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THE IMPACTS OF PERCEIVED ORGANIZATIONAL SUPPORT ON TRUST IN SUPERVISOR AND EMPLOYEES' CREATIVITY

Abstract: The purpose of this paper is to develop a causal model of perceived organizational support, trust in supervisors, and employees' creativity. The sample of 627 respondents consists of police officers attending training programs administered by the Police Education Bureau. Questionnaires were employed to collect data using simple random sampling. The research model was then tested using structural equation modeling (SEM) techniques. The statistical approach incorporates path analysis, factor analysis, and linear regression into a theoretical causal model for the analysis of latent constructs and measurable variables. The main finding of this paper shows the positive impact of perceived organizational support on employees' creativity, and trust in supervisors. In addition, trust in supervisors has a positive impact on employees' creativity. Discussions and recommendations for related agencies are discussed in this paper.

Keywords: perceived organizational support, trust in supervisor, employees' creativity

1. Introduction

Today, our world is changing rapidly. Organizations have to be able to compete in a volatile environment that requires innovation and creativity (Grant, 2010) because if an organization is devoid of creativity and innovation, then it will degenerate (Pinard & Allio, 2005). Heinonen, Hytti, and Stenholm (2011) add that creativity has a positive effect on formulating strategies to find new opportunities and use that opportunity to advance their own organizations. Organizations with creative executives or supervisors inevitably have a positive effect on subordinate creativity and creativity in teamwork (Wen, Zhou, & Lu, 2017). At present, organizations sought for creative employees to work for the organizations (Heinonen, Hytti, & Stenholm, 2011). Even The World Economic Forum (Gray, 2016) states that creativity becomes the top three most important skills in the 2020s because today there are many aspects of change, such as changes in products, technology, and the mean of how people work. Robots will play a more active role in the work process. However, what technological products cannot do is creativity. This skill is therefore of great importance to today's people.

As mentioned earlier, it has been shown that the creativity of people in the organization is critical to leading the organization to success (Oldham & Cummings, 1996). Hassan et al. (2013) state that employee creativity is a

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factor that positively affects an organization's innovation potential, including its performance. While some scholars have found that employee creativity makes organizations more productive (Beheshtifar & Zare, 2013), and enhances organizational competitiveness (Beheshtifar & Zare, 2013; Sulaiman et al., 2015). Dong et al. (2015) discovered that employee creativity influences the quality of service, which makes customers more satisfied. This is consistent with the findings of Sousa and Coelho's (2011) study. Those employees will have an outstanding ability to discover the true needs of their customers and figure out how to do the job and solve problems in a creative way or approach (Grewal, Levy, & Kumar, 2009). The creativity of the employees mentioned above will allow the organization to maintain long-term good relationships with customers because the creative work style of employees will bring satisfaction to customers or experiences that exceed expectations (Coelho, Augusto, Lages, 2011).

Perceived organizational support is the recognition of personnel involved in giving the organization value to the performance and well-being of personnel in the organization. Perceived organizational support is very important to contribute to the efficiency of work and the well-being of the personnel in the organization. A study by Rhoades and Eisenberger (2002) concluded that there are four factors contributing to perceived organizational support: corporate justice, support from supervisors, and wards and conditions of work. The effect of perceived organizational support, according to Rhoades & Eisenberger (2002), includes organizational commitment, job-related effects, job involvement, job performance, strain, desire to remain with the organization, and withdrawal behavior. Furthermore, some recent studies found that perceived organizational support influences the creativity of employees (Zhou & George, 2001; Waseem, 2010; Ibrahim, Isa, & Shahbudin, 2016; Tang, Yu, Cooke, & Chen,

2017; Zaitouni & Ouakouak, 2018), and influences trust in supervisors (Ristig, 2009; DeConinck, 2010; Webber, Bishop, & O'Neil, 2012; Książeka, Rożenekb, & Warmuzc, 2016).

In Thailand, studies on the impact of perceived organizational support mostly focus on job performance (Thurapang & Jadesadalug, 2016; Manakij & Jadesadalug, 2019), citizenship behavior (Kongsab, Smuthranond, & Chongvisal, 2018; Petchalee, & Na-Nan, 2019), organizational commitment (Promsri, 2015; Wiwegwan & Amornsiriphong, 2021), work engagement (Worawattanaparinya, 2020). In addition, it is studied in private organizations. In the past five years, there have been no studies on the impact of corporate support perceptions on supervisor trust and employees' creativity, and there have been no studies on the relationship between supervisor trust and employees' creativity. The researchers found gaps in the study of the issue, so they saw the need to study the relationship between perceived organizational support and trust in supervisors, and employees' creativity so that organizations could apply their findings to further promote employee creativity.

2. Creativity

Employee creativity is considered to play a huge part in the success of an organization (Oldham & Cummings, 1996) because if an employee is creative in their work, it allows them to come up with new approaches or methods. This includes inventing creative products and services that are in line with the needs of customers, which will result in the organization achieving the goals and objectives set forth. Gilson and Shalley (2004) explain that creativity is the result of a process of three stages: problem identification, finding and interpreting information, and generating ideas. The more employees get involved in that process, the more creative they are in producing their work (Zhang & Bartol, 2010).

Amabile (1983) describes three elements that contribute to an individual's creativity: expertise, creative-thinking skill, and motivation. Expertise refers to technical knowledge, process knowledge, and intelligence. Creative-thinking skill means a method used to solve problems, often due to the personality and way an individual work, which has a relentless approach to problem-solving even if it faces obstacles. Motivation consists of two categories: extrinsic motivation and intrinsic motivation. The former refers to external factors, such as bonuses, and job advancement. Intrinsic motivation is a motivation that arises from a strong desire, or interest in a person's desire for something, which can have a greater effect on creativity.

3. Perceived Organizational Support and Employees' Creativity

There are several factors influencing employees' creativity. Mekloy et al. (2011) state that works experience, and motivation have a positive relationship with employees' creativity. Kittisaknawin et al. (2017) found that intrinsic motivation is correlated with the creativity of individuals, which is consistent with the results of studies by Zhang, Zhang, and Son (2015). Other scholars have discovered that servant leadership is a factor influencing a person's creativity (Krog & Govender, 2015; Yang, Gu, & Liu, 2015; Malingumu et al., 2016). Perceived organizational support is also an important factor influencing creativity (Zaitouni & Ouakouak, 2018).

Perceived organizational support occurs in accordance with the consideration of the employees toward the organization as individuals. The actions made by the representatives of the organization will be interpreted as the intentions of the organization rather than those of the representatives. The fact that an employee considers an organization to be like that person, employees will consider considers the actions of the organization's representatives to represent the organization as a person of a benevolent nature or with malicious intent. Hence, If the employee realizes that he or she is supported by the organization and assumes that the organization truly cares about the well-being of the employees and supports them, they will have positive feelings for the organization, and feel the urge to give back, want to stay in the organization, have organizational commitment, try to work on the issues that go towards achieving the goals of the organization (Rhoades, Eisenberger, & Armeli, 2001).

Recent studies on perceived organizational support found a positive association with employees' creativity (Zhou & George, 2001; Waseem, 2010; Ibrahim, Isa, & Shahbudin, 2016; Tang, Yu, Cooke, & Chen, 2017; Zaitouni & Ouakouak, 2018) Hence, the first hypothesis was:

H_1: Perceived organizational support has a positive influence on employees' creativity.

4. Perceived Organizational Support and Trust in the Supervisors

Wong et al. (2003) say that trust in a supervisor refers to an employee's positive expectations of the supervisor's intentions and actions, which is a form of interpersonal trust. Robbins and Judge (2017) explain that trust refers to the psychological condition of a person who is sensitive to another person because there is a positive expectation that the person will express what he or she desires, or in other words, a positive expectation that the person will not act opportunistically.

The natural characteristics that cause employees to trust their supervisors consist of three main characteristics: Integrity, benevolence, and the ability of supervisors. Integrity means being honest, trustworthy, respectful, and commendable, with honesty

being considered the most important thing. Having morality here also means doing what you're saying. Benevolence means that superiors, as individuals trusted by employees, value the interests of their subordinates rather than their own interests care for and support their subordinates on a regular basis. Ability involves supervisors who should be truly knowledgeable and competent.

According to Robbins and Judge (2017), a trustworthy leader is a person who is moral, ethical, benevolent, and capable of contributing to the trust of his subordinates. Whenever a subordinate has trust, they will also dare to take risks in adopting a new way of working, create solutions that are unconventional from the old format, dare to express opinions, and exchange information. As a result, the group's work is effective, and the organization is increasingly productive. However, it is relevant to a person's inclination to trust others because each person has a different personality. Some people may easily trust another person while some people will be cautious about their supervisor's words or promises or don't apply insights from their supervisor's words. In addition, people with low self-esteem are less likely to trust others. Robbins and Judge (2017) explain that if a leader breaks the psychological obligations he has to an employee, it shows that he is an untrustworthy leader and that the employee will have little satisfaction and attachment to this type of leader, and there is a high chance of quitting his job, low levels of organizational citizenship behavior, and poor job performance.

Robbins and Judge (2017) further explain that subordinates have trust in their supervisors or superiors resulting in positive outcomes: (1) It encourages courage to take risks because whenever an employee wants to change the way they work, they want to do something new, or are inspired by the words of their superiors, leading to new ideas. Trust in supervisors and colleagues will be a factor that drives employees to take

risks, such as risking improving work patterns and methods (2) Information sharing: The fact that employees in the organization have trust in each other, including trust in their supervisors, will help employees to express their opinions, to speak up, to be bold, to give information. It shows that the supervisor is open to hearing from employees and putting those opinions into practice, so employees are happy to comment on matters that are considered an exchange of information between them (3) Team efficiency: Whenever an organization leader can create an atmosphere of trust in the organization, team members or agencies will be happy to help each other, as well as put extra effort into helping each other. This resulted in mutual trust. On the other hand, if a group or entity has fallen into a state of lack of trust in one another, communication between group members becomes less, and people monitor each other or misinterpret each other, which ultimately destroys the good relations of the group or agency (4) Organizational productivity: Trust between people in the organization, between supervisors and subordinates, is an important factor that affects the performance of the organization because according to research studies, employees who trust their supervisors will have good performance, which will play an important role in increasing the productivity of the organization. Employees who have no trust in their supervisors conceal information and primarily exploit themselves without looking at the interests of the collective and the organization.

A study by Poon et al. (2016) found that supervisor ability, benevolence, and integrity as well as employees' propensity to trust were positively associated with trust in supervisor. Other recent studies found that perceived organizational support has a positive association with trust in supervisors (Ristig, 2009; DeConinck, 2010; Webber, Bishop, & O'Neil, 2012; Książeka, Rożenekb, & Warmuzc, 2016). Hence, the second hypothesis was:

H₂: Perceived organizational support has a positive influence on trust in the supervisor.

5. Trust in the Supervisor and Employees' Creativity

Leadership is very important for leaders to motivate their employees to perform assigned tasks effectively. Jaiswal and Dhar (2017) found that employees exhibited a greater degree of creative behavior when they trusted their leader. Khassawneh, Mohammad, and Ben-Abdallah (2022) stated the importance of leadership. They argued that the openness of leaders partially mediates the willingness of employees to try new things and share information. This creativity is a consequence of the trust that employees have in their leaders and their willingness to experiment with new concepts. Some studies focused on the relationship between individual trust and creativity (Martins & Terblanche, 2003; Dakhli & De Clercq, 2004) and found a positive relationship between these two variables. The findings are consistent with some of the studies (Madjar & Ortiz-Walters, 2009; Afsar & Masood, 2018; Amarasinghe et al., 2019; Martono, Wulansari, & Khoiruddin, 2020; Ahmad et al., 2021, Yang & Zhang, 2021). Hence, the third hypothesis was proposed.

H₃: Trust in the supervisor has a positive influence on employees' creativity.

6. Methods

6.1 Sample

The data for this study were collected from government officials of the Department of Fisheries. The researchers used the G*Power software to calculate the sample size and power for statistical methods from the whole population of 3,375 government officials (Faul et al., 2007). The calculations employed a medium effect size of 0.3 and the power of the test of .80 with an alpha of

.05, resulting in a total sample size of 627. The researchers used simple random sampling to draw samples. Five research assistants were trained to properly administer the questionnaire to the samples. The research assistants learned to inform each sample of (1) the research purposes, (2) the study's benefits and anonymity, (3) his/her right to refuse and/or withdraw from participating in the survey, and (4) the time frame for the survey. In addition, each participant also gave consent before completing the questionnaire. The demographic characteristics of the sample are summarized in Table 1.

Table 1. Characteristics of the samples (N=627)

Characteristics	Frequency	Percentage
Gender		
Male	314	50.08
Female	313	49.92
Marital status		
Single	328	52.31
Married	272	43.38
Widowed	13	2.07
Divorced	14	2.23
Education		
Secondary school or lower	1	0.16
High scholl or equivalent	10	1.59
High vocational school or equivalent	61	9.73
Bachelor's degree	371	59.17
Master's degree or higher	184	29.35
Other characteristics	Mean	S.D.
Age	36.27	8.27
Tenure	7.30	8.20
Income*	5,275.38	20,260.85

1THB = 0.030278349 USD

6.2 Measurement

6.2.1 Exogenous Latent Variable

Perceived organizational support (POS) was an endogenous variable. It is measured using

the Perceived Organizational Support (POS) scale developed by Eisenberger et al. (1986), the original scale contained a total of 36 questions. However, Rhoades and Eisenberger (2002) said that using a short version of the questionnaire with 8 questions can be conducted as well. Therefore, the researchers used the short POS scale in the present study. The respondents were asked to rate their perceived level of servant leadership in each question from 1 to 5, with 1 representing strongly disagree and 5 representing strongly agree. Examples of questions in this scale include "My agency has little empathy for its contributions," "My agency values my dedication to making the organization thrive," and "My agency is proud that I have succeeded in its work." The measurement provided an alpha reliability of .738 indicating adequate reliability.

6.2.2 Endogenous Latent Variables

Trust in the supervisor (TIS) was an endogenous variable. It is measured using the Organizational Trust Instrument (OTI) developed by Mayer and Davis (1999). The measure contained 3 dimensions, ability, and benevolence. There are 17 questions, such as "My supervisor is a man of justice." "My supervisor is the one who always follows his word." My supervisor is a person who has the knowledge and ability to work" and "My supervisor cares about and is aware of your welfare." The measurement provided an alpha reliability of .952 indicating very good reliability.

Employees' creativity (EMC) was measured using the scale developed by Tierney, Farmer, and Graen (1999). It consists of 9 questions. For example, "I take the initiative to create my own work," "I have the courage to put new ideas into my work", and "I can apply existing tools and equipment in different ways." The measurement provided an alpha reliability of .820 indicating very good reliability.

6.3 Analysis

The data were analyzed using the structural equation modeling (SEM) technique. This is a multivariate statistical analysis technique that is used to analyze structural relationships. This technique is a combination of factor analysis and multiple regression analysis, and it is used to analyze the structural relationship between measured variables and latent constructs. The present study employed an index of statistical values that are used to examine and show whether the model is fitted with the empirical data. It consists of p-value > .05, $\chi2/df$ <2, GFI > 0.95, NFI > 0.95, CFI > 0.95, RMSEA < 0.05 (Hair, Back, Babin, & Anderson, 2010; Suksawang, 2013).

7. Results and Discussion

7.1 Descriptive Statistics and Correlations

Table 2, presents descriptive statistics and inter-correlations among the variables of the study. The means and standard deviations were within reasonable limits. The inter-correlations among variables were also reasonable and provided additional affirmation for the construct validity of our measures. In all cases, Pearson's r was lower than 0.50 and far from the 0.80 level, which may indicate no multicollinearity problem.

Table 2. Descriptive statistics and inter-correlations between variables

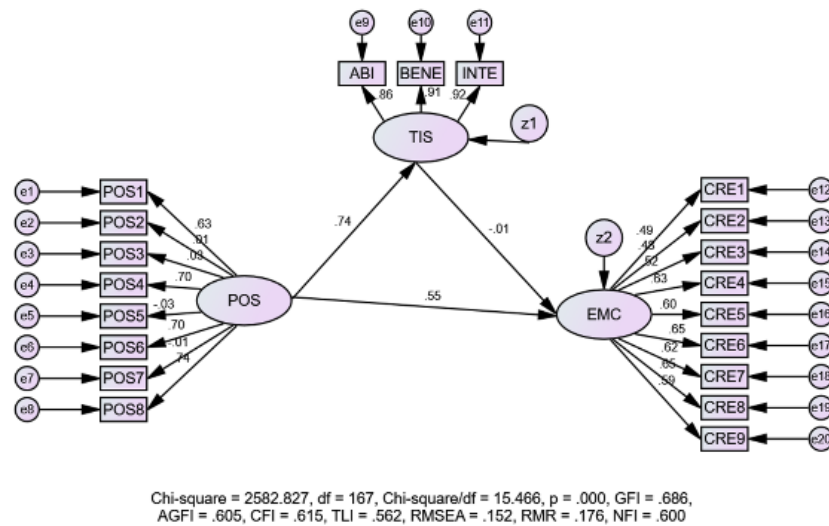| Variable	Mean	S.D.	POS	TIS	EMC
POS	3.44	.60	-		
TIS	3.86	.68	.40**	-	
EMC	3.98	.45	.31**	.35**	-

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

7.2 Goodness of Fit

The results reveal the model chi-square of 2582.827 with 167 degrees of freedom. The p-value is significant ($p < .05$). The values of GFI and RMSEA, the absolute fit index, are 0.686 and 0.152 in that order. These values indicate the model does not fit with the

empirical data. The normed chi-square is 15.466 which exceeds 2.00, indicating unfit for the hypothesized model. According to the incremental fit indices, the CFI, an incremental fit index, has a value of 0.615,
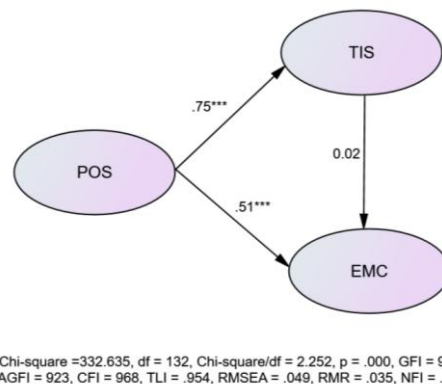
which exceeds the suggested cut-off values. In addition, the AGFI, a parsimony fit index, has a value of 0.605, which reflects an unfit model as shown in Figure 1.

Chi-square = 2582.827, df = 167, Chi-square/df = 15.466, p = .000, GFI = .686,
AGFI = .605, CFI = .615, TLI = .562, RMSEA = .152, RMR = .176, NFI = .600

Figure 1. Hypothesized model

The researchers revised the model in accordance with the modification indices as suggested by the software. The revised model shows the model chi-square of 332.635 with 132 degrees of freedom. The *p*-value is significant ($p < .05$). Hair et al. (2010) suggested that the significance of the *p*-value is expected if the sample size is greater than 250 and the number of observed variables is greater than 12 but does not exceed 30. The values of GFI and RMSEA, the absolute fit index, are 0.952 and 0.049 in that order. These values indicate the model fits with the empirical data. Although there is no consensus regarding an acceptable ratio for this statistic, recommendations range from as high as 5.0 (Wheaton et al., 1977) to as low as 2.0 (Tabachnick & Fidell, 2007). The present study found that the normed chi-square is 2.252, indicating fit for the revised model. According to the incremental fit indices, the CFI, an incremental fit index, has a value of 0.968, which exceeds the

suggested cut-off values. In addition, the AGFI, a parsimony fit index, has a value of 0.923, which reflects a fit model according to Hooper, Coughlan, and Mullen (2008). All information on goodness-of-fit statistics is illustrated in Figure 2 and Table 3.

Chi-square =332.635, df = 132, Chi-square/df = 2.252, p = .000, GFI = 952,
AGFI = 923, CFI = 968, TLI = .954, RMSEA = .049, RMR = .035, NFI = .948

Figure 2. Revised model

Table 3. The Goodness-of-fit statistics for the hypothesized and revised model

Fit statistics	Hypothesized model	Revised model
χ^2	2582.827	332.635
df	167	132
p-value	.000	.000
χ^2/df	15.466	2.252
GFI	.686	.952
AGFI	.605	.923
NFI	.600	.948
CFI	.615	.968
RMSEA	.152	.049

7.3 Path Coefficients and Explained Variance

The results of structural equation modeling analysis revealed the path coefficients, explained variance, standard error, critical ratio, and *p*-value as illustrated in Table 6.

Table 6. Path Coefficients and Explained Variance

Structural relationship	Std. Estimate	S.E.	C.R.	*p*
TIS <--- POS	.75	.05	14.96	.000
EMC <--- TIS	.02	.06	.22	.827
EMC <--- POS	.51	.07	6.20	.000
ABI <--- TIS	.85	-	-	-
BENE <--- TIS	.92	.04	31.35	.000
INTE <--- TIS	.91	.07	31.34	.000
POS1 <--- POS	.61	.06	13.76	.000
POS2 <--- POS	.01	.09	.29	.776
POS3 <--- POS	.06	.09	1.44	.151
POS4 <--- POS	.71	.07	15.80	.000
POS5 <--- POS	-.03	.09	.78	.563
POS6 <--- POS	.71	-	-	-
POS7 <--- POS	.02	.10	.50	.617
POS8 <--- POS	.74	.07	16.40	.000
EMC1 <--- EMC	.45	.06	10.17	.000
EMC2 <--- EMC	.53	.07	11.13	.000
EMC3 <--- EMC	.64	.07	11.85	.000
EMC4 <--- EMC	.65	.07	13.29	.000
EMC5 <--- EMC	.56	.07	11.83	.000
EMC6 <--- EMC	.68	-	-	-
EMC7 <--- EMC	.58	.07	12.68	.000
EMC8 <--- EMC	.62	.07	13.45	.000
EMC9 <--- EMC	.59	.07	12.98	.000
R^2				
TIS	.566			
EMC	.269			

The results revealed that perceived organizational support was positively related to trust in the supervisors ($\beta = .75$), and employees' creativity ($\beta = .51$). However, trust in the supervisor has no association with employees' creativity. The variance analysis indicated that perceived organizational support can explain 56.6% of the variance of trust in the supervisor. In addition, the two predictors (perceived organizational support and trust in the supervisor) can explain 26.9% of the variance in the employees' creativity. The findings are consistent with the previous studies (Zhou & George, 2001; Waseem, 2010; Ibrahim, Isa, & Shahbudin, 2016; Tang, Yu, Cooke, & Chen, 2017; Zaitouni & Ouakouak, 2018), who found the positive relationship between perceived organizational support and employees' creativity. The present findings also revealed the positive relationship between perceived organizational support and trust in the supervisor. This result supports the findings of some previous studies (Ristig, 2009; DeConinck, 2010; Webber, Bishop, & O'Neil, 2012; Książeka, Rożenekb, & Warmuzc, 2016; Poon et al., 2016). However, the present study found that trust in the supervisor has no relationship with employees' creativity, which is not consistent with the findings of other researchers (Madjar & Ortiz-Walters, 2009; Afsar & Masood, 2018; Amarasinghe et al., 2019; Martono, Wulansari, & Khoiruddin, 2020; Ahmad et al., 2021, Yang & Zhang, 2021). Hence, a more in-depth study should be conducted on the relationship between these two variables.

8. Conclusion

The perception of organizational support is an issue that has attracted attention in the study of organizational behavior because the employee's awareness of the organization's support will result in employees trusting their supervisors and being creative in their work. Therefore, executives of both public

and private organizations should pay attention to such issues. In addition, the organization should make employees aware that the organization supports them. Organizations must prioritize employee engagement and participation, give recognition if they achieve their goals, prioritize employee demands and needs, and take care of the welfare and well-being of employees and their families.

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