

# The Impact of Perceived Organizational Support Factors on Public Service Outcomes: Evidence from Bangladesh

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## Abstract

The purpose of this quantitative study was to assess the influence of the factors of perceived organizational support on public service innovation outcomes. The survey through structured questionnaire collected data from 500 innovation team members of District and Upazila level administration of Bangladesh and received 372 questionnaires with no missing data yielding a response rate of 74.4%. Results from the multiple regression analysis showed a positive impact of each factor of Perceived organizational support: Team Cohesion, Rewards and Recognition, Technological Support, and Replication Scope on public service innovation outcomes. This study recommends that the policy formulators build a solid strategy to pay more attention and expand perceived organizational support to boost public service innovation outcomes.

**Keywords:** Perceived Organizational Support, Team Cohesion, Rewards and Recognition, Technological Support, Replication Scope, Public Service Innovation Outcomes

## 1. Introduction

Public organizations in Bangladesh face the challenges of having to deliver adequate services in the face of the growing demand of the population and the low number of public service providers. However, public organizations in Bangladesh do not often function according to citizen's expectations. Citizens are very much dissatisfied with the manual, time-consuming, and expensive public service delivery system. The inefficiency of the dispatch section (Siddiqui, 2006), problems using modern technologies (e.g. computer, laptop, tablet, smart phones, internet, ), the lack of technology, the lack of resources, the lack of proper training (Jahan, 2006), and corruption are cited as the main obstacles to ensuring smooth, timely, and harassment-free services from the public organizations of Bangladesh (Hassan, 2015). The low service recipients/service providers ratio also contributes to the difficulties in providing proper services to the mass of people. The International Monetary Fund (IMF) and the World Bank (WB), among a string of international organizations, have been sounding the alarm. Donor agencies are also urging reforms to ensure quick, easy, smooth, time-saving public services to citizens throughout the country.

The government of Bangladesh has also a huge burden to fulfill the growing demands like other developing countries to deliver its services smoothly. The government has already taken few initiatives such as introducing enactment of right to information act 2009, charter of duties (Hassan, 2015). To overcome these challenges and introduce a modern approach, innovation and creative abilities of the public organization specifically the team level innovation through perceived organizational support, is needed. This is the best time to show and reinvent governments to deal with citizens' changing demands (Haque, 2019) and to familiarize new

style using new tools for applying the New Public Management (NPM) concept to ensure pro-people and customer oriented public organizations (Hassan, 2015). To adjust to changing globalized world, the public service delivery has to deal with some new challenges to proof them responsible to citizens (Nusair, Ababneh, & Bae, 2012). For successful and effective public services, innovation is the best possible alternatives. This innovation should be blended with the public service delivery system by introducing organizational support approach, which will care for innovation. Innovative abilities and creative attitudes are the vital factors that will help the organization meet the challenges (Andriopoulos, 2006). The preliminary feature for innovation in an organization is the creative ability and attitudes towards the team and individuals. To encourage innovation, organizational support acts as one of the vital forces and motivated employees as well as team members of an organization (Shumshunnahar, 2021).

It is well established that perceived organizational support will influence the public service innovation outcomes. The specific objective of this current study is to assess the impact of team cohesion, rewards and recognition, technological support and replication scope on public service innovation outcomes. Formulation and proper execution of perceived organizational support emphasized policies, and establishing a better environment for perceived organizational support will enhance public service innovation outcomes. There are very few studies on influential perceived organizational support factors and on the relationship between these factors and public service innovation outcomes in the context of Bangladesh. This study intends to bridge the gap and contribute civil service improvements in Bangladesh as well as in other developing countries public service delivering organizations to effectively enhance perceived organizational support to accelerate public service innovation outcomes. *To assess the influences of the factors of perceived organizational support* specifically, team cohesion, rewards and recognition, technological support and replication scope on public service innovation outcomes. On the basis of these objectives

the research question is as follows: What is the influence, if any, of the factors of perceived organizational support (team cohesion, rewards and recognition, technological support, and replication scope) on public service innovation outcomes?

## 2. Literature Review

Before discussing the four dimensions at the core of this study (team cohesion, rewards and recognition, technological support and replication scope), it is necessary first to on public service innovation outcomes

### - *Public Service Innovation Outcomes*

Organizational changes, processes, or the introduction of new goods have been identified in the literature as examples of innovation that are clearly linked to innovative outcomes (Hage, 1999; Gupta, 2018). Organizational support is also frequently brought to bear on supporting a process that strongly encourages innovation (Mustika, Rahardjo, & Prasetya, 2020; Fan et al., 2022). Public service innovation is a long-term commitment that will result in observable changes and improvements in performance and results in the public sector. PSI's goal is to organize and supply services to citizens at a reasonable cost and promptly, with the government using public funds wisely and prudently. During this process, government offices will implement new technology, such as a "one-stop" approach, which will make services more accessible and minimize the number of visitors to offices. The core principles of introducing innovation in public services are increasing customer engagement and satisfaction through digital web portals, ensuring the best possible customer access (reducing visitors), delivering services at a low cost/value for money (reducing costs), and improving online for better use of technology and modern equipment for providing faster services (will reduce time) (Shumshunnahar, 2021).

Service innovation, social innovation, service design and innovative organization concepts are solely related with public service innovation. Product and service are market oriented and these are presented to the buyer or clients as organizational outputs (Damanpour, 2017). Social innovation is a specific method of approaching a problem, a stimulant or intention or an interventions (Djellal, 2012). Service design refers the services between the customer and the provider as a coproduced experience where both parties work for the satisfaction of the customer and for the co create value. Thus, it can be said that the social relation is the basis of that services (Joly, 2013). The innovation results in this study will indeed mean genuinely performance, which will be defined by the variables relevance, effectiveness, and efficiency. Relevance is critical in the context of innovation outcomes. Relevance is the evaluation of success in reaching organizational aims and donor trustworthiness. As a result, relevance can be determined by comparing the logical project objectives and goals to the overall plan. This could be from the perspective of policy and planning, implementing/executive organizations, higher levels, or broader geographical scope (Undp, 2011).

Effectiveness is the volume of deviation the team made from the planned aim in terms of outcome quality. In the case of innovation, an effective performance routinely requires adherence to predetermined qualitative features of the product, service, or process to be created, e.g., function, quality, robustness, dependability, performance, and so on (Hoegl & Gemuenden, 2001). A team's efficiency is determined by sticking to the planned innovation project aim from start to finish, from manufacturing to final output, without exceeding the budget, costs, or other resources. As a result, to grade effectiveness, you must compare the actual and intended outcome, and to rate efficiency, you must compare the actual and intended inputs (Hülshager, Anderson, & Salgado, 2009). If the output exceeds the input resources, the efficiency of the organization, project, or program is measured. How much money was spent on the project over a given time, and how well the intended or planned goals were met, and if the produced results were better at a lower cost, the project was efficient. Danida project evaluation by the Denmark Government indicated to some practical criteria to assess efficiency. Those are- a) activities carried out as simply as possible, b) decisions made as close to where the products or services are delivered, and c) overhead as low as possible, d) duplication or conflicts addressed and resolved and e) deliverables achieved on time and budget" (Danida, 2012).

#### ***- Measuring Public Service Innovation Outcomes***

From the above criteria selection, by the 1st criteria "activities carried out as simply as possible" clarifies the simplification of the work process, by the 2nd criteria "decisions made as close to where the products or services are delivered" elucidates the service seekers for whom the service or process would be delivered, by the 3rd criteria "overhead as low as possible" describes about the low cost of the service or the product or process, by the 4th criteria "duplication or conflicts addressed and resolved" explains the specific problem and to solve it, and the last criteria "deliverables achieved on time and on budget" defines the service delivery to the service seekers on time and within the budget. Three indicators have been acknowledged to measure the efficiency of public service innovation outcomes: reduced time, reduced costs, and reduced visits (referred to in short as 'TCV') (Galaxy, 2019). TCV was introduced by A2I, an "Access to Information" initiative, as an evaluation system. This evaluation program aims to analyze the current service system from the perspective of service recipients.

Based on empirical research, TCV is aiding government offices in improving their efficiency and developing more user-friendly e-services and online services. A2I researches the estimated and predicted TCV declining status for a given time, which is based on average reduction and the number of service recipients who have benefited from the service following intervention within that time. TCV research is mainly undertaken to understand the changes

induced by changing to online services, according to A2I's article, 'TCV: An Innovation Measurement Tool to Improve Public Service Delivery'. It focuses on TCV innovations in agriculture, health, education, and other public-sector areas that reduce irritation when accessing specific services. This is a straightforward technique for producing proof that is simple to comprehend, clear, and transparent. The a2i initiative has conducted 102 TCV studies on streamlined, digitalized, and doorstep innovation services to date. It was found that these 102 improvements cut 65 percent of the time necessary, 66 percent of the total cost, and 38 percent of the trips required. The TCV study backs up the efficacy of these advances (Galaxy, 2019).

#### ***- Perceived Organizational Support***

The evaluation of employees' performance level is referred to as perceived organizational support (POS) and emphasizes organizational ethics and performance in terms of their well-being (Eisenberger, Huntington, & Hutchinson, 1986). It focuses on the interactions between employees and employers (Eisenberger et al., 1986). The perception of organizational support is fundamentally a give-and-take connection between the firm and the job, emphasizing quality relationships (Kelley, 2010). POS is generally defined as the level at which an organization values its employees' contributions and cares about their well-being and its people have faith in it (Kurtessis et al., 2017). The core elements of POS applied to this study are (i) team cohesion, (ii) rewards and recognition, (iii) technological support, and (iv) replication scope.

#### ***- Team Cohesion***

Team cohesion refers to the extent to which team members are able to share useful information, engage in frequent discussions, and learn from one another (Gelbard & Carmeli, 2009). Cooper and Mullen (1994) identified three factors of cohesion: team members' interpersonal attractiveness, dedication to the team task, and group pride/team spirit. The quality of team cohesion indicates how committed team members are to staying on the team (Beal et al., 2003). Team cohesion is critical for POS, where information flows, constructive debates, new learning processes, and the production of innovative knowledge are all present (Gelbard & Carmeli, 2009). Moreover, team cohesion allows team members to handle several points of view, undertake in-depth investigations, and address various issues from various perspectives (Hope et al., 2011). Team cohesion also helps to distribute authority among members (Elbanna, 2006). Hoegl and Gemuenden (2001) found that a team's ability to complete a task is determined by how well and effectively team members collaborate and interact. Without team cohesion creativity and innovation can hardly be achieved (Hoegl & Gemuenden, 2001). There is a strong link between team cohesion and innovation outcomes. Team's togetherness allows them to deal with the ambiguity and numerous issues that come with working under harsh conditions. (Cronin & Weingart, 2005). The efficacy and success of both the team and the organization are dependent on team cohesion (Salas et al., 2015). Team cohesion motivates team members to maintain a shared relationship, stay together, and develop a desire to collaborate (Casey-campbell & Martens, 2009). On the other end of the spectrum, the prevalence of disbelief, hatred, disrespect, or other issues may lead an individual to believe that there is no unified emotion inside the team, which reduces employee motivation and participation in teamwork and negatively impacts the organization's innovative outcomes (Salas et al., 2015).

**H<sub>1</sub>:** *Team Cohesion is positively associated with public service innovation outcomes.*

#### ***- Rewards and Recognition***

As tangible incentives, rewards and recognition are effective in increasing performance (Board, 2007). Employees' dedication is motivated by 'rewards and recognition' (Danish & Usman, 2010). Rewards can be used in financial or non-financial forms (Bowen, 2000). Organizations with a structured recognition and incentive system have a competitive advantage as an effective incentive and recognition system increases staff productivity, resulting in improved

organizational outcomes (Deeprise, 1994). A company that has a structured employee performance recognition and performance-based reward system and focuses on its implementation, is more likely to have a working atmosphere conducive to innovation (Freedman, 1978 Gallus & Frey (2017)). A perfect, effective, and current system of rewards and recognition can help members of the innovation team to be more creative and innovative. Incentives, rewards, and recognition can dramatically influence employee creativity (Moser & Nicholas, 2013). The following hypothesis can therefore be formed:

**H<sub>2</sub>:** *Rewards ad Recognition is positively associated with public service innovation outcomes*

### **- Technological Support**

Computers, laptops, smart phones, printers, internet wi-fi, software, and other technological support are among the services that an organization typically provides to its employees in order for them to work efficiently. Indeed, technology has become a requirement for achieving organizational success (Cuel & Ferrario, 2006). Mobile or electronic banking systems can also be used to pay for applications and other certificate processing expenses. Modern businesses are aware of the importance of providing technological assistance to their staff and understand that to get optimum benefits, employees' technological skills must be updated and reinforced on a regular basis. Technology support ensures that firms perform better than those that serve customers manually (Martin, 2011). . Every firm today requires technology assistance to handle common difficulties (Carayannisa, Popescub, & Sippc, 2006). To reach organizational goals, technology should have management support (Fernandes, 2006). Of course, government offices require technology assistance as well in order to streamline service delivery processes (Stemberger et al., 2011). The one-stop service delivery concept is quite popular nowadays, and electronic methods have been used for these services. Based on the above, the following hypothesis can be formed:

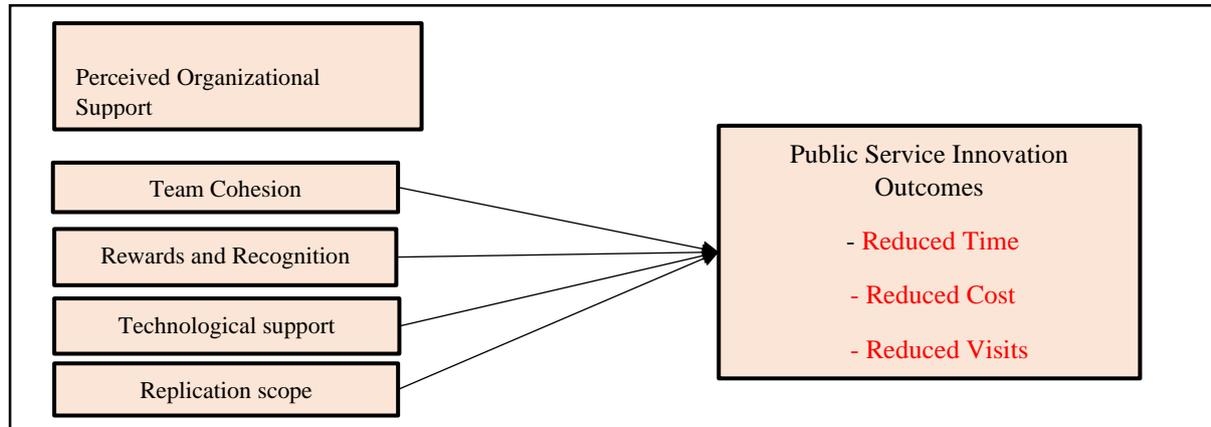
**H<sub>3</sub>:** *Technological support is positively associated with public service innovation outcomes*

### **- Replication Scope**

When the decision is made to embrace an innovation with a minor alteration or adaptation, the modification process is critical. The philosophical logic behind replication is to turn a small success into big ones (Baden-Fuller & Winter, 2005). The goal of reproducing a successful formula, adopting, or repeating an application is to make rapid progress in a short period of time (Winter and Szulanski (2001) gave the example of a bank that successfully used the same successful application across all its branches. Replication is sometimes more successful than true innovation because it applies the original formula and then refines while minimizing the effort as it replicates it (Winter & Szulanski, 2001). Once a successful service delivery approach has been established, the same procedure might be reproduced to stimulate outcomes (Davies, Frederiksen, & Hartmann, 2010) on a national, international, and intra-organizational level. As a result, replication implies both mistreatment and effectiveness (March, 1991). Not only may other companies' projects be duplicated and replicated, but so can the same organization's own innovation. To replicate an innovation, interested enterprises or organizations must first establish a process that defines the application of knowledge, service categories, consultation and regulation procedure, as well as the demand and supply of the reproduced innovation (Winter & Szulanski, 2001).

**H<sub>4</sub>:** *Replication scope is positively associated with public service innovation outcomes*

On the basis of the rigorous literature review, the following conceptual framework and hypotheses have been drawn.



**Figure 1:** Conceptual Framework (Developed by authors for this study)

### 3. Methodology

#### - Population Size and Sample Frame

The population for this quantitative research consisted of innovation teams. Specifically, the units of analysis were administrative innovation teams at the field level, i.e., at the district and ‘upazila’ (sub-district) levels. The concept of ‘innovation teams’ emerged in 2010, when the Bangladesh government issued a circular to form Work Improvement Teams (WIT) in all ministries, divisions, departments, and field administration, which were later turned into innovation teams (Gazette, 2013). Each innovation team is composed of a chief innovation officer and five members who are the civil servants of The People’s Republic of Bangladesh. The basic responsibility of each innovation team member is to work toward bringing quality changes, i.e., develop an internal working system, in particular a service delivering system. As indicated in Table 1, the total population for this study consisted of 64 innovation teams at the district level and 492 at the upazila level.

Different scholars will have a different opinion about the sample size drawn from a reliable population (Cooper & Schindler, 2003). Researchers can reduce the sampled number without negotiating the level of accurateness if the drawn sample size is greater than 5% of the total population. Accordingly, the target sample was 28 (5% of 556). When using a multiple regression analysis in a multivariate study, the sample size can be 10 times bigger than the number of variables studied (Roscoe, 1975). Thus, since the number of variables in this study was 19, the minimum sample size should be 190 (19\*10). Therefore, based on experts’ opinions and features of the participants, using the Raosoft software, a final sample consisting of 372 innovation teams was then determined as adequate for this study.

#### - Data Collection and Validity

A two-part questionnaire was used in this study. The first part covers the respondents’ demographics (gender, age, educational level, total service length, length of membership of innovation team). Part two consists of specific close-ended questions on the factors influencing perceived organizational support and public service innovation outcomes. A six-point even numbered Likert scaling (ranging from 1 to 6 where, 1 stands for ‘strongly disagree’ and 6 for ‘strongly agree’) questionnaire was used to collect data through postal, electronic mail and direct communication. The Likert scale is the most commonly employed scale among the various scales in survey research (Cook, 1980). Using an odd number scale increases the odd to pick a midpoint as an answer, which provides a neutral option for respondents. . 500

questionnaires were distributed and a total of 372 respondents responded, with a response rate of 74.4 percent.

Before sending the survey, a pretesting of 50 questionnaires was conducted for content analysis with a response rate of 96 percent. An Exploratory Factor Analysis (EFA) for acceptability was conducted to ensure reliability. A Cronbach’s alpha coefficient (the coefficient of reliability or consistency) of 0.7 or higher indicates acceptable internal consistency (the value measures how closely related a set of items are as a group). The Cronbach’s alpha value in this study was 0.851 and therefore deemed acceptable. To measure face and content validity at the development stage, the Item-Objective Congruence (IOC) index developed by Rovinelli and Hambleton (1977) was used. Items were rated by four content experts from Thailand and Bangladesh.

To rate the extent to which this study investigated what it claimed to investigate, i.e., the extent to which this investigation led to an accurate observation of reality, confirmatory and exploratory factor analyses were conducted. Bartlett’s Test for Homogeneity of Variance was used to test if there were an homogeneity of variances across the samples. The critical value of chi square is 9.488. If the Bartlett test statistic is greater than this critical value, there is a significant difference in the variances. If the Bartlett test statistic is less than this critical value, there is not a significance difference. In this study, since the chi square value is , there is no significant difference.

Finally, a test of adequacy sampling, known as the Kaier-Meyer-Oklin (KMO) Test was also conducted. The test measures how suited the data in this study is for factor analysis and returns values between 0 and 1. The rule of thumb is that values above 0.6 indicate that the sampling is adequate. Therefore, since the KMO index in this study is greater than 0.6, the sampling is suited for factor analysis. To analyze the data and test the hypotheses, a multiple regression analysis was conducted.

#### 4. Results

As indicated in Table 2 above and as we just saw, the Cronbach’s Alpha was more than 0.7 (0.851) for perceived organizational support, and the correlation item total more than 0.3 for team cohesion, rewards and recognition, technological support, and replication scope (0.736, 0.722, 0.749, and 0.806 respectively). Thus, each factor of perceived organizational support has good reliability.

**Table 2:** Reliability and Validity of Constructs

Variable	Component	Number of Items	Reliability Test		Factor Loading
			Cronbach’s Alpha		
Perceived Organizational Support	Team Cohesion	5	0.736	0.851	0.672
	Rewards & Recognition	3	0.722		0.734
	Technological Support	4	0.749		0.745
	Replication Scope	5	0.806		0.521
Public service Innovation Outcomes	Relevance	3	0.698	0.888	0.540
	Effectiveness	3	0.713		0.925
	Reduced Time	3	0.746		0.738
	Reduced Costs	3	0.706		0.825
	Reduced Visits	3	0.726		0.779

As can be seen in Table 3, the percentage of female responders (14.8%) reflects the low proportion of female officers in Bangladesh's field administration innovation teams. The generally low level of female civil officials in Bangladesh primarily accounts for this low percentage. The average age of innovation team members is 38 years old. A small percentage of innovation team members (.8%) holds a Bachelor's degree, which is insignificant as most of them hold a higher degree (a Master or above). The average duration of service is nine years. On average, members of the innovation teams had at least 19 months of experience.

**Table 3:** Descriptive Statistics

Gender		Age	Educational Level			Total Service Length	Length of Membership of the Innovation Team
Male	Female	Average	Bachelor	Master	Above Master	Average	Average
317	55	37.36 years	3	268	101	9.02 years	19.23 months
85.2%	14.8%		.8%	72%	27.2%		

*- Regression Analysis*

As Table 4 shows, the regression analysis was found statistically significant of  $F= 112.379$  at the level of  $p<0.000$ . The Adjusted R Square was .475 and R Square was .479 from which the factors explain of 47.5% of the total variance of public service innovation outcomes which is good enough for the social science research. The Durbin Watson statistic was 1.939 for the model, which confirmed that there was no auto correlation.

**Table 4:** Model Summary

Model Summary						
Model 1	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
	.692 <sup>a</sup>	.479	.475	.35311	1.939	
Anova						
Model 1		Sum of Squares	df	Mean Square	F	Sig.
	Regression	42.037	3	14.012	112.379	.000b
	Residual	45.635	366	.125		
	Total	87.672	369			

a. Predictors: (Constant) POS

b. Dependent Variable: PSIO

Collinearity statistics in Table 5 indicate that the V I F (VIF) value was 1.737 (which is less than 10) and the tolerance value .576 (which is greater than 0.10), which confirms that there was no multi collinearity. Besides, no heteroscedasticity was found in the scatter plot of the regression standardized residual and standardized predicted values. Perceived organizational support has a significant positive influence on public service innovation outcomes. The four perceived organizational support with all the four factors (team cohesion, rewards and recognition, technological support, and replication scope) ( $\beta=.125$ ,  $t=2.511$ ,  $p<.000$ ) was shown to be a strong predictor of public service innovation outcomes.

**Table 5: Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.030	.222		4.638	.000		
	POS	.119	.047	.125	2.511	.000	.576	1.737

a. Dependent Variable: PSIO

*- Hypothesis Testing*

Table 6 shows that Team Cohesion (TC) was found a strong predictor of public service innovation outcome ( $\beta=.074$ ,  $t=1.788$ ,  $p<.000$ ). This was also the case with Rewards and Recognition (RR) ( $\beta=.038$ ,  $t=1.136$ ,  $p<.000$ ) and Technological Support (TS) ( $\beta=.038$ ,  $t=1.308$ ,  $p<.000$ ). As to Replication Scope (RS), it was found to be the strongest predictor among the four indicators of POS of public service innovation outcome ( $\beta=.407$ ,  $t=10.537$ ,  $p<.000$ ).

**Table 6: Coefficients and Collinearity Test**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.686	.195		13.794	.000		
	TC	.074	.042	.092	1.788	.000	.684	1.462
	RR	.038	.033	.056	1.136	.000	.741	1.350
	TS	.038	.029	.064	1.308	.000	.761	1.314
	RS	.407	.038	.551	10.573	.000	.672	1.489

a. Dependent Variable: PSIO

*- Correlation Matrix*

Whether there is positive, negative, or no association between two variables can be denoted by the correlation matrix. The range for this matrix is -1 to +1 which means absolute negative or positive relations. Close to 1 denotes a stronger association and close to 0 a weaker association in the correlation coefficient. Table 7 indicates that there are relations between concepts almost all the relations.

**Table-7: Correlation Matrix**

Correlations		TC	RR	TS	RS	PSIO
TC	Pearson Correlation	1	.405**	.424**	.505**	.360**
RR	Pearson Correlation		1	.392**	.442**	.304**
TS	Pearson Correlation			1	.380**	.200**
RS	Pearson Correlation				1	.597**
PSIO1	Pearson Correlation					1

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

## 5. Discussion, Conclusion, and Policy Recommendations

The study model and hypotheses were constructed by thorough literature analysis, and all four elements of perceived organizational support were later confirmed and tested. According to the findings, team cohesion, rewards and recognition, technological support, and replication scope all have significant positive effects on public service innovation outcomes.

Firstly, team cohesion has a positive impact on public service innovation outcomes. The extent and strength of the team's bonding inside and between members increase outcomes. The innovation team members' optimistic attitude and accommodating and adaptable gestures foster team bonding and, as a result, innovation outputs. That is, the stronger team cohesion, the higher the outcomes. To help accelerate this, government service delivery offices and policymakers may focus on a transformational progressive leadership and management style that will be responsible for cultivating a brotherly and friendly environment that will allow innovation team members to brainstorm in an excellent environment.

Secondly, rewards and recognition are potent predictors of public-sector innovation outcomes. They serve as a motivator and a source of satisfaction for the innovation team members and improve public service innovation outcomes. In Bangladesh, there is no official or direct financial or non-financial rewards and recognition structure for members of innovation teams. Besides, public employees are overwhelmed with daily tasks and innovation team members' lack of financial advantages may demotivate them. Yet, the Bangladesh government has made innovation a high priority and created two significant awards; the 'Public Administration Award' and the 'Digital Bangladesh Award.' Both reward successful innovative efforts.

Thirdly, technological support also has a significant positive impact on the outcomes of public service innovation. Authorities in Bangladesh have been providing technological support to innovation team members, including computers, laptops, uninterrupted internet, Wi-services would be impossible. While this is the case in urban centers, government offices in remote areas still struggle to get basic technological support, including required faster internet speed Fi, smartphones, and printers, without which innovation and a smooth delivery of public. The authorities should deal with these situations. The best examples of innovative and digital public services to save time costs and visitors in government offices are online facilities and one-stop service delivery processes.

Finally, of all the.... the replication scope has the highest positive impact on the outcomes of public service innovation. For developing countries like Bangladesh, innovation can be costly and time-consuming. Replicating successful innovation projects and initiatives is therefore seen as a viable option for patronizing public service innovation outcomes. The banking industry is the best illustration of the service delivery sector replicating successful innovation. Before replicating innovation projects, ground work is required, and a proper guideline for replicating national or worldwide innovation projects should be established to ensure that the originality of the service delivering innovation works is preserved. The location's socioeconomic and geographical factors are also critical for replicating the breakthrough. The designated ministries can be involved in determining whether or not the idea is replicable. If the innovation is related to the ministries of education, health, or agriculture, the choice will be made by the relevant ministry. Compared to replication, sometimes innovation in the service delivery process can be difficult. For replication of an innovation service delivering system, it is to be mentionable that the creative and innovative process should not be caged in the name of replication.

#### - *Policy Recommendations*

- Policymakers should design a replication plan that Stimulating novel ideas, showcasing and scaling up innovations and institutionalization of those innovation that does not stifle the original innovation process.
- There should be a strategy for allocating budget for modern, current, and up-to-date technology and technical gadgets for public offices and innovation team members, which will expedite the innovative works and public service innovation outcomes as well.
- Policymakers should create a formal structure of rewards and recognition for innovation team members, such as specific innovation incentive policy, financial benefits, fair pay and linking innovation performances with placement and promotion hence public service innovation outcomes. It will work as stimulant and motivation.
- Government may introduce one-stop service center in the field level administration especially DC office (District level) and UNO office (Sub-district level).
- Bangladesh government can introduce a customer/service seeker feedback procedure to find out the gap between expected and perceived services which will help to improve the specific service delivering processes.
- Formulating a capacity building strategy for civil servants, giving emphasis to team building, leadership development, empathy building, innovation techniques and service simplification.

#### - *Implications*

This study has a contribution to the literature of public service innovation outcomes to find out the issues of perceived organizational support as a window. It is a good try to measure public service innovation outcomes where team-based performance was assessed. The Bangladesh government has financed public sector innovation for the last twelve years, but the outcome of that investment has not been measured. This study will help the policy formulators to build a public service innovation strategy. Besides, this research is evidence that perceived organizational support influences and positively impacts innovation outcomes. Innovation policy should take the measures which will encourage organizational support in favor of innovation.

#### - *Limitations*

The main limitation of this study was the lack of enough literature, as a result researcher had a challenge with a premature context. Data has collected from only the innovation team members which has covered only the service delivery participants. Regarding the time and resource issues, the current study did not cover the operational, regulatory and financial areas of the innovation teams, which strongly relates to the evaluation of public service innovation outcomes. The model explained near about 50% of the variance, there may be other unexplained factors which are not covered by this study.

#### - *Future Research*

In order to draw a comprehensive picture of Public Service Innovation Outcomes in Bangladesh further study can be done combined with central and local administration. Therefore, given priority on service recipients/ seekers another model can be established. Adding evaluation of the quality of the services a model can be also established where comparative analysis of before and after application of innovation will be analyzed. As the model explained around 50% of the variance, the other 50% unexplained variance might be explained if more variables can be added with a further study.

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