

**IMPACT OF PERCEIVED ORGANIZATIONAL SUPPORT ON
INNOVATION IN THE BANGLADESHI SHIPBUILDING INDUSTRY**

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Abstract

Innovation is an abstract concept that is often hard to influence through any formal or informal approach in organisations. Shipbuilding organisations in Bangladesh at this point in their life cycle require much-needed innovation in production, management and operation areas that will reduce cost and increase efficiency. Due to Bangladesh's expanding shipping industry, and the prospect of greater exports, innovation has become a major requirement in the industry in order to compete with foreign technology. The study has presented a quantitative analysis on the impact of perceived organizational support on innovation in the Bangladeshi shipbuilding industry. Innovation has been linked to perceived organisational support within the organisation. The premise of the arguments presented in the study is based on the hypothesis that perceived organisational support will increase the scope of innovation initiatives from the organisation's employees. The study collected primary data from shipbuilding organisations through the structured survey questionnaire. The results have shown that perceived organisational support may induce employees to take more innovative measures for the organisation in the absence of direct reward or recognition. Additionally, it has also been presented that perceived organisational support enables or facilitates an organisational culture or workplace culture that is conducive to innovation.

Keywords: Shipbuilding, Perceived Organizational Support, Innovation, Human Resource, Organizational Culture

1. Introduction

In order to thrive in today's highly dynamic and innovative business settings, fostering a culture of innovation amongst human resources (HR) is critical for shipbuilding organizations. Acknowledging the importance of HR from this perspective, organizations may utilise various supportive approaches to galvanise their workforce to inspire innovative solutions, as well as to nurture and inspire them in the organizations. Just as in other industries in the 21st century, innovation is the key force driving shipbuilding.

Concepts such as self-healing paint, abrasion-resistant coatings, and lighter structures are only some examples of upcoming innovations in the shipbuilding industry that may allow shipyards in the near future to build vessels that consume less fuel, are easier to maintain, and last longer than conventional ships. Additionally, green shipping technologies such as no-ballast systems, ultra-efficient solar cell integration, and new generation propeller designs show a lot of promise in the

maritime and shipbuilding industry. The shipbuilding industry is by far the industry that continuously stays on the lookout for the 'greenest' technology available to reduce the carbon footprint from international shipping and pollution to rivers, seas, and oceans.

From the perspective of the organisational employees, their desire/drive to innovate new technologies may be dependent on their perception of how much their employer cares about their wellbeing and supports them. Perception may be defined as "a complex process by which an individual selects sensory stimuli and arranges them in such a way as to form a rational and meaningful image for him/her regarding a particular phenomenon." These said images are responsible for forming certain "attitudes and relationships" amongst individuals due to the fact that an individual's viewpoints are formed by their perceptions (Lok, Westwood, & Crawford, 2005).

Goulder (1960 cited in Rhoades & Eisenberger, 2002) stated that the employees employed in a particular organisation are more disposed to perceiving their organization as a supportive entity if they believe that there exists a particular acknowledgement from the organization towards the employees; an attachment that validates their effort for the organization. Eisenberger et al. (1986) presented in his research paper that organizational support facilitated organisational employees to determine whether the organization was capable of satisfying their socio-emotional needs. These needs were stated as affiliation, approval, and esteem. Additionally, it was stated that organizational support was also considered by employees as an indicator of whether the organization would reward its employees for increased work effort and performance.

2. Problem Statement

Innovation is an outcome that is often best developed by organisational employees by using their experience, creativity, and passion. Despite vast international and national research on the organisational culture needed to foster innovation and its importance for the organization, it remains a persistent problem around much of the globe, specifically in developing countries (Okpara & Wynn, 2007; Rube & Kee, 2017;) and specifically in Bangladesh (Shamsuzzoha & Shumon, 2007; Rubel and Kee, 2013). In an earlier study, Shamsuzzoha and Shumon (2007) reported that employee performance in the manufacturing organization is not up to the mark and their turnover rate is also higher than any other sector in Bangladesh. Consequently, organizations are continually searching for initiatives that are more likely to increase employee innovation outcomes in the organization.

Bangladeshi shipbuilding today faces a steep learning curve. Shipbuilders must compete with the international competition, which are very technologically advanced and have vast experience. Not only must Bangladeshi shipbuilders get up to date with the developments that have existed over the last decade, but they must also stay abreast of current trends, as well as look towards future technologies. Only by doing this will Bangladeshi shipbuilders be able to compete profitably with international competition. Innovation is one of the most important components needed to face this challenge, yet it cannot be pinned to the activities of a certain individual or group within the organisation.

According to Milner (1971), in certain products, such as ships, innovation is not most of the time easy to recognize. Major improvements/developments in parts and systems can remain hidden, and be overshadowed by the unchanged same outward appearance of the total product. According to the paper, the search for and resulting innovation is spread over many different items and timescales. The article describes an approach where innovatory activity in shipbuilding is planned and carried out by those involved in design as well as production in several departments, instead of being permanently confined to the activities of the R&D department within the organisation.

According to this approach, innovation must be sought in every corner of the shipbuilding organisation. In order for this to occur, every employee must be inspired to add value through innovation. The organisation must foster a culture of innovation, in order for their employees to express the confidence needed to bring about positive change in operations and R&D. Perceived organisation support can be a foundation and catalyst for this to occur.

3. Objectives

General Objective:

- Identify the impact of perceived organisational support on innovation in the Bangladeshi shipbuilding industry.

Specific Objective:

- Identify the scope for innovation in the shipbuilding industry in Bangladesh
- Identify the scope for perceived organisational support in the shipbuilding industry in Bangladesh
- Identify the relationship between perceived organisational support and innovation

4. Literature Review

A recent study conducted by Thiede, and Thiede, (2015) on the safety and health issues of employees on shipbuilding companies in Bangladesh found that the lack of safety and ignorance of employee's well-being are the main issues which cause the low level of performance and high turnover rate of employees. Further Zakaria, Ali and Hossain (2014) claimed that employee low level of commitment and the high turnover rate is the main reasons for losing competitive position in the shipbuilding industry. According to Guest (1997), the distinctive feature about HR is that improved performance is achieved through people in the organization.

Altunoğlua and Gürelb (2017) studied the effects of leader-member exchange and perceived organisational support on organisational innovation, based on a case study. According to their results, it was concluded that when the leader-member exchange was increased, the level of organizational innovation also increased. However, more importantly, when perceived organizational support increased within the organisation's employees, it was seen that organizations had the potential to perform better in terms of innovation. The researchers stated

that it might be argued organizations concentrating on creativity and innovation should focus on leader selection whilst emphasizing leader-member exchanges and organizational support facilities for employees. Hence, their research found a positive link between perceived organisational support and innovation.

Eisenberger, Fasolo, and Davis-LaMastro (1990) presented a study on the impact of perceived organizational support on three factors: employee diligence, commitment, and innovation. According to the results of their research, (which was composed of two separate studies) there was a positive relationship between perceived organisational support with (a) conscientiousness in carrying out conventional job responsibilities, (b) expressed affective and calculative involvements in the organization, and most importantly (c) innovation on behalf of the organization in the absence of anticipated direct reward or personal recognition, or innovation in other words. The researchers concluded that the findings meant that there was the need to extend and integrate emotion-based and calculative theories of organizational commitment into a social-exchange approach.

From another perspective, innovation also requires risk-taking. According to the study by Neves and Eisenberger (2013), there is a link between perceived organisational support and risk-taking within the organisation. According to the results of the study, perceived organizational support was positively related to failure-related trust among subordinates and supervisors. This was in turn related to subordinates' risk-taking. Additionally, it was also found that supervisors' failure-related trust 'moderated the relationship between subordinates' POS and failure-related trust,' in such a way that when supervisors strongly believed the organization was trustworthy in risk situations, employees' POS had a stronger relationship with failure-related trust, which in turn, was related to risk-taking.

5. Hypothesis

The following hypotheses have been presented for testing.

H1: Perceived organisational support positively influences performance in shipbuilding organisations in Bangladesh

H2: There is scope for greater perceived organisational support from shipbuilding organisations in Bangladesh

H3: Perceived organisational support impacts the level of shipbuilding innovation produced by organisational employees in the absence of anticipated direct reward or personal recognition

H4: Increased perceived organisational support further induces the organisational culture needed for greater shipbuilding innovation from organisational employees in the absence of anticipated direct reward or personal recognition

H5: More supportive behaviour from the organisation will induce employees to come up with more innovation for the organisation's products, services, and operations

6. Methodology

The study has utilised a questionnaire survey to gather primary quantitative data from a sample of shipbuilding employees. The sample size for the population of Bangladeshi shipbuilding employees (engineers, technicians, and architects) has been set at 173 employees based on the availability of willing participants. A convenience sample size technique has been utilised based on a stratified cluster sample.

The questionnaire has been used to gather ordinal data for the hypothesis test, with the Wilcoxon test being used to assess statistical validation of the hypotheses. A 95% confidence interval has been used. With a missing number of data sets of 48, a total of 125 datasets were collected from respondents.

7. Analysis

The following section presents ‘Central Tendency Analysis’ and ‘Wilcoxon Hypothesis Tests.’

7.1 Tabulation of Results to Structured Survey Questionnaire 1

The following table shows the tabulation of results for Structured Survey Questionnaire 1, including the category-wise tally and percentage votes. Strongly Agree has garnered the most votes, as can be seen from 69.9% votes. Disagree and Strongly Disagree did not receive any votes. This indicates that most respondents believed that supportive behaviour from employers could positively influence performance in the workplace.

Table 1: Tally for H1 Data			
Do you believe that your perception of the organisation’s supportive behaviour towards employees such as you (perceived organisational support) can positively influence your performance in the workplace?			
S/L	Response Option	Tally	Percentage
1	Strongly Agree	87	69.6
2	Agree	22	17.6
3	Neutral	16	12.8
4	Disagree	0	0
5	Strongly Disagree	0	0
	Total	125	100

The following table highlights the central tendency analysis of the data. The median and mode have been presented. Both the media and mode is 1. The 75th percentile is 2, or ‘Agree.’ This represents the strong support for the study. The median and mode are most important here since the data being organised are ordinal in nature. The mean has been deliberately ignored in this central tendency analysis as the ordinal data will not be represented well by the mean.

Table 2: H1 Central Tendency

Question1		
N	Valid	125
	Missing	0
Median		1.0000
Mode		1.00
Std. Deviation		.71093
Variance		.505
Percentiles	25	1.0000
	50	1.0000
	75	2.0000

The following table presents the ‘Valid Percentages’ and ‘Cumulative Frequencies’ for the data.

Table 3: H1 ‘Valid Percentages’ and ‘Cumulative Frequencies’

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	87	69.6	69.6	69.6
	Agree	22	17.6	17.6	87.2
	Neutral	16	12.8	12.8	100.0
	Total	125	100.0	100.0	

Hypothesis Test for H1:

H1: Perceived organisational support positively influences performance in shipbuilding organisations in Bangladesh

The following tables represent the ‘Summary of Ranks’ and the ‘Test Statistics’ for H1 Wilcoxon Test.

Table 4: H1 Ranks

		N	Mean Rank	Sum of Ranks
Dummy - Question1	Negative Ranks	0 ^a	.00	.00
	Positive Ranks	109 ^b	55.00	5995.00
	Ties	16 ^c		
	Total	125		
a. Dummy < Question1				
b. Dummy > Question1				
c. Dummy = Question1				

	Dummy - Question1
Z	-9.701 ^b
Asymp. Sig. (2-tailed)	.000
a. Wilcoxon Signed Ranks Test	
b. Based on negative ranks.	

Interpretation and Test Result: The Asymp.Sig. (2 Tailed) value of 0.000 signifies that the hypothesis (H1) cannot be rejected, and hence may be proposed as a statistically significant phenomenon.

7.2 Tabulation of Results to Structured Survey Questionnaire 2

The following table shows the tabulation of results for Structured Survey Questionnaire 2, including the category-wise tally and percentage votes. Strongly Agree has garnered the most votes, as can be seen from 68.0% votes. Disagree and Strongly Disagree did not receive any votes. This indicates that most respondents believed that their organisations could better support them in the workplace through positive actions and that there is more scope for more perceived organisational support from the employers.

Do you believe that your organisation can better support you in the workplace through positive actions? In other words, is there scope for more perceived organisational support?			
S/L	Response Option	Tally	Percentage
1	Strongly Agree	68	54.4
2	Agree	31	24.8
3	Neutral	26	20.8
4	Disagree	0	0
5	Strongly Disagree	0	0
	Total	125	100

The following table highlights the central tendency analysis of the data. The median and mode have been presented. Both the media and mode is 1 here also. Additionally, the 75th percentile is also 2, or 'Agree.' This represents the strong support for the study. The median and mode are most important here since the data being organised are ordinal in nature. The mean has been deliberately ignored in this central tendency analysis as the ordinal data will not be represented well by the mean.

Table 7: H2 Central Tendency

Question2		
N	Valid	125
	Missing	0
Median		1.0000
Mode		1.00
Std. Deviation		.80266
Variance		.644
Percentiles	25	1.0000
	50	1.0000
	75	2.0000

The following table presents the ‘Valid Percentages’ and ‘Cumulative Frequencies’ for the data.

Table 8: H2 ‘Valid Percentages’ and ‘Cumulative Frequencies’

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	68	54.4	54.4	54.4
	Agree	31	24.8	24.8	79.2
	Neutral	26	20.8	20.8	100.0
	Total	125	100.0	100.0	

Hypothesis Test for H2:

H2: There is scope for greater perceived organisational support from shipbuilding organisations in Bangladesh

The following tables represent the ‘Summary of Ranks’ and the ‘Test Statistics’ for H1 Wilcoxon Test.

Table 9: H2 Ranks

		N	Mean Rank	Sum of Ranks
Dummy – Question2	Negative Ranks	0 ^a	.00	.00
	Positive Ranks	99 ^b	50.00	4950.00
	Ties	26 ^c		
	Total	125		
a. Dummy < Question2				
b. Dummy > Question2				
c. Dummy = Question2				

	Dummy - Question2
Z	-9.042 ^b
Asymp. Sig. (2-tailed)	.000
a. Wilcoxon Signed Ranks Test	
b. Based on negative ranks.	

Interpretation and Test Result: The Asymp.Sig. (2 Tailed) value of 0.000 signifies that the hypothesis (H2) cannot be rejected, and hence may be proposed as a statistically significant phenomenon.

7.3 Tabulation of Results to Structured Survey Questionnaire 3

The following table shows the tabulation of results for Structured Survey Questionnaire 3, including the category-wise tally and percentage votes. ‘Agree’ has garnered the most votes, as can be seen from 39% votes. ‘Disagree’ received 12% votes, whereas ‘Strongly Disagree’ received 8.80% votes. This indicates that there is a divided opinion amongst the respondents regarding the hypothesis that supportive behaviour from employers could positively influence performance in the workplace.

Do you believe that employees acting on their own in the absence of anticipated direct reward or personal recognition can be responsible for the introduction of innovative solutions and technologies at the workplace?			
S/L	Response Option	Tally	Percentage
1	Strongly Agree	33	26.4
2	Agree	39	31.2
3	Neutral	27	21.6
4	Disagree	15	12.0
5	Strongly Disagree	11	8.80
	Total	125	100

The following table highlights the central tendency analysis of the data. The median and mode have been presented. Both the media and mode is 2. Additionally, the 75th percentile is 3, or ‘Neutral.’ This represents dispersion in the data. The median and mode are most important here since the data being organised are ordinal in nature. The mean has been deliberately ignored in this central tendency analysis as the ordinal data will not be represented well by the mean.

Table 12: H3 Central Tendency

Question3		
N	Valid	125
	Missing	0
Median		2.0000
Mode		2.00
Std. Deviation		1.24760
Variance		1.557
Percentiles	25	1.0000
	50	2.0000
	75	3.0000

The following table presents the ‘Valid Percentages’ and ‘Cumulative Frequencies’ for the data.

Table 13: H3 ‘Valid Percentages’ and ‘Cumulative Frequencies’

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	33	26.4	26.4	26.4
	Agree	39	31.2	31.2	57.6
	Neutral	27	21.6	21.6	79.2
	Disagree	15	12.0	12.0	91.2
	Strongly Disagree	11	8.8	8.8	100.0
	Total	125	100.0	100.0	

Hypothesis Test for H3:

H3: Perceived organisational support impacts the level of shipbuilding innovation produced by organisational employees in the absence of anticipated direct reward or personal recognition

The following tables represent the ‘Summary of Ranks’ and the ‘Test Statistics’ for H1 Wilcoxon Test.

Table 14: H3 Ranks

		N	Mean Rank	Sum of Ranks
Dummy - Question3	Negative Ranks	26 ^a	48.23	1254.00
	Positive Ranks	72 ^b	49.96	3597.00
	Ties	27 ^c		
	Total	125		
a. Dummy < Question3				
b. Dummy > Question3				

c. Dummy = Question3

	Dummy - Question3
Z	-4.290 ^b
Asymp. Sig. (2-tailed)	.000
a. Wilcoxon Signed Ranks Test	
b. Based on negative ranks.	

Interpretation and Test Result: The Asymp.Sig. (2 Tailed) value of 0.000 signifies that the hypothesis (H3) cannot be rejected, and hence may be proposed as a statistically significant phenomenon.

7.4 Tabulation of Results to Structured Survey Questionnaire 4

The following table shows the tabulation of results for Structured Survey Questionnaire 4, including the category-wise tally and percentage votes. Strongly Agree has garnered the most votes, as can be seen from 32.8% votes. ‘Disagree’ received 19.2% votes and ‘Strongly Disagree’ received 11.2% votes. Additionally, 14.4% of respondents believed that they felt neutral about this issue. This indicates that whilst most respondents believed that perceived organisational support from employers could spur innovation without incentive at the workplace, there is still a significant minority who disagreed, strongly disagreed, or felt neutral with this point of view.

Do you believe that your perception of the organisation’s supportive behaviour towards employees such as you can influence your intention/desire to develop innovative solutions/technologies for your organisation without anticipated direct reward or personal recognition?			
S/L	Response Option	Tally	Percentage
1	Strongly Agree	41	32.8
2	Agree	28	22.4
3	Neutral	18	14.4
4	Disagree	24	19.2
5	Strongly Disagree	14	11.2
	Total	125	100

The following table highlights the central tendency analysis of the data. The median and mode have been presented. The median is 2 or ‘Agree,’ and the mode is 1 or ‘Strongly Agree.’ Additionally, the 75th percentile is 4, or ‘Disagree.’ This represents vast dispersion in the data.

The median and mode are most important here since the data being organised are ordinal in nature. The variance is 1.977, which is quite high for this data, again representing wide deviation in responses.

Table 17: H4 Central Tendency

Question4		
N	Valid	125
	Missing	0
Median		2.0000
Mode		1.00
Std. Deviation		1.40589
Variance		1.977
Percentiles	25	1.0000
	50	2.0000
	75	4.0000

The following table presents the ‘Valid Percentages’ and ‘Cumulative Frequencies’ for the data.

Table 18: H4 ‘Valid Percentages’ and ‘Cumulative Frequencies’

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	41	32.8	32.8	32.8
	Agree	28	22.4	22.4	55.2
	Neutral	18	14.4	14.4	69.6
	Disagree	24	19.2	19.2	88.8
	Strongly Disagree	14	11.2	11.2	100.0
	Total	125	100.0	100.0	

Hypothesis Test for H4:

H4: Increased perceived organisational support further induces the organisational culture needed for greater shipbuilding innovation from organisational employees in the absence of anticipated direct reward or personal recognition

The following tables represent the ‘Summary of Ranks’ and the ‘Test Statistics’ for H1 Wilcoxon Test.

Table 19: H4 Ranks

	N	Mean Rank	Sum of Ranks

Dummy – Question4	Negative Ranks	38 ^a	46.21	1756.00
	Positive Ranks	69 ^b	58.29	4022.00
	Ties	18 ^c		
	Total	125		
a. Dummy < Question4				
b. Dummy > Question4				
c. Dummy = Question4				

	Dummy - Question4
Z	-3.635 ^b
Asymp. Sig. (2-tailed)	.000
a. Wilcoxon Signed Ranks Test	
b. Based on negative ranks.	

Interpretation and Test Result: The Asymp.Sig. (2 Tailed) value of 0.000 signifies that the hypothesis (H4) cannot be rejected, and hence may be proposed as a statistically significant phenomenon.

7.5 Tabulation of Results to Structured Survey Questionnaire 5

The following table shows the tabulation of results for Structured Survey Questionnaire 5, including the category-wise tally and percentage votes. ‘Agree’ has garnered the most votes, as can be seen from 42.4% votes. 16.8% of respondents voted ‘Strongly Agree.’ ‘Disagree’ received 16% response from the sample, whereas ‘Strongly Disagree’ received 5.6% votes. However, 19.2% believed that they felt neutral about this issue. This indicates that whilst most respondents strongly agreed with the concept that greater support from employers will induce employees to come up with more innovation, there are more than 50% of sampled respondents who either ‘strongly disagreed,’ ‘disagreed’ or felt ‘neutral’ about this issue.

Do you believe that more supportive behaviour from the organisation will induce employees to come up with more innovation for the organisation’s products, services, and operations?			
S/L	Response Option	Tally	Percentage
1	Strongly Agree	21	16.8
2	Agree	53	42.4
3	Neutral	24	19.2
4	Disagree	20	16.0
5	Strongly Disagree	7	5.6

Total	125	100
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The following table highlights the central tendency analysis of the data. The median and mode have been presented. Both the media and mode is 2. The 75th percentile is 3, or 'Neutral.' This represents the strong support for the study. The median and mode are most important here since the data being organised are ordinal in nature.

Question5		
N	Valid	125
	Missing	0
Median		2.0000
Mode		2.00
Std. Deviation		1.11887
Variance		1.252
Percentiles	25	2.0000
	50	2.0000
	75	3.0000

The following table presents the 'Valid Percentages' and 'Cumulative Frequencies' for the data.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	21	16.8	16.8	16.8
	Agree	53	42.4	42.4	59.2
	Neutral	24	19.2	19.2	78.4
	Disagree	20	16.0	16.0	94.4
	Strongly Disagree	7	5.6	5.6	100.0
	Total	125	100.0	100.0	

Hypothesis Test for H5:

H5: More supportive behaviour from the organisation will induce employees to come up with more innovation for the organisation's products, services, and operations

The following tables represent the 'Summary of Ranks' and the 'Test Statistics' for H1 Wilcoxon Test.

		N	Mean Rank	Sum of Ranks
Dummy - Question5	Negative Ranks	27 ^a	50.09	1352.50
	Positive Ranks	74 ^b	51.33	3798.50
	Ties	24 ^c		
	Total	125		
a. Dummy < Question5				
b. Dummy > Question5				
c. Dummy = Question5				

	Dummy - Question5
Z	-4.363 ^b
Asymp. Sig. (2-tailed)	.000
a. Wilcoxon Signed Ranks Test	
b. Based on negative ranks.	

Interpretation and Test Result: The Asymp.Sig. (2 Tailed) value of 0.000 signifies that the hypothesis (H5) cannot be rejected, and hence may be proposed as a statistically significant phenomenon.

8. Findings

Through statistical analysis (Wilcoxon Test of Ordinal Data), the following hypotheses were tested, resulting in the following findings:

H1 (Cannot be rejected): Perceived organisational positively influences performance in shipbuilding organisations in Bangladesh.

H2 (Cannot be rejected): There is scope for greater perceived organisational support from shipbuilding organisations in Bangladesh

H3 (Cannot be rejected): Perceived organisational support impacts the level of shipbuilding innovation produced by organisational employees in the absence of anticipated direct reward or personal recognition

H4 (Cannot be rejected): Increased perceived organisational support further induces the organisational culture needed for greater shipbuilding innovation from organisational employees in the absence of anticipated direct reward or personal recognition

H5 (Cannot be rejected): More supportive behaviour from the organisation will induce employees to come up with more innovation for the organisation's products, services, and operations

9. Discussion

Perceived organisational support, though an intangible and abstract concept, represents a very real phenomenon that can influence an organisations capability to innovate new technology and operational strategies and techniques. This study has identified a statistical significance that perceived organisational support has a greater influence than direct rewards and recognition when it comes to the generation of innovative ideas and solutions in shipbuilding organisations. The results thus suggest that organisations can be more receptive and subsequently gain more from their employees simply by demonstrating that they can take a caring and supportive approach towards their employees.

Whilst this study has not accounted for other variables whilst conducting this opinion survey, it may be proposed that the relationship between perceived organisational support and innovation might be influenced by other specific organisational factors. None the less, this study has statistically shown that perceived organisational support does do its part in facilitating the creation of an organisational culture that is conducive to innovation.

10. Conclusions

Based on the data recovered from the structured survey questionnaire, the study has found that there is a positive link between perceived organisational support and innovation initiatives from the shipbuilding employees. The study found that in the presence of support from the employers, the employees would be willing to take innovation initiatives, in the absence of direct reward or recognition. This suggests that in some cases support is more important to some employees than direct reward or recognition. This must have HR implications for shipbuilding organisations in Bangladesh. Additionally, it was also found that support also enables or facilitates an organisational culture conducive to innovation. These findings suggest that perceived organisational support can be a tremendous tool for employers in the bid to develop more innovative solutions that improve efficiency, reduce shipbuilding times, and increase competitiveness in the market.

As outlined before, the organisation's employees are in the ideal place to affect innovation, as they know the organisation's requirements better than any consultant or outside third party. Organisations must support their employees in as many ways as is feasible in order to give them the greatest sense of perceptive acknowledgement and appreciation. Innovation borne out of employee initiative presents an organisation with a cost saving and value-adding bonus. It also

motivated other employees to come up with solutions to the organisations business and technical problems.

11. Recommendations

The following recommendations have been presented:

1. Produce a comprehensive employee support policy for the organisation. This policy should address the various social and career requirements of employees.
2. Issues such as workplace safety, grievance management, leave policy, and career development should receive high priority in any employee support policy, as these issues present employees with frequent troubles.
3. The organisation must harbour a culture conducive to innovation. Employee perceived organisation support policy need not necessarily be a different issue with regard to this matter. The organisation must be welcoming to receive employee suggestions and request for attention to different issues. Any innovation initiatives must be welcomed and judged based on merit, so as not to disappoint any future attempts by other employees to do something good for the organisation.
4. The organisation must have a technology-centric attitude. Technology has the ability to facilitate employer support initiatives at the workplace, whether it pertains to employee safety or flexible working environments.

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