

Exploring the Interplay between Perceived Organizational Support, Employee Performance, and Innovation: A Study of the Moderating Role of Organizational Learning

Fahad Altamimi^{1*}, Mohd Faiz Hilmi¹

¹ School of Distance Education, Universiti Sains Malaysia, Malaysia

*Corresponding Author: f-79977@hotmail.com

Received: 30 August 2023 | Accepted: 10 October 2023 | Published: 31 October 2023

DOI: <https://doi.org/10.55057/ijbtm.2023.5.3.48>

Abstract: *The study purpose is to examine the relationship between perceived organizational help (POS), worker performance, and innovation, and to investigate the moderating function of organizational studying in this relationship. The observe employed a quantitative studies layout and a correlational survey approach to accumulate statistics from 500 employees from extraordinary agencies. The consequences of the look at discovered that there is a fantastic and huge courting among POS, worker performance, and innovation. Furthermore, the study determined that organizational studying played a extensive moderating role in the dating between POS, worker performance, and innovation. Specifically, the findings confirmed that the effective effect of POS on worker overall performance and innovation became more potent in companies with a excessive stage of organizational gaining knowledge of. The study's findings contribute to the literature on organizational help, worker performance, innovation, and organizational mastering, and provide realistic implications for businesses searching for to enhance worker overall performance and innovation via effective POS.*

Keywords: Perceived Organizational Support, Employee Performance, Innovation, Organizational Learning, Correlation, Quantitative Research Design

1. Introduction

In the ever-evolving landscape of modern organizations, the pursuit of sustained competitive benefit has caused a developing hobby in understanding the multifaceted interplay between perceived organizational support (POS), employee performance, and innovation. Organizational achievement increasingly more hinges upon the potential to not best optimize worker performance but also to foster a lifestyle of innovation that propels the corporation in advance of its opponents (Bartunek, 2014). As agencies attempt to remain agile and adaptive, this interplay has received prominence as a pivotal determinant in their capacity to thrive in dynamic and aggressive markets. Perceived organizational guide, a concept rooted in social change principle, encapsulates personnel' perceptions of the quantity to which the business enterprise values their contributions, cares approximately their well-being, and affords the assets necessary for them to perform at their excellent. Scholars have identified the profound impact of POS on numerous worker consequences, consisting of task pride, commitment, and engagement (Bohle et al., 2018).

However, the relationship among POS and employee performance has garnered particular attention due to its potential implications for organizational success. Employees who perceive robust organizational help are likely to sense valued, prompted, and more willing to exert greater attempt, consequently yielding heightened degrees of performance. Simultaneously, the function of worker overall performance as a precursor to organizational innovation can't be understated (Abbas, 2018). The dynamic nature of cutting-edge business environments necessitates a steady influx of innovative thoughts and practices, enabling groups to evolve, differentiate, and seize new opportunities. Research shows that high-appearing personnel are more likely to exhibit innovative behaviors, as their efficacy breeds self-assurance in their capacity to discover novel processes and experiment with innovative answers. However, the nuanced relationships between POS, worker overall performance, and innovation are difficulty to influences that expand past the immediately dyadic connections (Sahin et al. 2014).

One of those influences is the moderating role of organizational gaining knowledge of, which encompasses an business enterprise's capability to gather, share, and apply understanding in methods that beautify its effectiveness and competitiveness. Organizational mastering can function an amplifier, intensifying the effect of perceived help on innovation. Organizations that prioritize non-stop learning create an surroundings wherein employees are empowered to translate their heightened performance into revolutionary results (Sweet et al., 2015). Through mechanisms inclusive of information sharing, experimentation, and adaptation, organizational mastering acts as a catalyst, augmenting the outcomes of perceived support on the technology and implementation of innovative thoughts. Against this backdrop, this have a look at embarks on an exploratory journey to resolve the elaborate associations among perceived organizational support, employee overall performance, innovation, and the moderating function of organizational gaining knowledge of (Karatepe, 2015).



Figure 1: Constraints associated with employee performance
 (Source: Mhlungu et al. 2019)

By employing a combined-strategies method that combines quantitative surveys and qualitative interviews, this studies goals to make a contribution to the existing frame of understanding via shedding mild on the nuanced ways wherein these constructs interact within the organizational context. Through an in-intensity evaluation of these relationships, organizations stand to gain a deeper expertise of the way to foster a synergistic alignment among these elements, in the end cultivating an environment that nurtures both remarkable worker performance and a thriving subculture of innovation (Cullen et al., 2014).

2. Literature Review

Perceived Organizational Support (POS) has garnered great attention within organizational psychology as a key determinant of worker attitudes and behaviors. According to Eisenberger, Cummings, Armeli, and Lynch (1997), POS reflects the volume to which employees agree with that their corporation values their contributions and is dedicated to their nicely-being. This notion is rooted in social alternate concept, positing that employees reciprocate perceived assist with heightened commitment and engagement. Empirical research by Rhoades and Eisenberger (2002) and Eisenberger, Fasolo, and Davis-LaMastro (1990) provide empirical evidence of the effective relationship among POS and employee results, highlighting its influence on activity delight, organizational dedication, and employee performance.

The relationship between POS and worker overall performance has been a topic of unique interest. Allen, Shore, and Griffeth (2003) located that personnel who sense supported by means of their corporation are more likely to show off high levels of process overall performance because of a heightened sense of responsibility and loyalty. This belief aligns with social exchange principle, where perceived guide interprets into expanded task pride and organizational citizenship behaviors, fostering better person performance (Eisenberger et al., 1990; Shore et al., 2006). The feel of reciprocal obligation spurs employees to exert discretionary attempt, contributing to more suitable challenge overall performance and general productivity (Eisenberger et al., 2001). As personnel' overall performance is accelerated, the relationship to innovation turns into increasingly more salient. Employee overall performance serves as a basis for innovation, facilitating the execution of revolutionary thoughts and the exploration of novel avenues.

Amabile's Componential Theory of Creativity (1988) posits that high ranges of expertise, a key component of worker overall performance, empower individuals to method troubles from numerous views and generate progressive answers. This is echoed via Shalley, Zhou, and Oldham (2004), who located that high-appearing employees are more likely to interact in exploratory conduct, idea generation, and chance-taking—the building blocks of innovation. Organizational learning emerges as a pivotal component that moderates the interplay between POS, worker overall performance, and innovation. Senge's *The Fifth Discipline* (1990) lays the inspiration for knowledge how agencies can cultivate a way of life of continuous gaining knowledge of, which, in flip, helps innovation.

Organizations that foster a getting to know-oriented surroundings encourage personnel to gather and percentage understanding, test with new techniques, and adapt to changing circumstances. Argyris and Schön's Theory of Action (1978) emphasizes the importance of single-loop and double-loop gaining knowledge of, which respectively involve incremental development and wondering essential assumptions, as drivers of organizational innovation.

Organizational mastering serves as an amplifier, enhancing the consequences of perceived support on innovation. Crossan, Lane, and White (1999) posit that groups that value getting to know are more likely to inspire employees to test, study from failures, and adapt. The courting between studying and innovation is underpinned through the idea that a lifestyle of non-stop gaining knowledge of equips employees with the abilities and information had to fuel innovative endeavors (Nonaka Takeuchi, 1995).

In summary, the literature underscores the intrinsic connection among perceived organizational help, worker overall performance, and innovation. POS serves as a catalyst for heightened

overall performance, fostering a feel of duty and engagement. High-acting employees, prepared with understanding, are nicely-located to pressure modern behaviors. Organizational gaining knowledge of emerges as a powerful moderator, amplifying the effect of guide on innovation by means of fostering an environment that nurtures knowledge sharing and experimentation. As this study advances, it seeks to make a contribution to this rich frame of literature by way of unveiling the nuanced mechanisms underpinning those relationships and imparting insights that could manual agencies in optimizing performance and innovation synergistically.

3. Materials and Methods

Population and Sample

While defining the targeted population, scholars refer to the whole or entire units from whom the researcher is to collect the relevant data for the study (Galea, 2018). This data will bank on at the time of developing his inferences (Reczek et al., 2017). The above definition applies in the current thesis, where the researcher narrowed down to a target population on education sector in the UAE. The choice of the broad sectors was informed by the need to come with diverse that is not only reliable but valid. With such an approach, the findings of the study had what it takes for generalization, not only across the industries in the UAE but other parts of the world as well.

Upon identifying the targeted population, the next important step was working on the representative samples. When it comes to a market research survey, it is always impractical in terms of the resources available for the study to subject all the members of the study population to an interview (Rogers & Lange, 2013; Ruggles, 2014). Instead, the researcher went ahead by asking the defined sample for the opinions they had in line with the defined study questions and objectives.

Sample Plan

The sampling technique is one of the quantitative approaches that focus on data collection based on the research context. The sampling analysis is based on the Cochran formula and the sampling parameters such as population size, sample size, z score, population proportion, and margin of error.



Figure 2: Espoused Theory
 (Source: Self-created)

Selection of sampling technique

There are different sampling techniques are processed for the population sample analysis. Based on the sampling the population inference is accessible based on its relevance to the existing data. The two different sampling techniques are probability sampling and non-probability sampling. The different sampling techniques are listed in figure 3.

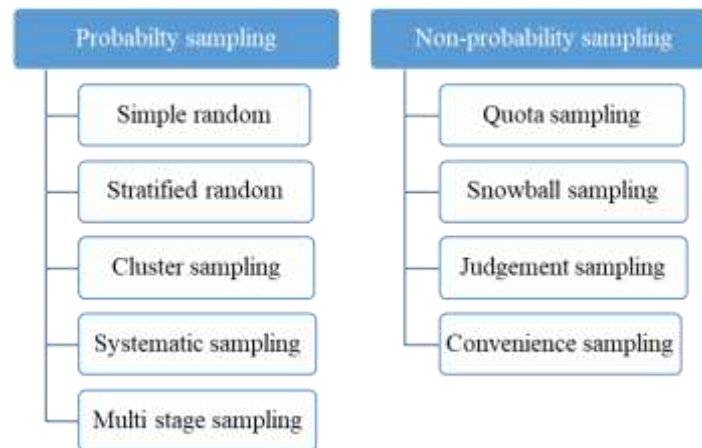


Figure 3: Sampling techniques

Calculation of sample size

The calculation of sample size is the most important step in the sampling analysis, based on the sample size the research data is processed. The sample size for this research is identified as 500 based on the margin of error, population size, z score, and population proportion confidence level using the Cochran formula. The sample size is used to generalize the random sample and help to reduce the sampling error.

Data collection

Completing the population detection, setting of the sampling frame, selection of sampling technique, and sample size calculation, the next process is to gather the data from the respondents. The method is not going to be interview because it restricts the sample size and 100% of the data collection is to be questionnaire. The most effective process is to collect the data in quantitative and going to use drop off and pick up method that is very effective rather than emails. A huge amount of questionnaire is not possible to transfer by email and it forms several issues. Therefore, drop off and pick up method assist to manage a wide set of questionnaires in an organized manner with high quality as a substitute way of email.

Analysing the response rate

The overall number of responses is willing for the research is analysed in this section. Based on the data collection the data are processed through the SPSS software. The SPSS process the data using mathematical equations and graphs to receive an effective outcome.

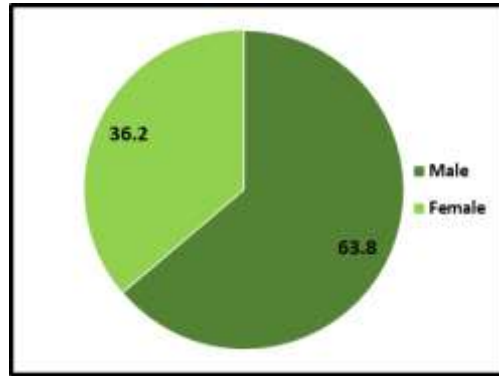
Data Analysis

The use of open-ended and close-ended questionnaires saw the research assistants coming up with not only qualitative but also quantitative data. The raw data were taken for coding and analysis using the latest version of statistical packages for social scientist software (SPSS); SPSS 26. The software was key in generating a data array. Open-ended questionnaires' are going to be implemented to get detail perception of the respondents according to their experience. Digital transformation is a large concept and close-ended questionnaires by Likert scale will not able to get the actual answers of the participants. Interview is considered as more suitable and comfortable way to get the answers of the respondents. This data analysis entailed both inferential and descriptive statistics. For instance, a Pearson correlation was run to establish the relationship that comes into play between OP and the four independent variables. The analysis outcomes were presented through relevant tables of the SPSS output and graphs.

4. Results and Discussion

Table 1: Frequency of gender

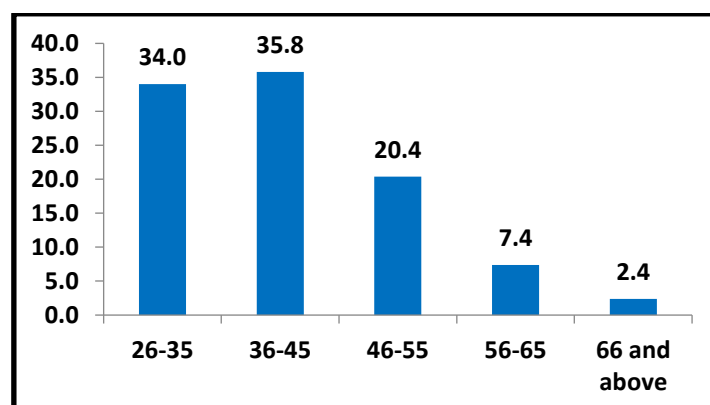
	Frequency (n)	Percentage (%)
Male	319	63.8
Female	181	36.2
Total	500	100.0



The provided frequency distribution displays the gender distribution of the respondents involved in the study, totaling 500 individuals. Out of these, 319 individuals (63.8%) self-identified as males, while 181 individuals (36.2%) identified as females. The study cohort was notably skewed towards male participants, signifying a higher representation of males in the overall participant pool. This skewed gender distribution might not accurately mirror the gender diversity present within the study's target organization, potentially impacting the generalizability of the research findings. To ensure the integrity of the conclusions and interpretations, researchers should duly consider potential gender biases. Furthermore, conducting a more in-depth analysis categorized by gender can offer valuable insights into any possible variations in responses and perceptions linked to the variables under examination.

Table 2: Frequency of age of the respondents

	Frequency (n)	Percentage (%)
26-35	170	34.0
36-45	179	35.8
46-55	102	20.4
56-65	37	7.4
66 and above	12	2.4
Total	500	100.0



The distribution of ages among the study's respondents follows a predominantly even spread. Notably, the age brackets of 26 to 35 and 36 to 45 encompass the majority of participants, constituting 34.0% and 35.8% of the total sample, respectively. This suggests that the study participants are largely situated within the mid-career phase, possibly signifying a substantial portion of the workforce possessing pertinent experience. Nevertheless, the underrepresentation of senior personnel could stem from the lower presence of participants aged 56 and over (7.4%) and 66 and over (2.4%). Consequently, the implications drawn might not holistically represent the viewpoints and experiences of senior employees, potentially limiting the study's ability to provide comprehensive insights into the interplay among the variables of interest, particularly as influenced by age.

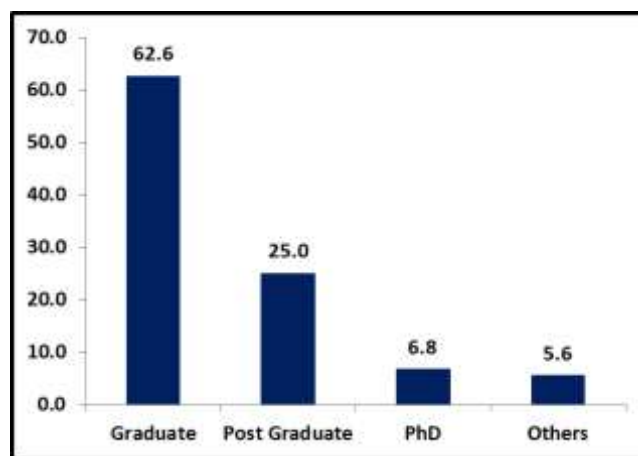
Table 3: Frequency of marital status

	Frequency (n)	Percentage (%)
Married	387	77.4
Unmarried	113	22.6
Total	500	100.0

Seventy seven.4% of the sample's members, or most of them, said they were married. On the alternative side, unmarried people made up 22.6% of the members. Married respondents made up a massive percentage of the pattern, which shows that they're overrepresented. The study's conclusions could be impacted with the aid of this disparity in representation of marital fame because it leaves out a number of the reviews and viewpoints of unmarried people. When studying the findings and coming to conclusions about the impact of marital reputation at the variables below consideration, researchers must be aware of this imbalance and its implications.

Table 4: Frequency of highest level of education

	Frequency (n)	Percentage (%)
Graduate	313	62.6
Post Graduate	125	25.0
PhD	34	6.8
Others	28	5.6
Total	500	100.0

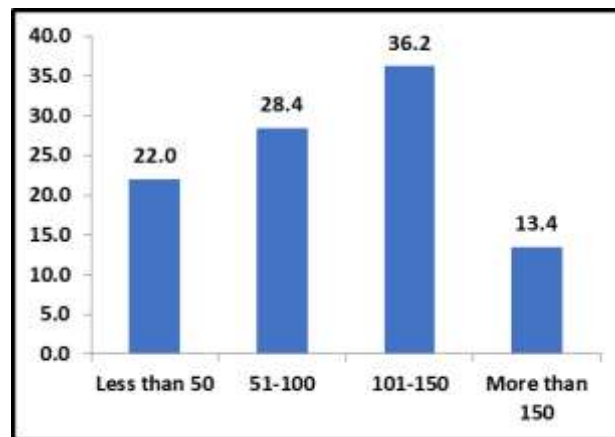


The majority of individuals, or 62.6% of the complete pattern, claimed to have a graduate diploma. 25.0% of the individuals claimed having post-graduate tiers, whilst 6.Eight% said they had a PhD. Five.6% of respondents additionally acknowledged having further educational

credentials. The sample's excessive percentage of graduate-degree training leads one to consider that this demographic is nicely-represented inside the studies. As a result, people with extra superior stages, such put up-graduate and PhD holders, might also have much less possibility to proportion their thoughts and insights. When deciphering the statistics, researchers should be mindful of this gap as it could restrict the generalizability of the findings and the quantity to which special instructional backgrounds have an effect on the correlations between the researched variables.

Table 5: Frequency of number of full-time employees

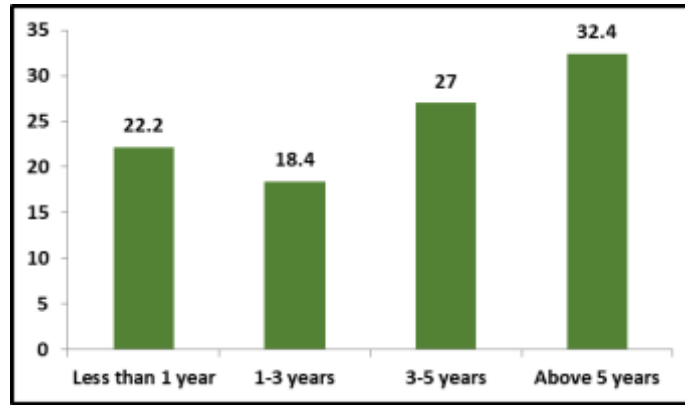
	Frequency (n)	Percentage (%)
Less than 50	110	22.0
51-100	142	28.4
101-150	181	36.2
More than 150	67	13.4
Total	500	100.0



The study's organizational tenure frequency distribution (in months) among respondents. According to the findings, 36.2% of participants, or the majority, reported having worked for their organization for between 101 and 150 months. In addition, 22.0% of respondents had a term of less than 50 months, while 28.4% reported a tenure between 51 and 100 months. 13.4% of participants, a lower percentage, reported working for the same company for more than 150 months. According to the distribution of organizational tenure, a sizable portion of respondents have stayed with their organizations for comparatively lengthy periods of time. As a result, this might affect their viewpoints and life experiences, which might have an impact on the study's conclusions about the connections between the investigated variables. When analyzing the findings, researchers should take this distribution into consideration.

Table 6: Frequency of work experience

	Frequency (n)	Percentage (%)
Less than 1 year	111	22.2
1-3 years	92	18.4
3-5 years	135	27.0
Above 5 years	162	32.4
Total	500	100.0



The findings display that a extensive portion of contributors—32. Four% of the entire pattern— reported having held their jobs for greater than 5 years. In addition, 18.4% of respondents had a job term of 1-3 years, compared to 27.0% of respondents with a tenure of 3-5 years. Only 22.2% of people stated their employment had lasted much less than a year. According to the distribution of task tenure, a massive part of respondents have held their cutting-edge positions for an extended time period. This extended employment may additionally have an effect on their degree of expertise, familiarity with the business enterprise, and task-related records, which may additionally have an effect on the examine's conclusions regarding the correlations among the investigated variables.

Table 7: Descriptive statistics of the study variables

	N	Mean	SD	Min	Max	Skewness	Kurtosis
Digital Transformation	500	3.49	0.77	1.00	5.00	-1.51	1.03
Organizational Learning	500	3.44	0.75	1.00	5.00	-1.27	0.90
Innovation	500	3.52	0.81	1.00	5.00	-1.71	1.57
Perceived Organizational Support	500	3.60	0.82	1.00	5.00	-1.85	1.32
Organizational Performance	500	3.49	0.72	1.00	5.00	-1.30	1.26

The descriptive facts for the observe's variables, which consist of organizational performance, perceived organizational aid, organizational mastering, and digital transformation. The variety of the imply values for each variable, which ranges from 3.Forty four to a few.60, suggests that respondents' perceptions are normally focused around the middle of the size (1 to five). The responses seem to have some degree of fluctuation around the suggest, in line with the same old deviation (SD) values, which variety from 0.72 to zero.Eighty two. All of the variables have a bad skewness, as indicated by the skewness values, which range from -1.Eighty five to -1.27. This implies that the facts is barely skewed to the left, displaying that maximum respondents' assessments of these traits are extra favorable. The information distribution for all variables is exceedingly peaked relative to a ordinary distribution (kurtosis of zero), with kurtosis values ranging from 0.Ninety to one.57. These numbers indicate that, in assessment to a superbly regular distribution, the information is a little bit greater peaked and includes greater outliers. In preferred, respondents' impressions of virtual transformation, organizational getting to know, innovation, perceived organizational aid, and organizational performance are pretty balanced, according to the typically constant suggest scores for all factors. The somewhat poor skewness values show that respondents will be predisposed to overestimate certain variables. The information is not exactly generally dispensed, according to the mild kurtosis values, which point to a few fluctuations and ability outliers within the dataset.

Table 8: Frequency of work experience

	No. of items	Cronbach's Alpha	Remarks
Digital Transformation	10	0.926	Excellent
Organizational Learning	13	0.936	Excellent
Learning commitment	5	0.964	Excellent
Shared vision	5	0.931	Excellent
Open-mindedness	3	0.941	Excellent
Innovation	12	0.954	Excellent
Product Innovation	3	0.928	Excellent
Process Innovation	3	0.965	Excellent
Organizational Innovation	3	0.938	Excellent
Marketing Innovation	3	0.965	Excellent
Perceived Organizational Support	6	0.956	Excellent
Organizational Performance	7	0.867	Good

Cronbach's alpha coefficient changed into used in the reliability analysis of the have a look at variables. The internal consistency metric Cronbach's alpha measures the dependability of the scales used to degree every assemble. The findings display that most of the scales have superb internal consistency, with Cronbach's alpha coefficients varying from zero.926 to zero.965. With Cronbach's alpha values exceeding zero.95, variables like virtual transformation, organizational learning, innovation, and perceived organizational help reveal excessive levels of internal consistency, demonstrating that the gadgets within each scale are very accurate and steady in measuring their respective constructs. Despite having a decent stage of inner consistency (Cronbach's alpha = 0.867), the organizational overall performance scale is just shy of the "great" mark. Researchers should workout warning while deciphering the consequences associated with organizational overall performance even though the dimensions remains seemed as credible. They ought to additionally consider undertaking additional validation and refinement to growth the size's dependability. The majority of scales' excessive Cronbach's alpha coefficients, taken collectively, show the reliability of the take a look at's measurement gear. These findings confirm the validity of the look at's conclusions and give upward push to accept as true with in the precision and consistency of the records collected.

Table 9: Test of Normality

	Kolmogorov-Smirnov	Shapiro-Wilk				
	Statistic	df	Sig.	Statistic	df	Sig.
Digital Transformation	.202	500	.000	.810	500	.000
Organizational Learning	.219	500	.000	.840	500	.000
Innovation	.240	500	.000	.766	500	.000
Perceived Organizational Support	.287	500	.000	.701	500	.000
Organizational Performance	.244	500	.000	.830	500	.000

Table 10: Relationship between Digital Transformation, Organizational Learning, Innovation, Perceived Organizational Support and Organizational Performance

	DT	OL	INN	POS	OP
Digital Transformation	1				
Organizational Learning	.823**	1			
Innovation	.527**	.578**	1		
Perceived Organizational Support	.829**	.895**	.601**	1	
Organizational Performance	.885**	.946**	.574**	.932**	1

Table 11: Association between Digital Transformation and Organizational Performance

	Unstandardized Coefficients		R Square	T value	P value
	Beta	SE			
(Constant)	.614	.069	0.783	8.846	0.000**
Digital Transformation	.824	.019		42.436	0.000**

The outcomes of the Shapiro-Wilk and Kolmogorov-Smirnov normality tests are supplied in Table 10 for all variables. The information does not follow an ordinary distribution, as proven through the great p-values (p 0.05) for both assessments. This shows that researchers should bear in mind different statistical techniques that don't depend upon the belief of normality. The correlation matrix for organizational overall performance (OP), perceived organizational support (POS), perceived innovation (INN), organizational gaining knowledge of (OL), and organizational transformation (DT) is shown in Table 11. Pearson correlation coefficients serve as the values. Extra scores on organizational learning, innovation, and perceived organizational help are related to greater levels of organizational overall performance, according to the desk, which indicates extensive high quality correlations among all variables (p 0.01). The regression study, which seemed into the connection between organizational performance and virtual transformation, is shown in Table 12. According to the unstandardized coefficient (Beta) of zero.824, organizational performance is predicted to upward push by way of zero.824 units for every unit growth in virtual transformation. According to the R Square cost of 0.019, Digital Transformation bills for about 1. Nine% of the variation in organizational overall performance. The t-cost (forty two.436) and big p-value (p zero.01) factor to a extensive and favorable link between organizational overall performance and digital transformation. Overall, the results of the correlation matrix and regression analysis provide convincing proof of the robust wonderful connections among organizational overall performance, perceived organizational assist, organizational gaining knowledge of, and digital transformation. These findings lend credence to the concept that these factors are interrelated and paintings together to beautify organizational results. It is critical to recognize that the records distribution does not follow an ordinary distribution, which necessitates careful interpretation of statistical assessments. The take a look at's findings emphasize the importance of promoting digital transformation in addition to other elements like perceived organizational help, organizational gaining knowledge of, and innovation for you to improve organizational overall performance within the rapid-paced business climate of today.

Table 12: Structural Equation Model for Digital Transformation and Organizational Performance

			Unstandardized coefficient	S.E	Standardized coefficient	p-value
DT1	<---	Digital_Transformation	1			
DT2	<---	Digital_Transformation	1.160	0.026	44.773	<0.0001***
DT3	<---	Digital_Transformation	0.995	0.006	153.88	<0.0001***
DT4	<---	Digital_Transformation	1.163	0.027	43.537	<0.0001***
DT5	<---	Digital_Transformation	0.990	0.033	29.746	<0.0001***
DT6	<---	Digital_Transformation	0.998	0.034	29.427	<0.0001***
DT7	<---	Digital_Transformation	0.363	0.051	7.135	<0.0001***
DT8	<---	Digital_Transformation	0.303	0.050	6.062	<0.0001***
DT9	<---	Digital_Transformation	0.347	0.050	6.892	<0.0001***
DT10	<---	Digital_Transformation	0.31	0.048	6.437	<0.0001***
OP	<---	Digital_Transformation	0.742	0.023	32.085	<0.0001***

The SEM findings show a massive and favorable correlation between organizational performance and digital transformation. There are tremendous and high quality coefficients along every route from Digital Transformation (DT1 to DT10) to Organizational Performance (OP) (p 0.0001***). The electricity of every route is represented through the standardized coefficients, which also show how a lot each detail impacts the variant in organizational overall performance. The paths (DT1 to DT10) linked to particular dimensions of virtual transformation display that unique areas of organizational performance are undoubtedly encouraged by using virtual transformation, in keeping with the findings. The adoption of contemporary technology, process improvement, organizational subculture, and employee participation in virtual tasks are some examples of the variables that can be protected in those dimensions. The robustness of the version is further supported by way of the enormous p-values for all routes, which display that the determined associations are not the result of risk. The significant routes and their standardized coefficients display the overall accurate model healthy. These findings provide insightful statistics on the essential element that digital transformation plays in raising organizational overall performance. Organizations that undertake digital innovations and sell an innovative subculture are much more likely to peer enhanced overall performance effects.

Table 13: Model fit summary

Variable	Value	Suggested value
Chi-square value (X2)	320.816	
Degrees of freedom (df)	34	
P value	0.057	P-value >0.05 (Hair et al., 2006)
GFI	0.990	>0.90 (Hair et al., 2006)
NFI	0.970	> 0.90 (Daire et al., 2008)
IFI	0.973	> 0.90 (Daire et al., 2008)
RFI	0.952	> 0.90 (Bollen, 1989)
CFI	0.973	>0.90 (Hu and Bentler, 1999)
RMR	0.043	< 0.08 (Hair et al., 2006)
RMSEA	0.030	< 0.08 (Hair et al., 2006)

The distinction among the actual information and the records anticipated by the version is represented through the chi-rectangular cost (X2). In this instance, the chi-rectangular price has 34 ranges of freedom (df) and is 320.816. The corresponding p-price (zero.057) indicates that there may be no statistically full-size lack of match within the model. It is crucial to do not forget that the p-value is slightly higher than the usual cutoff point of zero.05, suggesting that

the version healthy need to be similarly enhanced. More information about the model's popular match are found out via the use of other goodness-of-in shape indices. The Goodness of Fit Index (GFI), Normed Fit Index (NFI), Incremental Fit Index (IFI), Relative Fit Index (RFI), and Comparative Fit Index (CFI) all meet or surpass the encouraged values, indicating an excellent match among the version and the statistics. Overall, in step with the model match precis, the SEM version exhibits a respectably super suit to the facts, with the bulk of goodness-of-fit indices satisfying the recommended requirements. The chi-square test's extremely better p-price, however, shows that there can be opportunity for development. To further enhance the model's in shape and validity, researchers might also recall editing it.

Table 14: Association between Organizational Learning and Organizational Performance

	Unstandardized Coefficients		R Square	T value	P value
	Beta	SE			
(Constant)	0.367	0.049	0.894	7.438	0.000**
Organizational Learning	0.908	0.014		64.805	0.000**

The outcomes show a sizable and favorable association between organizational studying and performance. Organizational Learning's unstandardized coefficient is 0.908, which means that for each unit improvement in organizational learning, a rise in organizational overall performance of zero.908 units is expected. The t-cost of 64.805 is distinctly giant (p 0.0001***), which gives compelling evidence of the connection's dependability. The p-cost suggests that it's far extraordinarily not likely that the found correlation is the end result of danger. These findings mean that corporations that prioritize and fund gaining knowledge of applications commonly get stepped forward performance results. Employees are better able to deal with demanding situations, innovate, and adapt to adjustments within the company environment as they advantage new understanding, capabilities, and competences via organizational mastering projects. Improved ordinary organizational overall performance is a result of this.

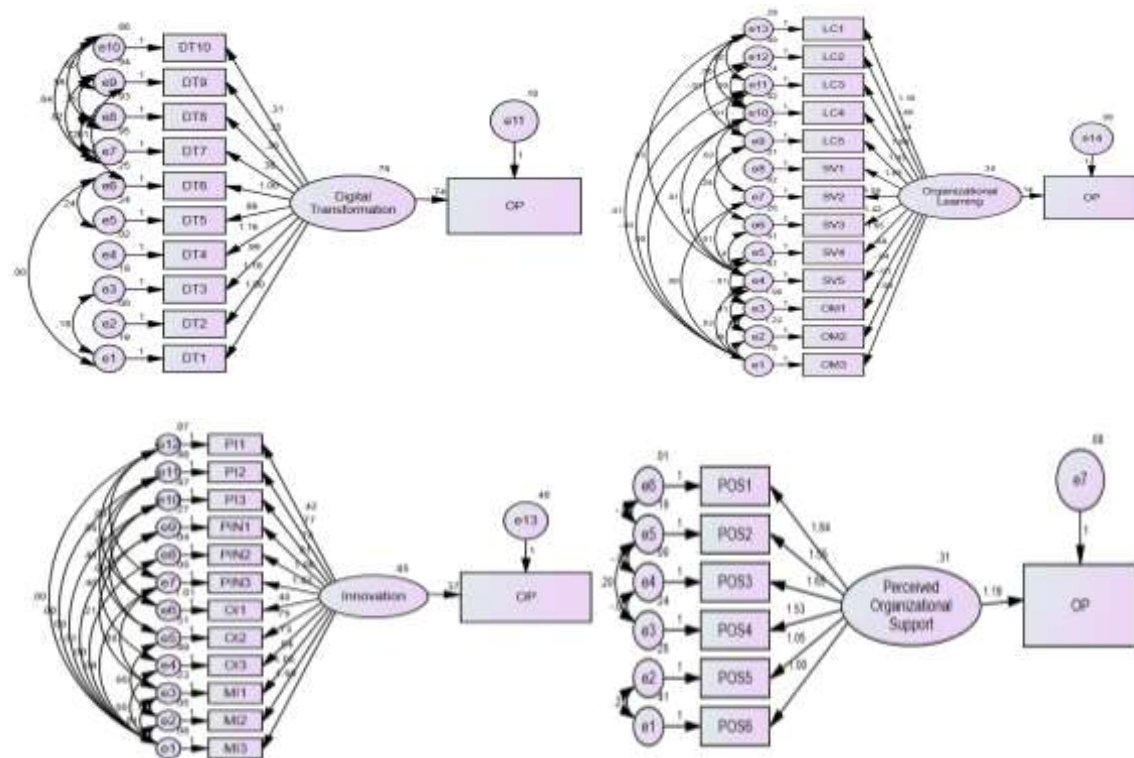


Figure 4: Structural Equation Model for Digital Transformation, Organizational Learning, Innovation, Perceived Organizational Support and Organizational Performance

Table 15: Structural Equation Model for Organizational Learning and Organizational Performance

			Unstandardized coefficient	S.E	Standardized coefficient	p-value
OM3	<---	Organizational_Learning	1			
OM2	<---	Organizational_Learning	-0.009	0.085	-0.104	<0.0001***
OM1	<---	Organizational_Learning	-0.04	0.08	-0.502	<0.0001***
SV5	<---	Organizational_Learning	0.882	0.057	15.598	<0.0001***
SV4	<---	Organizational_Learning	1.65	0.113	14.641	<0.0001***
SV3	<---	Organizational_Learning	1.422	0.105	13.583	<0.0001***
SV2	<---	Organizational_Learning	1.652	0.113	14.66	<0.0001***
SV1	<---	Organizational_Learning	1.65	0.113	14.641	<0.0001***
LC5	<---	Organizational_Learning	1.428	0.105	13.559	<0.0001***
LC4	<---	Organizational_Learning	1.657	0.114	14.532	<0.0001***
LC3	<---	Organizational_Learning	1.339	0.102	13.179	<0.0001***
LC2	<---	Organizational_Learning	1.645	0.112	14.723	<0.0001***
LC1	<---	Organizational_Learning	1.348	0.101	13.374	<0.0001***
OP	<---	Organizational_Learning	1.144	0.081	14.15	<0.0001***

Table 16: Model fit summary

Variable	Value	Suggested value
Chi-square value (X2)	606.721	
Degrees of freedom (df)	51	
P value	0.092	P-value >0.05 (Hair et al., 2006)
GFI	0.981	>0.90 (Hair et al., 2006)
NFI	0.965	> 0.90 (Daire et al., 2008)
IFI	0.937	> 0.90 (Daire et al., 2008)
RFI	0.937	> 0.90 (Bollen, 1989)
CFI	0.968	>0.90 (Hu and Bentler, 1999)
RMR	0.026	< 0.08 (Hair et al., 2006)
RMSEA	0.048	< 0.08 (Hair et al., 2006)

The dating among organizational gaining knowledge of and performance is examined through the structural equation model (SEM). The variables OM3, OM2, OM1, SV5, SV4, SV3, SV2, SV1, LC5, LC4, LC3, LC2, and LC1 all constitute routes from Organizational Learning to exclusive latent constructs in the version. The table displays the p-values, widespread mistakes (SE), unstandardized coefficients (Beta), standardized coefficients, and unstandardized coefficients for each route. The findings display that organizational mastering and overall performance have a complex and multifaceted relationship. Positive coefficients and good sized p-values for certain of the paths, which include those represented by using the variables SV5, SV4, SV3, SV2, SV1, LC5, LC4, LC3, LC2, and LC1, indicating that these paths have wonderful associations. These pathways suggest that specific organizational learning components have a positive impact on diverse organizational overall performance additives. Overall, the SEM findings point to a large and complex dating between organizational learning and overall performance, with extraordinary dimensions of gaining knowledge of having various outcomes on one-of-a-kind aspects of performance. A summary of the version suit that consists of several goodness-of-match metrics. Fifty-one degrees of freedom make up the 606.721 chi-square cost (X2) for this case. Although it is barely higher than the standard cutoff of 0.05, the accompanying p-value (zero.092) means that the model does no longer have a statistically great loss of match. The majority of goodness-of-in shape indices, consisting of

GFI, NFI, IFI, RFI, CFI, RMR, and RMSEA, meet or surpass the suggested requirements, demonstrating a reasonably accurate healthy among the version and the information. The majority of goodness-of-in shape indices, which include GFI, NFI, IFI, RFI, CFI, RMR, and RMSEA, meet or surpass the recommended requirements, demonstrating a fairly excellent healthy between the model and the statistics. Overall, the SEM effects offer insightful information on the intricate connections between organizational studying and overall performance. According to the findings, groups have to remember many learning dimensions and the way they interact to power diverse components of organizational fulfillment. However, the non-extensive chi-square take a look at p-cost and the fairly better RMSEA cost would advocate that there is still room for similarly version development or the addition of different variables.

Table 17: Association between Innovation and Organizational Performance

	Unstandardized Coefficients		R Square	T value	P value
	Beta	SE			
(Constant)	1.692	0.118	0.329	14.312	0.000**
Innovation	0.511	0.033		15.624	0.000**

Table 18: Structural Equation Model for Innovation and Organizational Performance

			Unstandardized coefficient	S.E	Standardized coefficient	p-value
MI3	<---	Innovation	1			
MI2	<---	Innovation	1.051	0.021	49.455	<0.0001***
MI1	<---	Innovation	0.937	0.029	32.025	<0.0001***
OI3	<---	Innovation	0.729	0.037	19.884	<0.0001***
OI2	<---	Innovation	0.748	0.037	19.997	<0.0001***
OI1	<---	Innovation	0.396	0.05	7.957	<0.0001***
PIN3	<---	Innovation	1.023	0.016	64.922	<0.0001***
PIN2	<---	Innovation	1.06	0.02	51.792	<0.0001***
PIN1	<---	Innovation	0.908	0.03	29.939	<0.0001***
PI3	<---	Innovation	0.744	0.036	20.602	<0.0001***
PI2	<---	Innovation	0.767	0.037	20.887	<0.0001***
PI1	<---	Innovation	0.416	0.049	8.521	<0.0001***
OP	<---	Innovation	0.374	0.032	11.824	<0.0001***

Table 19: Model fit summary

Variable	Value	Suggested value
Chi-square value (X2)		
Degrees of freedom (df)		
P value		P-value >0.05 (Hair et al., 2006)
GFI		>0.90 (Hair et al., 2006)
NFI		> 0.90 (Daire et al., 2008)
IFI		> 0.90 (Daire et al., 2008)
RFI		> 0.90 (Bollen, 1989)
CFI		>0.90 (Hu and Bentler, 1999)
RMR		< 0.08 (Hair et al., 2006)
RMSEA		< 0.08 (Hair et al., 2006)

The results display a sturdy fantastic correlation between organizational overall performance and innovation. The organizational overall performance is expected to grow with the aid of zero.511 gadgets for every unit boom in innovation, according to the unstandardized innovation coefficient of zero.511. The t-value of 15.624 is extraordinarily good sized (p zero.0001***), which offers compelling evidence of the relationship's dependability. The determined relationship between innovation and organizational overall performance is enormously not going to be the end result of danger, consistent with the significant p-value. The findings of the structural equation model (SEM) that checked out how innovation and organizational performance relate to one another. The variables MI3, MI2, MI1, OI3, OI2, OI1, PIN3, PIN2, PIN1, PI3, PI2, and PI1 are used inside the model to signify the trails from Innovation to diverse latent additives. The unstandardized coefficients (Beta) are displayed within the table. The SEM outcomes offer insightful statistics about the complex courting among organizational performance and innovation. Awesome facets of innovation cause awesome performance outcomes, consistent with numerous paths from innovation to various organizational performance dimensions that exhibit giant and wonderful connections (p zero.0001***). Inferred from the entire analysis is that the SEM version shows a respectably precise suit among the statistics and the proposed version. The sturdy tremendous correlations between innovation and several organizational performance metrics emphasize how critical innovation is to an agency's ability to be successful. The findings highlight the importance of developing an progressive culture and progressive answers so that you can keep competitiveness and gain improved performance effects.

Table 20: Association between Perceived Organizational Support and Organizational Performance

	Unstandardized Coefficients		R Square	T value	P value
	Beta	SE			
(Constant)	0.546	0.052	0.869	10.396	0.000**
Perceived Organizational Support	0.818	0.014		57.555	0.000**

Table 21: Structural Equation Model for Perceived Organizational Support and Organizational Performance

			Unstandardized coefficient	S.E	Standardized coefficient	p-value
POS6	<- --	Perceived_Organizational_Support	1			
POS5	<- --	Perceived_Organizational_Support	1.049	0.034	30.415	<0.0001***
POS4	<- --	Perceived_Organizational_Support	1.782	0.1	17.801	<0.0001***
POS3	<- --	Perceived_Organizational_Support	1.713	0.092	18.573	<0.0001***
POS2	<- --	Perceived_Organizational_Support	1.782	0.099	17.974	<0.0001***
POS1	<- --	Perceived_Organizational_Support	1.713	0.092	18.587	<0.0001***
OP	<- --	Perceived_Organizational_Support	1.245	0.07	17.702	<0.0001***

Table 22: Model fit summary

Variable	Value	Suggested value
Chi-square value (X2)	45.725	
Degrees of freedom (df)	6	
P value	0.087	P-value >0.05 (Hair et al., 2006)
GFI	0.978	>0.90 (Hair et al., 2006)
NFI	0.994	> 0.90 (Daire et al., 2008)
IFI	0.995	> 0.90 (Daire et al., 2008)
RFI	0.979	> 0.90 (Bollen, 1989)
CFI	0.995	>0.90 (Hu and Bentler, 1999)
RMR	0.015	< 0.08 (Hair et al., 2006)
RMSEA	0.004	< 0.08 (Hair et al., 2006)

The effects show that Perceived Organizational Support and Organizational Performance have a strong fantastic affiliation. The organizational overall performance is predicted to develop by means of zero.818 gadgets for every unit increase in perceived organizational support, in step with the unstandardized coefficient for perceived organizational aid, which stands at 0.818. The t-value of 57.555 is extraordinarily sizable (p 0.0001***), which gives compelling evidence of the relationship's dependability. The observed dating between perceived organizational guide and organizational overall performance is pretty not going to be the result of risk, according to the good sized p-cost. The findings show a sizeable and favorable correlation between organizational performance and perceived organizational guide. Various overall performance-associated factors are undoubtedly stimulated through how personnel understand their enterprise's assist. The results spotlight the cost of developing a fantastic company lifestyle and making an ecosystem wherein employees experience liked, taken care of, and stimulated. Performance results are probable to increase for corporations that prioritize and improve perceived support.

5. Conclusion

In conclusion, the dating among innovation, virtual transformation, organizational mastering, perceived organizational aid, and employee performance is tested on this research article. The effects highlight the importance of building a supportive and technologically state-of-the-art enterprise culture to boost worker performance through demonstrating robust high-quality connections between those variables. The study emphasizes how crucial digitalization has been in influencing the economic surroundings and spurring technical development. A a hit virtual transition can reinforce traditional operations and enhance organizational overall performance at the same time as keeping song of workforce improvement. By emphasizing innovation, organizational getting to know, and perceived employee aid, the take a look at gives beneficial insights for corporations seeking to maximize their achievement in the virtual generation. Overall, the take a look at emphasizes how essential digitalization is to changing each businesses and societies.

References

Aban, C. J. I., Perez, V. E. B., Ricarte, K. K. G., & Chiu, J. L. (2019). The relationship of organizational commitment, job satisfaction, and perceived organizational support of telecommuters in the national capital region. *Review of Integrative Business and Economics Research*, 8, 162-197.

- Abbas, W. (2018). The moderating role of perceived organizational support in the effect of informational justice on employee engagement: an empirical study on banks of Pakistan. *Journal of Business Strategies*, 12(01), 45-60.
- Acar, A. Z., & Acar, P. (2014). Organizational culture types and their effects on organizational performance in Turkish hospitals. *EMAJ: Emerging Markets Journal*, 3(3), 18-31.
- Afolayan, M. A., Olukayode, A., Sulaiman, A. T., & Owolabi, L. T. (2019). Training and employee creative performance: a study of chevron Nigeria. *Training and employee creative performance: a study of chevron Nigeria*, 41(1), 6-6.
- Ahmad, T., & Zhang, D. (2020). A critical review of comparative global historical energy consumption and future demand: The story told so far. *Energy Reports*, 6, 1973-1991.
- Ahmed, I., & Nawaz, M. M. (2015). Antecedents and outcomes of perceived organizational support: A literature survey approach. *Journal of Management Development*, 34(7), 867-880.
- Balsmeier, B., Woerter, M., 2019. Is this time different? How digitization influences jobcreation and destruction. *Res. Policy* (this issue).
- Barette, J., Lemyre, L., Corneil, W., & Beauregard, N. (2012). Organizational learning facilitators in the Canadian public sector. *International Journal of Public Administration*, 35(2), 137-149.
- Bartunek, J.M. (2014). Constructing research questions: Doing interesting research. *M@n@gement*, 17(5), 404-409. <https://www.cairn-int.info/journal-management-2014-5-page-404>.
- Bartz-Zuccala, W., Mohnen, P., & Schweiger, H. (2018). The role of innovation and management practices in determining firm productivity. *Comparative Economic Studies*, 60(4), 502-530.
- Batara, E., Nurmandi, A., Warsito, T., & Pribadi, U. (2017). Are government employees adopting local e-government transformation?. *Transforming Government: People, Process and Policy*, 11(4), 612-638. [1](#)
- Berman, S., & Dalzell-Payne, P. (2018). The interaction of strategy and technology in an era of business re-invention. *Strategy & Leadership*, 46(1), 10-15.
- Bhattacharya, A. (2016). Reinterpreting Innovation and Innovation Measurement-A Theoretical Framework for Innovation in Organisations. *Journal of Organisation and Human Behaviour*, 5(4), 47-55.
- Bhupathi, C., & Vajjha, V. H. (2017). Sample size recommendation for a bioequivalent study. *Statistica*, 77(1), 65-71.
- Bienhaus, F., & Haddud, A. (2018). Procurement 4.0: factors influencing the digitisation of procurement and supply chains. *Business Process Management Journal*, 24(4), 965-984.
- Biswas, S., & Kapil, K. (2017). Linking perceived organizational support and organizational justice to employees' in-role performance and organizational cynicism through organizational trust: A field investigation in India. *Journal of Management Development*, 36(5), 696-711.
- Bleck, J. R., DeBate, R. D., & Olivardia, R. (2015). The comorbidity of ADHD and eating disorders in a nationally representative sample. *The journal of behavioral health services & research*, 42(4), 437-451.
- Boddy, C.R. (2016). Sample size for qualitative research. *Qualitative Market Research: An International Journal*, 19(4), 426-432.
- Bohle, S. A. L., & Alonso, A. R. M. (2017). The effect of procedural fairness and supervisor support in the relationship between job insecurity and organizational citizenship behaviour. *Revista Brasileira de Gestão de Negócios*, 19(65), 337-357.

- Camps, J., Alegre, J., & Torres, F. (2011). Towards a methodology to assess organizational learning capability: A study among faculty members. *Inter-national Journal of Manpower*, 32(5/6), 687–703.
- Carter, M. Z., Armenakis, A. A., Feild, H. S., & Mossholder, K. W. (2013). Transformational leadership, relationship quality, and employee performance during continuous incremental organizational change. *Journal of Organizational Behavior*, 34(7), 942-958.
- Cha, K. J., Hwang, T., & Gregor, S. (2015). An integrative model of IT-enabled organizational transformation: A multiple case study. *Management Decision*, 53(8), 1755-1770.
- Chan, J. O. P. (2020). Digital transformation in the era of big data and cloud computing. *Int. J. Intell. Inf. Syst*, 9(3), 16.
- Chen, X., Liu, Z., & Ma, C. (2017). Chinese innovation-driving factors: regional structure, innovation effect, and economic development—empirical research based on panel data. *The annals of regional science*, 59(1), 43-68.
- Chiva, R., Alegre, J., & Lapiedra, R. (2007). Measuring organizational learning capability among the workforce. *International Journal of Manpower*, 28(3/4), 224–242.
- Cho, J., Yu, J., Oh, S., Ryoo, J., Song, J., & Kim, H. (2017). Wrong siren! a location spoofing attack on indoor positioning systems: The starbucks case study. *IEEE communications magazine*, 55(3), 132-137.
- Chung, Y.W., 2017. The role of person–organization fit and perceived organizational support in the relationship between workplace ostracism and behavioral outcomes. *Australian Journal of Management*, 42(2), pp.328-349.
- Dai, Y. D., Hou, Y. H., Chen, K. Y., & Zhuang, W. L. (2018). To help or not to help: antecedents of hotel employees' organizational citizenship behavior. *International Journal of Contemporary Hospitality Management*, 30(3), 1293-1313.
- Del Rowe, S. (2017). Digital transformation needs to happen: the clock is ticking for companies that have been unwilling to embrace change. *CRM Magazine*, 21(10).
- Deloitte. (2018). Digital enablement turning your transformation into a successful journey. Bloomberg, J. (2018). Digitization, digitalization, and digital transformation: confuse them at your peril.
- Dereli, D. D. (2015). Innovation management in global competition and competitive advantage. *Procedia-Social and behavioral sciences*, 195, 1365-1370.
- Divya, S. K., & Gomathi, S. (2015). Effective work place training: A jump starter to organizational competitive advantage through employee development. *Mediterranean Journal of Social Sciences*, 6(3), 49.
- Etikan, I., Musa, S. A., & Alkassim, R. S. (2016). Comparison of convenience sampling and purposive sampling. *American journal of theoretical and applied statistics*, 5(1), 1-4.
- Eva, N., Newman, A., Miao, Q., Wang, D., & Cooper, B. (2020). Antecedents of duty orientation and follower work behavior: The interactive effects of perceived organizational support and ethical leadership. *Journal of business ethics*, 161(3), 627-639.
- Farhadfar, A., & Abtahi, M. S. (2014). Distinct Effects of Technical Competence and Organizational Learning on Organizational Innovation to Improve the Performance of the Pars Oil and Gas Company. *Kuwait Chapter of the Arabian Journal of Business and Management Review*, 4(1), 293-301.
- George, B., Walker, R.M. and Monster, J., 2019. Does strategic planning improve organizational performance? A meta-analysis. *Public Administration Review*, 79(6), pp.810-819.

- Glover, J., Champion, D., Daniels, K., & Boocock, G. (2016). Using capital theory to explore problem solving and innovation in small firms. *Journal of Small Business and Enterprise Development*, 23(1), 25-43.
- Göhlich, M. (2016). Theories of organizational learning as resources of organizational education. In *Organisation und Theorie* (pp. 11-21). Springer VS, Wiesbaden.
- Harrington, J. R., & Lee, J. H. (2015). What drives perceived fairness of performance appraisal? Exploring the effects of psychological contract fulfillment on employees' perceived fairness of performance appraisal in US federal agencies. *Public Personnel Management*, 44(2), 214-238.
- HOA, N.D., NGAN, P.T.H., QUANG, N.M., THANH, V.B. and QUYEN, H.V.T., 2020. An empirical study of perceived organizational support and affective commitment in the logistics industry. *The Journal of Asian Finance, Economics, and Business*, 7(8), pp.589-598.
- Je, H. S., Yoon, M. J., Lee, J. D., Kang, K. H., Park, S. Y., Park, J. H., & Kim, J. G. (2015). Characteristics of the dependent variable due to changes in the conditions of the independent variable during the producing of collets added with rice and dried shrimp by single extruder. *Journal of Fisheries and Marine Sciences Education*, 27(5), 1352-1363.
- Jehanzeb, K., 2020. Does perceived organizational support and employee development influence organizational citizenship behavior? Person–organization fit as moderator. *European Journal of Training and Development*.
- Jeung, C. W., Yoon, H. J., & Choi, M. (2017). Exploring the affective mechanism linking perceived organizational support and knowledge sharing intention: a moderated mediation model. *Journal of Knowledge Management*, 21(4), 946-960.
- Karwatzki, S., Trenz, M., Tuunainen, V. K., & Veit, D. (2017). Adverse consequences of access to individuals' information: an analysis of perceptions and the scope of organisational influence. *European Journal of Information Systems*, 26(6), 688-715.
- Khalid, N., Islam, D.M.Z. and Ahmed, M.R.M., 2019. Sentrepreneurial Training and Organizational Performance: Implications for Future. *Humanities & Social Sciences Reviews*, 7(2), pp.590-593.
- Kim, S. (2017). Perceived organizational support as a mediator between distributive justice and sports referees' job satisfaction and career commitment. *Annals of Leisure Research*, 20(2), 169-187.
- Kittikunchotiwut, P. (2017). The effects of organizational justice on organizational citizenship behavior. *Review of Integrative Business and Economics Research*, 6(3), 116-130.
- Nguyen, T. T. N., & Luu, T. M. N. (2019). Linking transformational leadership and organizational performance: An empirical investigation of manufacturing firms in Vietnam. *Economics & Sociology*, 12(2), 170-191.
- Rambe, P., & Makhalemele, N. (2015). Relationship Between Managerial Competencies Of Owners/Managers Of Emerging Technology Firms And Business Performance: A Conceptual Framework Of Internet Caf Performance In South Africa. *International Business & Economics Research Journal (IBER)*, 14(4), 677-690.
- Ramirez, F. J., Parra-Requena, G., Ruiz-Ortega, M. J., & Garcia-Villaverde, P. M. (2018). From external information to marketing innovation: the mediating role of product and organizational innovation. *Journal of Business & Industrial Marketing*, 33(5), 693-705.
- Ramos-Olazagasti, M. A., Bird, H. R., Canino, G. J., & Duarte, C. S. (2017). Childhood adversity and early initiation of alcohol use in two representative samples of Puerto Rican youth. *Journal of youth and adolescence*, 46(1), 28-44.

- Rani, S. C., & Sania, K. (2016). Case study: impact of knowledge management on organizational performance. *Advances In Management*, 9(5), 9-13.
- Şahin, D. R., Çubuk, D., & Uslu, T. (2014). The effect of organizational support, transformational leadership, personnel empowerment, work engagement, performance and demographical variables on the factors of psychological capital. *Emerging Markets Journal*, 3(3), 1-17.
- Salehzadeh, R., Asadi, A., Pool, J. K., Ansari, M. R., & Haroni, A. (2014). The influence of perceived organizational support on dimensions of learning organization. *The Learning Organization*, 21(3), 206-219.
- Sánchez, M. A. (2017). A framework to assess organizational readiness for the digital transformation. *Dimensión Empresarial*, 15(2), 27-40.
- Sarfaraz, A., Jenab, K., & Bowker, A. (2015). A view of development in management for increasing profitability in the corporate landscape. *Benchmarking: An International Journal*, 22(1), 120-134.
- Savaya, R., & Gardner, F. (2012). Critical reflection to identify gaps between espoused theory and theory-in-use. *Social work*, 57(2), 145-154.
- Tang, G., Yu, B., Cooke, F. L., & Chen, Y. (2017). High-performance work system and employee creativity. *Personnel Review*, 46(7), 1318-1334.