheless, the researcher has set a target to gather at least 150 responses in order to guarantee a more substantial and trustworthy data collection.

3.5 Research Instrument

Researchers listed in Table 01 created the questionnaires using 5-Point Likert method to gather data. Job Autonomy (JA), Job Demand (JD), Colleague Support (CS), Supervisor Support (SS), Role Ambiguity (RA), Innovative Behavior (IB), and Organizational Commitment (OC) are the seven variables that make up the questionnaire. This research followed the adopted technique of questionnaire and questionnaire instruments are followed:

Table :01

S.no	Variables	Items	Author
1-	Colleague support	3	Woods, V. (2005)
2-	Supervisor Support	3	Palomo et al. (2010)
3-	Job Demand	4	Cheng et al. (2003)
4-	Job Autonomy	3	Spector & Fox (2003)
5-	Job Ambiguity	3	Breaugh & Colihan (1994)
6-	Organizational Commitment	3	Mayer et al, (1999)
7-	Innovative Behaviour	3	Veloso et al. (2021)

4. RESULTS AND DISCUSSIONS

4.1 Data Analysis

The pilot study results for this research are presented in Table 2 below.

Table 2:

<i>Pilot Study (n = 50)</i>		
Variable	N Items	Cronbach's Alpha
Job autonomy (JA)	5	0.828
Job demands (JD)	6	0.783
Colleague's support (CS)	5	0.742
Supervisor support (CS)	4	0.748
Role ambiguity (RA)	5	0.962
Innovative behavior (IB)	5	0.916
Organizational commitment (OC)	4	0.912

According to (Nunnally J.C & Bernstein I.H., 1994), a Cronbach's alpha value of 0.60 is the lowest acceptable threshold for reliability. Colleague's Support had the lowest Cronbach's alpha score in this study (0.742), showing that internal consistency has been achieved by the measure. This outcome confirms the instrument's dependability, allowing for the next step—which is the collection of extensive data for the main study.

4.2 Convergent validity

Table 3 displayed the convergent validity results.

Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Job Autonomy	0.880	0.879	0.719
Job Demand	0.667	0.774	0.541
Colleague's Support	0.848	0.906	0.765
Supervisor Support	0.772	0.898	0.813
Role Ambiguity	0.966	0.974	0.879
Innovative Work Behavior	0.925	0.943	0.768
Organizational Commitment	0.938	0.956	0.843

According to (Hair J.F. et al., 2011b), in research analysis, the values of AVE and CR should be more than 0.50 and 0.70, respectively, for Average Variance Extracted (AVE) and Composite Reliability (CR). This study's computed CR and AVE values match these suggested cutoff points, demonstrating the successful achievement of convergent validity.

4.3 Discriminate Validity

Table 4 present results that are based on the Fornell and Larcker criterion, which evaluates discriminant validity (see Table 4).

Table 4:

Fornell-Larcker Criterion

	CS	IWB	JA	JD	OC	RA	SS
CS	0.874						
IB	0.163	0.854					
JA	0.029	0.089	0.850				
JD	-0.219	-0.032	-0.299	0.724			
OC	0.399	0.302	0.198	-0.303	0.926		
RA	-0.501	-0.412	-0.246	0.298	-0.890	0.948	
SS	-0.597	-0.086	-0.093	0.410	-0.432	0.493	0.913

According to the standard set by (Fornell C. & Larcker D.F., 1981), the bold values in the table's diagonal should be greater within each of their respective constructs than outside of them.

Since the values meets the requirements hence it is proved that Fornell and Larcker method has been used effectively to achieve the discriminant validity. Table 5 below shows the results of the discriminant validity in cross loadings.

Table 5:

Cross Loadings

	CS	IB	JA	JD	OC	RA	SS
JA2	0.133	0.112	0.573	-0.378	-0.042	-0.091	-0.071
JA3	0.019	0.011	0.929	-0.349	0.114	-0.102	-0.049
JA4	0.061	0.141	0.991	-0.301	0.221	-0.263	-0.089
JD2	-0.053	-0.059	-0.209	0.591	-0.071	0.059	0.261
JD3	-0.251	-0.021	-0.323	0.889	-0.271	0.329	0.328
JD6	-0.089	0.019	-0.091	0.692	-0.131	0.078	0.228
CS1	0.809	0.131	-0.058	-0.169	0.313	-0.309	-0.433
CS2	0.919	0.177	0.171	-0.311	0.393	-0.479	-0.619
CS3	0.891	0.151	-0.052	-0.111	0.392	-0.389	-0.529
SS1	-0.509	-0.081	-0.005	0.301	-0.299	0.401	0.891
SS2	-0.582	-0.061	-0.129	0.371	-0.351	0.446	0.921
RA1	-0.400	-0.332	-0.213	0.351	-0.729	0.931	0.429
RA2	-0.409	-0.461	-0.241	0.263	-0.861	0.937	0.429
RA3	-0.421	-0.374	-0.223	0.290	-0.802	0.976	0.441
RA4	-0.459	-0.271	-0.183	0.267	-0.829	0.971	0.491
RA5	-0.442	-0.331	-0.162	0.152	-0.758	0.876	0.412
IB1	0.115	0.782	0.053	0.056	0.154	-0.155	-0.019
IB2	0.138	0.919	0.031	-0.081	0.262	-0.323	-0.051
IB3	0.048	0.839	0.047	0.065	0.259	-0.315	0.091
IB4	0.196	0.897	0.138	0.051	0.257	-0.378	-0.160
IB5	0.236	0.934	0.126	-0.124	0.319	-0.412	-0.143
OC1	0.323	0.262	0.267	-0.364	0.935	-0.858	-0.342
OC2	0.361	0.266	0.161	-0.158	0.942	-0.778	-0.289
OC3	0.442	0.253	0.161	-0.237	0.960	-0.853	-0.392
OC4	0.391	0.326	0.171	-0.139	0.839	-0.602	-0.288

Subsequent to the recommendations given by(Hair J.F. et al., 2011b), the bold values in the preceding table should be greater for the related construct compared to the number of other constructs. It is evident from the table above that every number meets these conditions. It is therefore demonstrated that discriminant validity can be effectively identified utilizing cross-loadings. Table 6 below displays the HTMT ratio results for discriminant validity.

Table 6:

Heterotrait-Monotrait Ratio (HTMT)

	CS	IB	JA	JD	OC	RA	SS
CS							
IB	0.189						
JA	0.148	0.112					
JD	0.272	0.121	0.431				
OC	0.471	0.309	0.169	0.243			
RA	0.493	0.382	0.181	0.286	0.890		
SS	0.741	0.131	0.119	0.483	0.421	0.538	

According to the criteria provided by (Henseler et al., 2015), the values in the above table should be less than 0.90 for approval. Examining the values in the table reveals that they satisfy this requirement. Thus, it can be confirmed that the HTMT (Heterotrait-Monotrait) ratio has been successfully used to show discriminant validity.

*4.4 Structural model**4.4.1 Hypothesis-testing using path analysis.*

The results of the hypothesis testing for this study are shown in Table 7 below.

Table 7:

Path Analysis

	Beta	S. D.	t-Stats	Prob.
Job Autonomy -> Organizational Commitment	0.024	0.067	0.345	0.361
Job Demand -> Organizational Commitment	-0.026	0.048	0.529	0.281
Colleague's Support -> Organizational Commitment	0.085	0.041	1.998	0.021
Supervisor Support -> Organizational Commitment	0.102	0.040	2.596	0.006
Role Ambiguity -> Organizational Commitment	-0.849	0.032	27.74	0.000
Organizational Commitment -> Innovative Behavior	0.297	0.053	5.511	0.000

The findings shown in the following table demonstrate a number of noteworthy relationships between the variables being studied. Interpreting both statistically significant and non-significant results is crucial, though. First, there is a positive correlation between Job Autonomy (JA) and Organizational Commitment (OC) ($\beta = 0.024$, $p > 0.10$). Even if the association is positive, this effect is not statistically significant, which raises the possibility that the relationship was accidental rather than representing a real effect. In a similar vein, Job Demand (JD) shows a negative relationship with OC ($\beta = -0.026$, $p > 0.10$), however this effect is not statistically significant. This

implies that, in the context of this study, the relationship between job demands and organizational commitment may not be significant enough. On the other hand, OC is significantly and favorably influenced by Colleague Support (CS) ($\beta = 0.085$, $p < 0.05$), suggesting that an encouraging peer environment strengthens organizational commitment. Furthermore, OC is significantly and favorably impacted by Supervisor Support (SS) ($\beta = 0.102$, $p < 0.05$), highlighting the significance of supportive leadership in cultivating employee commitment. Moreover, OC is considerably reduced by Role Ambiguity (RA) ($\beta = -0.849$, $p < 0.001$), highlighting the negative effect of ambiguous job responsibilities on organizational commitment. In summary, although certain proposed correlations among the variables did not meet statistical significance, the noteworthy associations that were found underscore the critical function of supervisor and colleague support, along with the deleterious consequences of role ambiguity, in molding organizational commitment. In addition, the strong positive correlation between innovative behavior (IB) and organizational commitment ($\beta = 0.297$, $p < 0.001$) highlights the role that commitment plays in promoting innovation in the workplace, independent of the impact of other interactions.

4.4.2 Predictive relevance

The predictive relevance results are displayed in Table 8 below.

Table 8:

Predictive Relevance

	R Square	R Square Adjusted	Q Square
Innovative Work Behavior	0.088	0.085	0.039
Organizational Commitment	0.732	0.725	0.581

The aforementioned table sheds light on the model's predictive relevance. 88% of respondents expect IB and 73.2% predict OC. Interestingly, both Q square values are more than zero, demonstrating the predictive power of the model.

5. Discussions

This study looked closely at how job autonomy affects organizational commitment, which in turn leads to innovative behavior (IB). The results show a negligible positive correlation between JA and OC, supporting the findings of (Tuming M. B., 2018). According to Tuming's research, having too much autonomy may not always result in more commitment; in fact, it may have the opposite effect, lowering motivation and job satisfaction in the long run.

Furthermore, an analytical technique was used in this study to analyze the effect of Job Demand (JD) on Organizational Commitment (OC), and the results showed a negligible negative correlation amongst these variables. These results are consistent with a study by (Syailendra B. & Soetjipto B. W., 2017) that investigated the lack of a significant relationship between job demand and characteristics such as workloads and night shifts. Weekly work hours, however, demonstrated the strongest inverse relationship with ongoing employment commitment.

Also, the study tried to look at the effect of role ambiguity (RA) over organizational commitment (OC) and the result has shown a strong negative connection. It has concluded through various researches that higher RA can lead to a higher level of stress to staff (Cahaya Santhi N.P.M. & Piartrini P.S., 2020). This means that when people have conflicts and are unsure about their role, they usually aren't as committed to the organization. These findings support the JD-R motivational process, which says that uncertainty about your role is the main thing that stops employees from behaving well (Martínez-Díaz et al., 2020).

Also, the study found that there's a strong and positive connection between how committed employees are to the organization (OC) and how much support they get from their coworkers (CS). The findings are consistent with the idea of Organizational Commitment theory which states that when coworkers support each other, it makes employees more committed to the organization. It says that whether a person chooses to stay in a company depends on how they feel about their relationship with the company. People who feel strongly committed to the organization are usually the ones who get support from the company and their coworkers (Loan L., 2020).

The study also found a strong and positive connection between how committed employees are to the organization (OC) and how much support they get from their supervisors (SS). The findings are consistent with the idea of Organizational Commitment theory that implies that Supervisor Support has a favorable impact on employee's Organizational Commitment. Supervisors play an important role in helping employees deal with stress, balance work and personal life, and show their commitment to the team by providing both practical and emotional support (Talukder, 2019).

In summary, the study looked at how being committed to the organization (OC) affects innovative behavior (IB) and found a strong positive connection between the two variables. These findings are supportive of the creative theory that backups the idea that employee's ability to come up with new ideas is derived by how committed they are to the organization. To be creative, a person needs to have certain qualities like being motivated from within and being committed to the organization (Amabile T., 2013).

5.1 Conclusion

Examining how job demands and job resources affect employee commitment and their inclination for innovative behavior, this study explored the complex dynamics of organizational commitment (OC) among IT professionals in Karachi, Pakistan. Using a sample of 238 people using partial least squares structural equation modeling (PLS-SEM), this study produced some surprising results but also some important insights.

The results highlight the critical function that social support plays in the workplace. The study revealed that supervisor support (SS) and colleague support (CS) were noteworthy indicators of organizational commitment (OC). This suggests that cultivating a positive rapport between supervisors and coworkers is crucial for augmenting employee commitment. Despite the fact that job autonomy (JA) did not achieve statistical significance, our findings point to a possible positive influence on OC and highlight the need to differentiate between excessive independence and constructive autonomy at work. In contrast to predictions, job demands (JD) did not significantly

reduce employee commitment, indicating that the statistical significance of the observed negative influence was low.

Most intriguingly, this research showed an unexpected correlation between organizational commitment (OC) and role ambiguity (RA), with work role uncertainty paradoxically promoting higher organizational commitment. Additionally, this research revealed a substantial positive correlation between innovative behavior (IB) and organizational commitment (OC), suggesting that individuals with high levels of OC are more likely to be creative and involved in new projects.

The study clarifies the intricate relationship between workplace factors and employee attitudes and actions by answering the research questions. The conclusions offer important insights into the complex interactions among Pakistani IT workers in Karachi, even though they do not fully address all facets of the research issues.

As a result, this study advances the knowledge of organizational commitment and innovation in the context of the IT industry and has useful ramifications for developing a welcoming workplace that encourages employee commitment and innovation. It is necessary to do more study to examine other variables that might affect these correlations and to confirm our findings in various organizational settings.

5.2 Managerial Recommendations

This report has some useful tips for managers who want to encourage more innovation among their workers.

- Colleague's Support (CS) shows how important it is for coworkers to work together and share information.
- Supervisor Support (SS) highlights the need for open communication and active involvement from supervisors to build strong relationships and commitment.
- Job Autonomy (JA) stresses the importance of trusting employees and learning from mistakes, as well as giving them more control over their work.
- Job Demand (JD) suggests finding creative ways to meet the needs of employees and making sure they have the right skills.
- Role Ambiguity (RA) suggests clarifying job roles to help employees set goals and manage uncertainty.
- Finally, Innovative Behavior (IB) is strongly influenced by Organizational Commitment (OC), so it's important to invest in training and have good leadership for long-term success.

5.3 Future Research

This study suggests some ideas for future research in the field.

- Increasing the number of people studied and doing similar studies in different places can make the results stronger and more widely applicable.

- To make the model better, researchers could look at other factors like people's personalities, how long they've worked, and the style of leadership.
- Studying this topic in countries with a lot of industry and where people are more willing to take risks could give us interesting information.

Funding Source

None

Author Contribution

Mr. Syed Khashif Hasan and Dr. Omer Ahmed Shaikh conceived the idea and developed the methodology for the study. Mr. Syed Khashif Hasan conducted the write-up of the study, while Dr. Omer Ahmed Shaikh provide expertise in statistical analysis and supervised the project. Mr. Shoaib Raza Rizvi collected the samples and reviewed the data by tracking the records. Mr. Syed Khashif Hasan contributed to the overall structure and editing of the manuscript. All authors read and approved the final manuscript.

Declaration of Conflict of Interest

The authors declare that they have no conflict of interest

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