

# The Relationship between Perceived Organisational Support and Creative Performance of Employees: A Study from the Public Sector in Syria

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**Abstract:** *The aim of this study is to determine the relationship between perceived organisational support (POS) represented by the following dimensions: behaviour of leaders towards subordinates, contribution to decision-making, support and self-assurance among employees, and the creative performance of employees, as well as whether there is a difference in level of perception of organisational support according to demographic variables (sex, functional age, scientific qualification). The research sample consisted of all 138 employees of the Syrian Telecommunications and Post Regulatory Authority (SY-TPRA). Using the analytical descriptive method, a questionnaire was designed and distributed throughout the sample. The findings indicate that POS has a strong positive correlation with the creative performance of employees, and that there is no difference in employees' level of perception of the organisational support depending on the considered demographic variables. As far as the researchers are aware, this research is the first of its kind to be carried out in the telecommunications sector in Syria. Practically, this research will help decision makers improve the creative performance of staff on the one hand, and to develop management practices that are properly perceived by employees on the other.*

**Keywords:** Perceived organisational support (POS); Creative performance (CP); Leadership behaviour towards subordinates; Decision contribution; Employee support and self-assurance.

**JEL Classification:** D23, O15, M54

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## 1. Introduction

Given the enormous challenges posed by globalisation and technological development, business organisations today are faced with a greater degree of competition as they strive to remain distinct from others. We can see more trade interactions between countries compared to previous decades, which indicates that physical distance is no longer a barrier (Borchert & Yotov, 2017). Many organisations also consider globalisation to be a major source of technology spillovers (Tee et al., 2018), and that technological innovation plays an important role in improving a country's competitive advantages (Zhou et al., 2017). Leaders have therefore embraced creativity as the gateway to the future by adopting it as a strategic choice, in terms of promoting and developing staff creative performance, and making it a permanent feature to achieve their organisation's goals, strengthen its position in the market, and enable it to outperform its competitors.

Many modern management concepts have been suggested to achieve this, most notably the concept of perceived organisational support (POS) and its role in developing the relationship between the organisation and its staff. Carnevale and Hatak (2020) state that organisations which take care of their staff can enjoy more employee engagement. According to Shabbir et al. (2021), "at the same time, employees are continuously noting how their organisations treat them, and whether their contributions are being valued by the organisation or not." Any additional benefits for employees related to salaries, incentives and promotions will be seen as a strong indicator of the extent to which the organisation appreciates their efforts, and thus create awareness of organisational support, which will then strengthen their conviction that better performance will be appreciated and rewarded.

Many studies have been conducted since the emergence of POS in the mid-1980s, but only a handful have focused on studying the relationship between POS as an independent variable and the creative behaviour of employees as a dependent variable, especially in the public sector. The desire to contribute to previous efforts to fill this gap was one of the main motives to conduct this research.

The present study focused on the Syrian public sector, with the Syrian Telecommunications and Post Regulatory Authority (SY-TPRA) chosen as a case study. Since SY-TPRA was only established in 2011, the researchers were able to closely examine the mechanisms it used to perform its

tasks, and the development path of its organisational environment. The authority was serious in adopting best practices to develop relationships with employees and create conditions to boost the creative performance of its staff, which would in turn motivate them to provide more ideas and proposals that would contribute to the improvement of the organisational environment, work mechanisms, and the quality of services provided. This led the researchers to explore how to enhance the creative performance of the authority, particularly in terms of POS.

Accordingly, the first objective of this study is to investigate the relationship between POS and employee creative performance. The study also aims to examine if there is a difference in employees' level of perception of organisational support according to demographic variables (sex, functional age, scientific qualification). Thirdly, the study also measures the level of employee awareness of the organisational support provided to them, and lastly, the level of the creative performance of SY-TPRA employees. Three dimensions of organisational support are highlighted here: the behaviour of leaders towards subordinates, contribution to decision-making, as well as support and self-assurance among employees. As far as the researchers are aware, this study is the first of its kind to be carried out in the telecommunications sector in Syria. It will help decision-makers in SY-TPRA improve employee creative performance on the one hand and develop management practices that are properly perceived by employees on the other.

This paper is organised into seven sections. Section 2 discusses the development of theories and hypotheses. Section 3 discusses the research methodology, Section 4 presents and discusses the findings, Section 5 discusses the implications, Section 6 highlights the limitations and avenues for future research, and Section 7 concludes the paper.

## **2. Development of Theories and Hypotheses**

### ***2.1 Organisational support theory***

The concept of POS is a cornerstone of organisational support theory (OST), which states that workers clearly believe that their organisation has positive or negative perceptions of their contributions to it and concern for their well-being (Eisenberger et al., 2002). Allen et al. (2003) state that organisational support is a reflection of the relationship between

the organisation and its staff. Accordingly, this relationship is limited to management practices that support employees, which include, but are not limited to, problem-solving, performance improvement, participation in decision-making, and opportunities for promotion. George and Jones (2008) define organisational support as employee awareness of the organisation's concern for their well-being. Based on OST, staff have a general perception of the way in which the organisation values their efforts and cares about their well-being (Eisenberger et al., 2020). OST uses social exchange theory, which states that work is seen as a trade effort and loyalty to the organisation to obtain benefits and social resources from it (Muchlish, 2020). Hayton et al. (2012) shed light on the role of social integration in developing a positive perception of organisational support among staff at all levels of management. OST assumes that based on the norm of reciprocity, POS results in a feeling of obligation to care about the well-being of the organisation, and helps it to achieve its goals (Eisenberger & Stinghamber, 2011). However, social exchange theory differs from OST—the latter sees organisational affective commitment as emerging from self-improvement and social exchange. Self-improvement occurs when POS presents organisational identification that leads to organisational affective commitment through the development of shared values and the encouragement of a stronger positive relationship between workers and organisations (Kurtessis et al., 2015). OST is an integrated form of POS—it emphasises social exchange, attribution, and self-improvement, and underscores the process of self-improvement. POS, meanwhile, is more about meeting socioemotional needs (approval, appreciation, affiliation, and emotional support) that lead to employee identification with the organisation (Kurtessis et al., 2015).

POS was first defined by Eisenberger et al. (1986) as the perceptions that staff have about the extent of the organisation's interest in their well-being, and its appreciation of their contributions. Shen et al. (2014) define regulatory support as the illustrative framework that allows for an understanding of the relationship between the workplace and workers. Singh and Malhotra (2015) describe it as the belief of employees that management valued their contribution to the organisation's success. This belief stems mainly from their interaction with other members who are considered as representatives of the organisation (e.g., managers) so that these beliefs are disseminated to the entire organisation (Eisenberger et al., 1986).

Eisenberger et al. (2020) state that POS has clear antecedents and key

consequences, including attitude, performance, and employee welfare, that is beneficial for both parties, namely the worker and the organisation. The importance of POS is evident in its association with many career attitudes and behaviours, such as reducing stress and raising the levels of organisational commitment and job satisfaction (Rockstuhl et al., 2020). It also contributes to reducing employees' desire to leave the organisation, which thus brings down employment turnover (Rubenstein et al., 2015). POS contributes to employee confidence in their organisation to provide them with job security and the opportunity to develop their careers (Kurtessis et al., 2015). It also provides assurance to staff that the organisation is a reliable exchange partner that will reward employees' future efforts and provide assistance when needed (Aselage & Eisenberger, 2003).

## **2.2 Creative performance**

Since the middle of the 20th century, researchers in management and psychology have become increasingly interested in the concept of creativity. Following the long-held belief that the ability to think creatively was the reserve of a few, most researchers now take the view that everyone has the capacity to think creatively, with the difference lying in the level of this ability.

There is no agreement among researchers on a single definition of creativity. For example, Marinus (2000) defines creativity as finding something that did not previously exist, while Cortese (2001) describes it as seeking to find new ways of thinking or learning, with the aim of making changes in the organisation's operations and outputs. According to Ali Taha et al. (2016), "Creativity goes hand in hand with innovation; higher creativity leads to more innovation."

Creativity has now become a crucial topic, considered to be one of the most important factors that helps any organisation succeed (Inam et al., 2021). Ibrahim et al. (2016) shed light on the role of the creative performance of employees in enhancing the competitiveness of the organisation. This importance is manifest in the need to find ways to enhance employees' creative behaviour (Yoon et al., 2020). Previous studies have focused on variables which affect the employees' creative performance, classifying these into individual-difference variables and organisation-related variables (Xie et al., 2020). Individual-difference variables include, but are

not limited to, negative/positive moods (Han et al., 2019), personality traits and core self-evaluation (Saeed et al., 2019). Organisation-related variables include, but are not limited to, work characteristics, person-organisation fit, and leadership (Seong & Choi, 2019). Few researchers have focused on examining the direct relationship between POS (as an organisation-related variable) and the creative performance of employees. This is the research gap that the present study aims to fill.

### ***2.3 Hypotheses development***

As previously noted, many studies have been conducted on both POS and employee creativity, but few have focused on examining the direct relationship between these two variables, especially in the public sector. Yousfi (2018) focuses on the extent to which the determinants of POS affect the motivation of achievement. Sunarjo et al. (2020) investigate the relation between both POS and perceived supervisor support with work engagement, taking into consideration the role of need achievement motivation as a mediator in this relationship. Marlain (2018) examines the impact of the working environment (technology, training, incentives, and rewards, working conditions, organisational structure) on the creative performance of employees. Suharto et al. (2019), meanwhile, highlight the impact of multicultural competencies, organisational fairness, and organisational commitment on the performance of staff. Rizki et al. (2019) investigates the impact of transformational leadership and organisational culture on the performance and innovative behaviour of the staff; Ahmed et al. (2017) identifies the role of organisational support in enhancing the creative orientation; and Ibrahim et al. (2016) focus on the role that organisational support plays in generating creativity.

From the above review, there are many points of similarity to the present study, such as the importance of organisational support, as well as in terms of methodology. This research benefited from previous studies in building the theoretical framework, avoiding the obstacles they encountered, designing the field study tool, and selecting appropriate statistical methods for analysis of results. It differs from its predecessors by studying the direct relationship between POS as an independent variable and the creative performance of employees as a dependent variable, taking into consideration the impact of some demographic variables on the level of employees' perception of

organisational support. The researchers focused on conducting their research on employees in the public sector in Syria by choosing SY-TPRA as a case study. The researchers also sought to measure the level of the employees' awareness of the organisational support provided by the authority, and the level of their creative performance.

Based on the above, we can identify the research problem by asking the following fundamental question: What is the relationship between organisational support and the creative performance of employees? To answer this, the following hypothesis was proposed:

**H1:** There is a statistically significant relationship between the perceived organisational support and the creative performance of the employees of SY-TPRA.

In this study, three dimensions of POS are highlighted. The first is leadership behaviour towards subordinates, which is the set of interactive characteristics of a management leader's personality that define the nature of the relationship with subordinates (Hollander, 1971), Ahmed et al. (2017) define it as a set of behavioural qualities that the management leader has in most of the situations he or she faces. Abou-Moghli (2015) emphasises that "effective leadership should have the ability to utilise different tactics in influencing, and possess the skills needed for such influences." Leaders' behaviour towards subordinates plays a prominent role in the life of organisations and their ability to achieve their goals (Yoon et al., 2020). Xie et al. (2020) and Seong and Choi (2019) shed light on the role of leadership behaviour in enhancing the creativity of employees. Based on these, the following sub-hypothesis was suggested:

**H11:** There is a statistically significant relationship between leadership behaviour towards subordinates and the creative performance of employees of SY-TPRA.

The second dimension is contribution to decision-making. Scott et al. (2006) define this concept as sharing decision-making with others in order to achieve organisational goals, while Ryan (1999) argues that it means providing more opportunities for subordinates to influence decision-making within the organisation. This contribution could be direct, "which

consists of the capacity to influence the design of or change in the system of organisation in which the employee is involved,” or indirect, such as participation in committees or through their representatives who were elected in the board of directors (Khalid & Nawab, 2018).

The work systems of organisations derive their strength and cohesion to the extent that their staff can contribute to decision-making for the mutual benefit of both parties. Uribetxebarria et al. (2021) state that decision-making participation constitutes a strong predictor for job satisfaction. While Mullins et al. (2019) observe a positive association between contribution to decision-making and organisational performance, Uribetxebarria et al. (2021) found a significant and negative relationship between decision-making participation and labour productivity. To clarify this ambiguity, the following sub-hypothesis was suggested:

**H12:** There is a statistically significant relationship between decision contribution and the creative performance of the authority’s employees.

The third dimension is employee support and self-assurance. This is a relatively recent concept, dating back to the 1950s, but has generated much debate since due to the variety of similar terms. This is why researchers have varied in their definitions of the term. Carlson et al. (2000) define it as the set of personal judgments that a person makes for himself that are the result of his psychological, physical, and mental characteristics, while Pierce et al. (1993) note that it is the level at which employees believe that it is possible to meet their needs through the extent of their participation in organisational tasks. These needs include, but are not limited to, fair wages, rewards, respect, safe working conditions, and career growth (Marlain, 2018).

Many researchers have been interested in determining the relationship between employee support and self-assurance and the behaviour of employees in organisations. Ahmed et al. (2017) stress that it is critical among employees, as it plays an important role in enhancing the efficiency and effectiveness of the organisation, while Sunarjo et al. (2020) consider it to be as an important factor to immunise workers against external environment factors, as well as to the promotion of employee morale. On the other hand, the opinions of researchers vary about its role in improving the creative performance of workers. For example, Ahmed et al. (2017)



highlight a weak positive correlation between employee support and self-assurance and the creative orientation of employees, while Marlain (2018) notes the positive impact of employee support and self-assurance on creative performance. To examine the role of this dimension and its impact on the creative performance of employees, the following hypothesis was suggested:

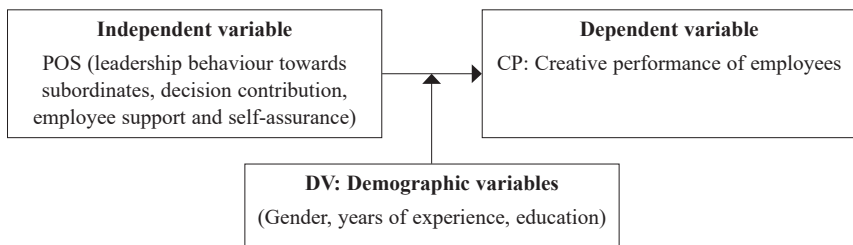
**H13:** There is a statistically significant relationship between employee support and self-assurance and the creative performance of the authority’s employees.

An in-depth examination of the reality of the POS in SY-PTRA was also carried out to help the authority improve employees’ awareness of the support provided to them and thus improve their creative performance. Accordingly, the following hypotheses were proposed:

- H2:** There is a difference in the level of perception of the authority’s employees of organisational support according to demographic variables (gender, years of experiences, education).
- H3:** There is a level of creative performance among the authority’s employees.
- H4:** There is a level of perception of organisational support among the authority’s employees.

Based on the identification of the above variables and hypotheses, the conceptual framework of this study is as shown in Figure 1.

**Figure 1.** Research Framework



Source: Authors’ own.

### 3. Research Methodology

To test the above hypotheses, an analytical descriptive approach was adopted by conducting a field study of the staff of SY-TPRA. This research was conducted between February and April 2021, and data were collected through questionnaires. It is worth noting the cooperation shown by SY-TPRA management, as well as its encouragement of employees to provide their opinions transparently and without bias to ensure realistic results, enabled the development of the working methods of this study. Conducting this study, however, was fraught with difficulties, most notably the conditions imposed by the Covid-19 pandemic. This affected the speed at which the research was completed, as it took about a month to distribute and complete the questionnaires. The ambiguity of the concept of organisational support also prompted researchers to hold several meetings with the employees of each directorate to explain the concept.

The research community consists of all 138 employees of SY-TPRA. The research sample was selected to include the entire community; thus the questionnaires were distributed to all employees personally after a short briefing regarding the aim of the study. Out of the 138 questionnaires distributed, 138 completed the survey, resulting in a response rate of 100%. The collected data were analysed using SPSS 23.0.

**Table 1:** Distribution of Research Sample According to Demographic Characteristics

Variable	Categories	Numbers	Total
Gender	Male	72	138
	Female	66	
Education	Basic education	25	138
	Secondary school	13	
	Intermediate institute	7	
	Bachelor degree	60	
	Master	33	
Age	18-28	16	138
	28-38	45	
	38-48	54	
	>48	23	
Years of Experience	<5	35	138
	5-10	7	
	10-15	19	
	15-20	30	
	20-25	30	
	>25	17	

The questionnaire measures leadership behaviour towards subordinates, decision contribution, employee support and self-assurance, employees' perception of organisational support, and employees' creative performance. It consists of five dimensions, with 12 questions on the first dimension, 14 questions on the second dimension, eight questions on the third dimension, nine questions on the fourth dimension and 14 questions on the fifth dimension. The first four dimensions were built using items adopted from Eisenberger et al. (1986), while the fifth used items adopted from Sigala and Chalkiti (2015). The final part of the questionnaire was developed to acquire the demographic profile of respondents. The questionnaire required respondents to rate items using a five-point Likert Scale and was tested and resulted in satisfactory validity and stability as shown in Tables 2 and 3.

**Table 2:** Correlation Coefficients of Sub-Dimensions

<b>Dimension</b>		<b>Dim 1</b>	<b>Dim2</b>	<b>Dim 3</b>	<b>Dim 4</b>	<b>Dim 5</b>	<b>Total</b>
Leadership behaviour towards subordinates	Correlation coefficient	1	0.969**	0.971**	0.966**	0.986**	0.978**
	Significance level	.000	.000	.000	.000	.000	.000
	Quantity	20	20	20	20	20	20
Decision contribution	Correlation coefficient	-	1	0.993**	0.989**	0.975**	0.955**
	Significance level	-	.000	.000	.000	.000	.000
	Quantity	-	20	20	20	20	20
Employee support and self-assurance	Correlation coefficient	-	-	1	0.970**	0.979**	0.992**
	Significance level	-	-	.000	.000	.000	.000
	Quantity	-	-	20	20	20	20
Employees' perception of organisational support	Correlation coefficient	-	-	-	1	0.958**	0.986**
	Significance level	-	-	-	.000	.000	.000
	Quantity	-	-	-	20	20	20
Creative performance of employees	Correlation coefficient	-	-	-	-	1	0.990**
	Significance level	-	-	-	-	.000	.000
	Quantity	-	-	-	-	20	20

Source: Authors' own.

**Table 3:** Stability Coefficients of Cronbach’s Alpha

Dimensions	Cronbach’s Alpha
Dimension 1	0.808
Dimension 2	0.778
Dimension 3	0.817
Dimension 4	0.803
Dimension 5	0.785
Total	0.836

Source: Authors’ own.

#### 4. Findings and Discussion

All the hypotheses were tested at the level of significance (0.05%):

**H1 testing:**

This hypothesis was validated by validating the following sub-hypotheses:

**H11 testing:**

Table 4 shows that the correlation coefficient between the first and fifth dimensions (0.982) is very close to one, and the level of significance is (0.00). The relationship is strong, and this means that the relationship between leadership behaviour towards subordinates and the creative performance of employees in the authority shows a strong positive correlation, so H11 is accepted.

**Table 4:** Correlation Coefficients and Level of Significance between First and Fifth Dimensions of Research Tool

		Dimension 1	Dimension 5
Dimension 1	Correlation coefficient	1	0.982**
	Significance level	-	0.00
	Decision	Strong positive correlation	
	Numbers	138	138
Dimension 5	Correlation coefficient	0.982**	1
	Significance level	0.00	-
	Decision	Strong positive correlation	
	Numbers	138	138

Source: Authors’ own.

**H12 testing:**

Table 5 shows that the correlation coefficient between the second and fifth dimensions (0.967) is very close to one, and the level of significance is (0.00). The relationship is strong, and this means that the relationship between decision contribution and the creative performance of employees in the authority has a strong positive correlation, so H12 is accepted.

**Table 5:** Correlation Coefficients and Level of Significance between First and Fifth Dimensions of Research Tool

		Dimension 1	Dimension 5
Dimension 1	Correlation coefficient	1	0.982**
	Significance level	-	0.00
	Decision	Strong positive correlation	
	Numbers	138	138
Dimension 5	Correlation coefficient	0.982**	1
	Significance level	0.00	-
	Decision	Strong	Strong positive correlation
	Numbers	138	138

Source: Authors' own.

**H13 testing:**

Table 6 shows that the correlation coefficient between the second and fifth dimensions (0.972) is very close to one, and the level of significance is (0.00). The relationship is strong, and this means that the relationship between employee support and self-assurance and the creative performance of employees in the authority has a strong positive correlation, so H13 is accepted.

**Table 6:** Correlation Coefficients and Level of Significance between Third and Fifth Dimensions of Research Tool

		Dimension 3	Dimension 5
Dimension 3	Correlation coefficient	1	0.972**
	Significance level	-	0.00
	Decision	Strong positive correlation	
	Numbers	138	138
Dimension 5	Correlation coefficient	0.972**	1
	Significance level	0.00	-
	Decision	Strong	Strong positive correlation
	Numbers	138	138

Source: Authors' own.

So, to verify the validity of H1, the correlation coefficients and the level of significance between the total sum of dimensions 1, 2 and 3, and dimension 5 of the research tool were calculated. Table 7 shows that the correlation coefficient is (0.984) which is very close to one, and the level of significance is (0.00). The relationship is strong, and this means that the relationship between POS and the creative performance of the employees in the authority has a strong positive correlation, so H1 is accepted.

**Table 7:** Correlation Coefficients and Level of Significance between POS and Creative Performance Employees

		POS	Creative performance
POS	Correlation coefficient	1	0.984**
	Significance level	-	0.00
	Decision	Strong positive correlation	
	Numbers	138	138
Creative performance	Correlation coefficient	0.984**	1
	Significance level	0.00	-
	Decision	Strong positive correlation	
	Numbers	138	138

Source: Authors' own.

**H2 Testing:**

Table 8 shows that the actual value of the estimated standard error in the different categories of research variables was non-significant, which means that H2 is rejected. Thus, it can be said that there is no difference in the level of perception of organisational support by the staff according to demographic variables (gender, years of experience, education).

**Table 8:** Arithmetic Means and Standard Deviations of Research Sample Members'

Variable	Categories	Numbers	Arithmetic mean	Standard deviation	Standard error	Decision
Gender	Male	72	174.51	80.86	0.559	Non-significant
	Female	66	192.74	76.14	0.582	Non-significant
Education	Basic education	25	192.12	78.16	0.902	Non-significant
	Secondary school	13	171	78.95	1.191	Non-significant
	Intermediate institute	7	156.42	77.61	1.587	Non-significant
	Bachelor's degree	60	190.73	81.20	0.608	Non-significant
	Master's degree	33	173.36	77.13	0.798	Non-significant

Variable	Categories	Numbers	Arithmetic mean	Standard deviation	Standard error	Decision
Years of experience	< 5	35	191.05	77.76	0.778	Non-significant
	5-10	7	200.57	86.59	1.587	Non-significant
	10-15	19	188.89	86.45	1.014	Non-significant
	15-20	30	179.56	79.38	0.833	Non-significant
	20-25	30	188.30	77.70	0.833	Non-significant
	> 25	17	151.17	73.37	1.063	Non-significant

Source: Authors' own.

**H3 Testing:**

Table 9 shows that the arithmetic means ranged between (2.05) and (3.91), the grades ranged between low and high. The arithmetic mean of the dimension as a whole reached (3.36) and the degree of estimation is medium. Thus, it can be said that the level of creative performance of the employees in the authority is medium, according to the estimates of the employees themselves.

**Table 9:** Arithmetic Means of Research Sample members' Answers to Dimension 5 Questions

Question	Arithmetic mean	Grade
Question 1	3.77	High
Question 2	3.51	Medium
Question 3	3.74	High
Question 4	2.12	Low
Question 5	2.96	Medium
Question 6	3.69	High
Question 7	3.91	High
Question 8	3.82	High
Question 9	2.05	Low
Question 10	3.03	Medium
Question 11	3.50	Medium
Question 12	3.70	High
Question 13	3.75	High
Question 14	3.51	Medium
Question 15	3.40	Medium
Total	3.36	Medium

Source: Authors' own.

**H4 Testing:**

Table 10 shows that the arithmetic means ranged between (2.18) and (3.81) and the grades ranged between low and high. The arithmetic mean of the dimension as a whole reached (2.89) and the degree of estimation is medium. Thus it can be said that the level of perception of organisational support of the employees in the authority is medium, according to the estimates of the employees themselves.

**Table 10:** Arithmetic Means of Research Sample Members' answers to Dimension 4 Questions

Question	Arithmetic mean	Grade
Question 1	2.35	Medium
Question 2	2.77	Medium
Question 3	2.64	Medium
Question 4	2.61	Medium
Question 5	2.94	Medium
Question 6	2.18	Low
Question 7	3.68	High
Question 8	3.81	High
Question 9	2.71	Low
Question 10	2.78	Medium
Question 11	3.10	Medium
Question 12	3.18	Medium
Total	2.89	Medium

Source: Authors' own.

This study examined the relationship between POS and the creative performance of the employees by conducting field research on a public sector body. The findings indicated that there is a strong positive relationship between perceived organisational support in its considered dimensions and the creative performance of employees, which are consistent with the findings of Aldabbas et al. (2021); Sunarjo et al. (2020); Marlain (2018); Yousfi (2018); Ibrahim et al. (2016); Xie et al. (2020); Seong and Choi (2019); and Mullins et al. (2019), However, the findings are contrary to those of Rizki et al. (2019); Suharto et al. (2019); Ahmed et al. (2017); and Uribetxebarria et al. (2021), who either state that POS does not influence the creative performance of employees, or highlight a weak positive relationship



between the two. This discrepancy shows the importance of the present study to remove some of the ambiguity surrounding this relationship, as well as the need to conduct more research in this field.

The findings shed light on the reality of the perceived organisational support and the creative behaviour of the employees of SY-TPRA. They show that the employees have an average level of perception of organisational support in its considered dimensions, and an average level of creative performance. The findings also indicate that employees believe that increasing organisational support from management will contribute to improved performance and enhanced creativity.

Considering the scarcity of studies relating to POS that have been conducted on the rest of the sectors in Syria, we can build on these findings to work on further developing the performance of the country's public sector. This can be done by incorporating more procedures and measures that are aimed at developing methods of communication with staff, increasing their participation in decision-making—especially those that directly affect them, considering the proposals and opinions they express—in addition to enhancing their self-awareness and the potential to direct their abilities towards their field of work. It is also important to enhance efforts to provide a more appropriate environment for creativity. This can be done by cooperating with local or international partners to provide training opportunities, within and outside the country, to enhance experience, acquire new skills, follow the latest developments related to their field of work and the tasks they perform, as well as to share the information they have obtained with their colleagues.

## **5. Implications**

The findings highlight the importance of increasing investment in human resources to enhance employees' efficiency, especially in the public sector in developing countries, where the workforce is still suffering from low salaries and work environments that lack dynamism. The findings also highlight the impact of enhancing the creative performance of employees, by way of increasing their experience and encouraging them to seek the best solutions to enhance the organisation's performance and competitiveness.

This paper also contributes to efforts to determine the best ways to improve the performance of the public sector in Syria and raise its efficiency.

This is of special importance in light of the Syrian crisis, as the public sector is still the largest productive sector, and plays a pivotal role in the country's recovery. The findings are also of special importance at present, due to the scarcity of research on POS in Syria, given that the concept has not received sufficient attention from those academia. Therefore, the findings of this study can encourage more local research in the field, so as to establish the best ways to improve the performance of Syrian public and private sector bodies.

## **6. Limitations and Future Research**

The study only relied on one research method, namely a quantitative approach, which could limit the findings. The findings are also limited by the case study sample size, even if the study was accurately conducted and validated. The research also focuses on a single industry—the telecommunications industry—and on three dimensions of perceptual organisational support.

To complement the findings of this research, it will be useful to conduct further research to explore the relationship between other dimensions of POS and the creative performance of employees. It would be even more useful if said study were qualitative, with the results combined with the findings of the present quantitative study, so as to come up with the best proposals to improve the level of perception of organisational support among employees, and thereby increase their creative performance.

Research on other sectors, such as finance, healthcare, energy, and academia would also prove beneficial, especially if compared to the results obtained from the present study. This will help to form a more accurate perception of the organisational support present in Syrian businesses, and improve the methods and practices used to increase creative performance within.

## **7. Conclusion**

Research on the relationship between POS and the creative performance of employees is still lacking, especially in the public sectors of developing countries. Therefore, this study was aimed at filling this gap in the literature by conducting a field study on SY-TPRA. The findings show that there is a strong and positive relationship between POS in its studied dimensions and the creative performance of the authority's staff. Employees here have

an average level of perception of organisational support in its studied dimensions, as well as an average level of creative performance, according to their own estimates. The findings also reveal that there is no difference in the level of perception of organisational support depending on demographic variables (gender, years of experience, education). Practically, these findings highlight that the authority could develop some beneficial policies to enhance the level of perception of organisational support which will in turn enhance the creative performance of the staff.

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