

**THE INFLUENCE OF PERCEIVED ORGANIZATIONAL
SUPPORT ON EMPLOYEE CREATIVITY IN THE BANKING
SECTOR IN BATTICALOA: THE MEDIATING ROLE
OF WORK ENGAGEMENT**

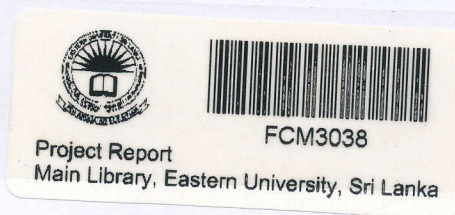


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ABSTRACT

In today's highly competitive and rapidly evolving business landscape, especially within the service sector, employee creativity is recognized as a critical asset for driving innovation, maintaining customer satisfaction, and achieving sustainable organizational growth. This research explores the influence of Perceived Organizational Support (POS) on Employee Creativity, with a particular focus on the mediating role of Work Engagement, within the banking sector in Batticaloa, Sri Lanka. Drawing upon Social Exchange Theory and Amabile's Componential Theory of Creativity, the study provides a theoretical and empirical foundation for understanding how organizational support mechanisms can foster a more innovative workforce.

The research adopted a positivist philosophy and a deductive approach, utilizing a quantitative, cross-sectional survey method. Primary data were collected from 216 employees across five selected banks using structured questionnaires containing validated Likert-scale items related to POS, work engagement, and creativity. Statistical analyses including correlation, multiple regression, and mediation testing were conducted using SPSS software. The findings reveal that moderate to high levels of perceived organizational support (POS), work engagement, and employee creativity of selected Banks in Batticaloa and Strong positive correlations among POS, work engagement, and creativity and finally, mediation analysis revealed that work engagement partially mediates the relationship between POS and creativity. Notably, suggesting that support from the organization leads to enhanced creativity primarily through increased employee vigor, dedication, and absorption in their roles.

This study contributes significantly to the academic discourse on organizational behavior by validating theoretical models in a developing country context and provides actionable insights for human resource professionals and bank managers aiming to improve innovation and performance. Future research is encouraged to examine longitudinal effects and explore other psychological mediators across different organizational settings.

Keywords: *Perceived Organizational Support, Work Engagement, Employee Creativity, Social Exchange Theory, Sri Lankan Banking Sector, Innovation*

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