

The Impact of Perceived Organizational Support Program on Employee Performance in the Presence of Job Satisfaction



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ABSTRACT: The present study investigated the mediating role of job satisfaction influencing the impact of perceived organizational support (POS) on employee performance among 215 employees working in different organizations in Hattar Industrial Estate Pakistan. The data was collected through a well-designed questionnaire, which was adopted after a brief literature review. The study relied on different statistical tests such as frequency distribution, descriptive statistics, Pearson's correlation, step-wise regression, and structural equation modeling. Results showed higher internal consistency among the scales used in the questionnaire representing different factors. The econometric findings revealed that POS along with control variables i.e. age, gender, education, income, and total experience is responsible for around 41.6% variation in employee performance increased to 68.9% with the inclusion of job satisfaction. The SEM results showed that job satisfaction positively mediates the relationship between POS and employee performance, where the coefficient value of the indirect effect is recorded statistically significant at 5%. The findings of the current study implied that for organizations it is not enough to promote POS culture to increase employee performance rather it is important to encourage and care about employee satisfaction first and then encourage POS-related policies.

KEYWORDS: Perceived Organizational Support; Employee Performance; Job Satisfaction; CFA Analysis; EFA Analysis; Mediation Analysis;

Jel Codes: D22; L20; L25

1. INTRODUCTION

Successful employees always meet deadlines and make positive interactions with clients and customers. When the employees are unable to perform effectively, the consumers feel that the organization is apathetic to their needs and demand and they will seek bits of help from elsewhere [1]. Those who perform effectively, get things and jobs done properly the first time have high prestige in the organization [2]; [3]. The job/employee s performance assesses whether employees perform their job well or not [1]. Sharma and Dhar (2016) argue that the work environment, employee experience, relationship with coworkers and managers, job satisfaction, workplace conflicts, turnover intentions, and perceived organizational support with other factors and variables significantly influence the employees' performance [4].

According to Kurtessis et al. (2017) the perceived organizational support (POS) refers to the extent that employees feel their work contribution, their organizational value, and cares about their well-being [5]. The organizational support theory suggests that when employees sense organizational attachment, support, and care, they will perform better [6]. Those organizations that care about their employees and human resource encourage the employees to work hard to repay the organizational support, which positively influences the employees' performance [1].

Job satisfaction is the key factor that helps employees to promote their abilities and efficiencies. Pushpakumari (2008) highlighted that job satisfaction is defined as how much employees are satisfied with their work and organization [6]. The level of contentment employees feels with their job, goes beyond daily activities to cover satisfaction with the organization [7]. With the encouragement of employees in terms of both financial and moral values, their level of satisfaction in the organization increases, which diminishes the turnover of individuals. Abou-Hashish (2017) argued that working environment, fair practices and policies, caring organization, appreciation, promotion, and feeling of belonging are key factors that significantly affect job satisfaction in an organization [8].

Organizational support theory, with psychology as the background, provides a theoretical basis for the study of perceptual organizational support [9]. Hameed and Waheed (2011) believe that the basic premise is that employees always believe that their contributions will be rewarded and that they will receive the support they need during their difficult times [10]. When employees receive enough respect and recognition, receive an appropriate salary and benefits from the company, and are able to grasp the information within the company, they often feel obligated to do efficient work and do their best to support the company to achieve

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its goals [11]. Perceptual organizational support theory usually considers a variety of different factors, such as leadership exchange, leadership support, organizational commitment, organizational justice, willingness to leave, work pressure, job satisfaction, organizational reputation perception, employee contract sense, etc [12]. Often, when employees trust the organization to provide assistance during their crisis and difficult times, their sense of organizational support tends to increase. The perception of organizational support can meet the individual social-emotional needs of employees and cause them to exhibit positive behaviors, thereby increasing productivity.

Caesens et al. (2017) argue that it has been observed that most employees fell into two broad camps i.e. feeling a high support level from their organizations has a higher level of well-being or having lower organizational support has a lower level of well-being, which reinforces the close relationship between organizational support and employee performance [13]. Maan et al. (2020) claimed that managers or employees who enjoy a high level of organizational support reported elevated job satisfaction levels as compared to those who are supposed to enjoy lower support [14]. Perceived organizational support enriches employees' beliefs and trusts that their organization identifies and recompenses their efforts and struggles to accomplish higher productivity and superior performance [15]. The literature has briefly explained and examined the relationship between perceived organizational support and employee performance but there has been found very limited studies on the mediation role of job satisfaction. The current study will add a new chapter to the literature by studying the relationship between organizational support and employee performance with the mediation role of job satisfaction.

The current study seeks to investigate how is job satisfaction play mediating role in the relationship between POS and employee performance. The research question has been tried to answer by focusing on different employees currently working in different organizations in different organizations. The rest of the paper comprised four other sections. The next section provides a comprehensive overview of previous studies that are used to build the research hypothesis. The research methodology the current study employed is summarized in section three while the results of the current study are presented in section four. The study is concluded in section five with brief policy implications and future research areas for the new researchers.

2. LITERATURE REVIEW

2.1 The Relationship between Perceived Organizational Support and Employees Performance

The organizational supports manifest in the psychological perception of employees in an organization and directly influence the performance of employees through their attitude and behavior [16]. A person's well-being is directly related to engagement at the workplace but needs organizational support to boost the individual's performance. [13] argue that it has been observed that most employees fell into two broad camps i.e. feeling high support level from their organizations have a higher level of well-being or having lower organizational support have lower level well-being, which reinforces the close relationship between organizational support and employee performance.

The empirical studies have demonstrated a significant positive relationship between perceived organizational support programs and employee performance. Karatepe (2012) carried out an empirical study showing the relationship between perceived organizational support and job performance using structural equation modeling and confirmed that perceived organizational support positively influences employee performance via career satisfaction [43]. Rhoades and Eisenberger (2002) earlier highlighted that adequate organizational support employees have effective performance in the organization and they always seek higher productivity and use all their efficiency [9]. Chen et al. (2020) collected data from 180 employees in 36 different automotive manufacturing enterprises in China and claimed that organizational support significantly influences employee performance [15]. The author used social exchange theory and probed that two broad categories of organizational support i.e. reinforcing support and inhibitive support have a different impact on employee performance. The reinforcing support has a significant positive impact on employee performance while inhibitive support plays a significant role in the sense of awareness.

Using a meta-analysis of more than 70 research papers, Rhodes and Eisenberger (2002) reported consistent consequences and antecedents of perceived organizational support [9]. Shahzad et al. (2018) claimed that non-monetary rewards create reciprocity of employee performance but vary in magnitude get affected depending on their perception of the organizational discretionary arrangements and support they receive from the organization. Naseer et al. (2018) conducted a research study in Pakistan by taking 873 sample sizes to know the moderating role of perceived organizational support using social exchange theory and suggested that organizational support reinforced the bullying retaliatory and bullying job performance behaviors relationship [17]. The study concluded that those organizations where the organizational support is high on average have organizational citizenship behavior, which means employees get more engaged with an organization that ultimately promotes their performance.

Summing up the literature on the relationship between perceived organizational support, we can propose our hypothesis (statement), which is going to be examined through the current study. The research hypothesis showing the relationship between considered variables is given below.

H₁₁: Perceived Organizational Support has a positive impact on the Employee Performance

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2.2 The Relationship between Perceived Organizational Support and Job Satisfaction

Perceived organizational support promotes auspicious outcomes like better performance, positive emotions, lower turnover, and high job satisfaction. Maan et al. (2020) claimed that managers or employees who enjoy a high level of organizational support reported elevated job satisfaction levels as compared to those who are supposed to enjoy lower support [14]. Perceived organizational support enriches employees' beliefs and trust that their organization identifies and recompenses their efforts and struggles to accomplish higher productivity and superior performance [16]. Starting social exchange is an initial process where employees feel liable and valued to support the organization to meet the organizational goal, which ultimately leads to greater work rewards. Employees reciprocate organizational support in different ways and are more satisfied with their job.

Employees with higher organizational support sense an intrinsic and internal compulsion to be socio-economically devoted to the organization and their work [18]. Thus they become more satisfied and loyal to their organization and job. Maan et al. (2020) carried out research work to explore the impact of perceived organizational support and job satisfaction by collecting primary data from 935 employees working in the different manufacturing sectors. The authors found a positive correlation between perceived organizational support and job satisfaction and concluded that employers need to understand that every employee has different expectations and necessities, which need to be fulfilled to get higher job performance [14].

Hence, based on the above-discussed theoretical and empirical literature, the current study is going to evaluate the possible relationship between perceived organizational support and job satisfaction. The following hypothesis statement will be tested through the current study.

H₁₂: Perceived Organizational Support has a positive impact on the Job Satisfaction

2.3 The Relationship between Job Satisfaction and Employees Performance

Job satisfaction creates positive high morale among employees in the organization, increases employees' commitment, enhances their motivation level, and directly influences their productivity level [19]. Job satisfaction is a multifaceted and complex concept that can be understood as different things to different people. Pule et al. (2014) exclaimed that Job satisfaction is associated with personal feelings of achievement either qualitative or quantitative. The overall job satisfaction of the employee is the cumulative result of the comparison, that they make between what they provide and receive from the organization in various areas [20]. The perceived importance of this expectation makes such a big difference in how the employee feels also implies the employer [21]

Job satisfaction is considered an attitudinal variable, which is a summation of thought, beliefs, and senses that the individual form in direction with his perception and behavior of work and his working environment [22]. Employee satisfaction and dissatisfaction are not limited to job nature but also depend on expectations, attitude, and perceptions. Moreover, organizations directly depend on their employees, and how the employees behave depends on the way the employer directs the organizational affairs [23]. Hence, organizations give priority to employee job satisfaction because of its relevance. The employees' importance cannot be underestimated because they are designers, planners, and implementers of organizational progress towards meeting the organizational goals and objectives.

Indeed, Alromaihi et al. (2017) argue that job satisfaction and employee performance are essential ingredients for achieving organizational sustainability and success [23]. Organizations can influence employee performance indirectly through creating a work environment in which employees can work effectively, developing policies that are employee friendly, and promoting employee commitment to articulating strategy and organizational goals [24]. The role of job satisfaction in influencing employee attitude cannot be underscored because job satisfaction affects employee attitude and various of their job. Job satisfaction comprises better employee performance with minimizing and declining behavior, which negates employee productivity. Carette et al. (2013) studied the impact of challenging job tasks on job performance by including the early and mid-career employees and found a significant positive relationship between job satisfaction and employee performance among early-career employees [25].

Similarly, the study by Hayati and Caniogo (2012) investigated the relationship between job satisfaction and job performance and concluded that employees who are satisfied with their job performance are more productive and better in the organization [26]. Hence, the current study also hypothesizes that job satisfaction positively influences employee performance. The hypothetical representation of the considered variables is given below.

H₁₃: Job Satisfaction has a positive impact on the Employee Performance

2.4 The Mediating Role of Job Satisfaction in the Relationship between Perceived Organizational Support and Employee Performance

Kim, et al. (2018) highlighted that the variables on mediation mechanisms improve programs or relationships by providing information about the critical ingredient of a successful program [27]. Abdullah and Wan (2013) claimed that a satisfied worker has more attachment to the organization as compared to those who are not satisfied [19]. The authors argue that a satisfied worker seeks himself to be more secure and always tries to perform very well. In contrast, Khan et al. (2016) depicted that the turnover ratio for a satisfied worker is much lower than that of unsatisfied workers, which means that organizations who are seeking for engaging employees for a longer period need to provide a satisfactory environment in the organization [21]. Osman (2016) surveyed family

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business employees and found that organizational support as a regulatory variable can alleviate the stress that employees experience from working-family conflicts [28].

Kraimer & Wayne (2004) highlighted that organizations who are seeking to increase their employee performance through different organizational support programs need to consider employee satisfaction. Because rising conflicts, stressful working environments, and turnover intentions are the key factors that lead to the failure of organizational policies [29]. Shahzad et al. (2018) argue that non-economic incentives promote a common improvement in the overall work performance of employees, but the extent of their impact depends on their recognition of organizational arrangements and structural rationality [17]. Naseer et al. (2018) conducted a study in Pakistan to investigate the mediating effect of perceived organizational support on employees and recommended that for any successful policy implications, organizations need to focus on their employee's satisfaction because it is the key factor that helps organizations to retain their employees [30]. Manzoor et al. (2019) collected survey data from 1,000 employees in different manufacturing industries to explore the impact of organizational support and employee job satisfaction [42]. The study found a positive correlation between perceived organizational support and employee job satisfaction and concluded that employers need to know that each employee has different expectations and needs, and when those expectations and needs are met, employees will be able to demonstrate higher job performance.

H₁₄: Job Satisfaction plays a positive mediating role in the relationship between perceived organizational support and the Employee Performance

The above brief literature showed how the key factors i.e. perceived organizational support program, employee performance, and job satisfaction are associated with each other. The current study undertakes employee performance as the dependent variable, perceived organizational support as the independent variable, and job satisfaction as mediating variable. The below figure provides the conceptual framework that the current study followed to answer the research question.



Figure 1. Conceptual Framework of the Study

3. METHODOLOGY

3.1 Study Design and Sampling Framework

The current research study follows a deductive research approach because the concept of organizational support programs and their relation with employee performance already exists. Similarly, employee performance is briefly explained in the literature and we are going to replicate the applicability and acceptability of existed theory “theory of organizational support.” Therefore, the deductive research approach best suits the research objectives in the current study. The current study follows the quantitative research method because the study follows to develop a preplanned and structured questionnaire as a data collection tool.

For data collection, the study relied on a cross-sectional survey and used the predictive correlation statistical technique to predict the impact of perceived organizational support programs on employee performance in the presence of job satisfaction as mediating factor. The cross-sectional means of data was used because the participants from various organizations comprised of employees from different organizations with different gender, marital statuses, academic background, experience, and ages. To verify the mediating role of job satisfaction, the current study relied on structural equation modeling that tells us how the independent variable, directly and indirectly, influences the dependent variable in the presence and absence of mediating factor.

For sample selection, the current study relied on a multi-stage sampling technique. The first stage of sampling was stratified where the study divided the organizations into different groups i.e. manufacturing, services, production, managerial, etc. Then we took the manufacturing sector as our key study area group because it is the major source of commercial innovation and is essential for innovation in the service sector, where most employees are hired on a daily wage basis. The Hattar Industrial Zone in Pakistan is among the top manufacturing industrial zone, where the majority of the employees are working on a daily wage basis. Hence, it provides a strong association that how organizations promote perceived programs to retain their employees and retain them for longer periods. In the final stage, the current study applied simple random sampling, reaching the participants through the organizational channel and asking them to participate in the survey without gender, age, education, experience, and job status.

After collecting the data, we validate the available data set and excluded all the participants, whose information or responses to specific observations were missing. For data analysis, we relied on two different statistical software i.e. SPSS and JASP-15. SPSS

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is used for coding de-coding, extracting frequency distribution, principal component analysis, and multiple regression analysis. JASP-15 is used for structural equation modeling to extract the mediating factor role in the relationship between dependent and independent variables.

3.2 Sample

From Table 1, the total number of participants who participated in the study was 215. There were 130 female participants and 85 male participants who participated in the survey. The female participation in the survey was 60.5% while male participation was 39.5% of the total participants. From the age table, the maximum frequency is recorded for participants having an age group between 51-60 years that has a frequency of 51 (23.7%) followed by an age group less than 20 years with a frequency of 48 (22.3%) of total participants. The minimum frequency for the age group is recorded for the age group 21 to 30 years having a frequency of 10 (4.7%). From the education group, the maximum numbers of participants are recorded for participants having master's and above education having a frequency of 100 accounted around 46.5% of total participants. The next highest frequency group was bachelor having a frequency of 80 accounting for around 37% of total participants. The participants having educational qualifications below bachelor's recorded 35 accounted for around 16% of total participants. The income group table given below provides a summary overview of the income distribution of participants. The maximum frequency is recorded for the income group from 45,000 PKR to 65,000 PKR having a frequency of 65, which accounted for around 30% of total participants. The next highest frequency group is recorded for the income group 65,000—85,000 PKR having a frequency of 55. The lowest frequency is recorded for the income group 25,000—35,000 PKR, which has a frequency of 15 accounting for 7% of total participants.

Table 1. Demographic Features

Variables	Components	Fre	Perc	Variables	Components	Fre	Perc	
Gender	Male	85	39.5%	Monthly Income	Less than 25000 PKR	40	18.6%	
	Female	130	60.5%		25000 to 45000 PKR	15	7.0%	
Age	Less than 20 Years	48	22.3%		45000 to 65000 PKR	65	30.2%	
	21 to 30 Years	10	4.7%		65000 to 85000 PKR	55	25.6%	
	31 to 40 Years	73	34.0%		More than 85000 PKR	40	18.6%	
	41 to 0 Years	51	23.7%		Total Experience	Less than 1 Year	20	9.3%
	51 to 60 Years	33	15.3%			1 to 3 Years	35	16.3%
Education	Below Bachelor	35	16.3%			3 to 5 Years	50	23.3%
	Bachelor	80	37.2%	5 to 7 Years		92	42.8%	
	Master and Above	100	46.5%	More than 7 Years		18	8.4%	

From the participant's experience, the maximum frequency for total experience is recorded for 5 to 7 years which has a frequency of 92 showing around 43% of total participants followed by the experience group having experience of 3 to 5 years with a frequency of 50 accounting 23% of total participants. The lowest frequency is recorded for more than 7 years of experience having a total share of 8.4% of total participants. In contrast, from the experience in the current organization, the maximum frequency is recorded for employees having experience less than 1 year accounting for 33% of total participants followed by 1 to 3 years and 5 to 7 years each having frequency of 45. the lowest frequency is recorded for more than 7 years of experience in the current organization has a frequency of 14 accounting for 6.5% of total participants.

3.3 Questionnaire Design and Instruments

The current study relied on perceived organizational support scales developed by (Eisenberger et al., 1986) [31] that were later applied by [32]. There was a total of 36 scales used in the Eisenberger et al. (1986) survey measured on five points Likert Scale and the current study considered only those scales that have Cronbach's Alpha value greater than 0.8 because these scales show very high internal consistency. To measure employee performance, the current study relied on the performance scale developed by [33] who developed 18 items scales measured in five points Likert scale to show employee performance. The current study considered only those scales that have a loading factor greater than 0.30. So a total of 8 items were used to represent the employee performance in the current study. To measure job satisfaction, the current study used [34] scales developed and used 10 items on job satisfaction Likert scales ranging from strongly disagree (1) to strongly agree (5).

3.4 Validity and Reliability of Instruments

From table 2, reliability and validity measures, the overall reliability score for 22 items is recorded as 0.833 showing very high internal consistency. From the factor scales, the reliability score for perceived organizational support is recorded as 0.713 while for employee performance and job satisfaction Cronbach's alpha recorded 0.736 and 0.823. The results indicate that there exists high

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internal consistency because the Cronbach's alpha for all three constructs is recorded as greater than 0.60, which means the scales are highly reliable.

Table II. Reliability and Validity Statistics

Variables	Cronbach's Alpha	Number of Items	KMO Measure	Bartlett's Test
Overall	0.833	22	---	----
Perceived Organizational Support	0.713	6	0.637	Approx Chi-Squ=388.991; df=15; Sig=0.000
Employee Performance	0.736	8	0.671	Approx Chi-Squ=858.010; df=28; Sig=0.000
Job Satisfaction	0.823	8	0.734	Approx Chi-Squ=955.107; df=28; Sig=0.000

Similarly, from the KMO measure table, we can see that the KMO score for all three constructs is also recorded as greater than 0.60 i.e. 0.637, 0.671, and 0.734 respectively for perceived organizational support, employee performance, and job satisfaction. This indicates that the sample is adequate and there exists high validity in the data set, which is confirmed by Bartlett's test of Sphericity because the probability value for all three constructs is recorded as less than 5%. It means that there is no unit matrix or unit correlation problem among the considered factors and we can conclude that there exists higher internal consistency and high reliability in the scales used in the current study.

3.5 Estimation Techniques

To validate the relationship among considered variables, the current study relied on three different statistical approaches i.e. Pearson's correlation, step-wise regression analysis, and structural equation modeling. Pearson's correlation analysis has been used to depict the possible relationship or degree of association among considered variables. The step-wise regression analysis has been used to see the variation in the dependent variable due to changes in the independent variables. Finally, structural equation modeling has been used to see how the mediating variable influences the relationship between the dependent and independent variables. The structural equation modeling helps us to better predict the impact of the independent variable on the dependent variable in the presence and absence of mediating factor. In the current study as we discussed earlier, we are going to take perceived organizational support as the independent variable, employee performance as the dependent variable, and job satisfaction as mediating factor.

4. RESULTS AND DISCUSSION

4.1 Factor Analysis

For construct reduction and developing factors, the current study relied on exploratory factor analysis (EFA) and confirmatory factor analysis (CFA). These measures are used for factor analysis where EFA extracts factor structure from data while CFA is used to test the structure fits the data set. In the current study, to report the EFA results the loading factors greater than 0.30 has been taken as a minimum boundary because any value less than this indicates the presence of no correlation. Similarly, for CFA the factor residuals and variation have been taken where the R-loading factors estimate is preferred to select whether any specific factor meets the criteria or not. As criteria, the lowest value of residual variance less than 0.30 has been applied which indicates that the respective factor is responsible for too small variation in the latent variable.

Table III. Exploratory Factor Analysis Results

Factor Loadings : Perceived Organizational Support

	Factor 1	Factor 2	Factor 3	Factor 4	Uniqueness
PS4	0.919				0.141
PS3	0.648	0.378	0.400		0.271
PS6	0.545	0.536	0.396		0.206
PS5		0.802			0.303
PS1			0.677		0.478
PS2				0.674	0.491

Factor Loadings : Employee Performance

	Factor 1	Factor 2	Factor 3	Factor 4	Uniqueness
EMP3	0.950				-0.017
EMP4	0.797		0.365		0.198
EMP6	0.366	0.642	0.309		0.326

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Factor Loadings : Perceived Organizational Support

	Factor 1	Factor 2	Factor 3	Factor 4	Uniqueness
EMP2	0.320				0.839
EMP7		0.976	0.321		-0.060
EMP8		0.416			0.735
EMP5		0.306	0.932		-0.019
EMP1				0.663	0.519

Factor Loadings : Job Satisfaction

	Factor 1	Factor 2	Uniqueness
JS2	0.983		0.061
JS4	0.926		0.222
JS3	0.698		0.575
JS1	0.431		0.773
JS8		0.938	0.097
JS7		0.818	0.371
JS6		0.790	0.408
JS5			0.791

From the EFA results summarized in Table 3, there can be seen that the first four factors are responsible for around 68.5% variation in the loading factors. All the factors for perceived organizational support are recorded as greater than 0.30 having the fourth scale with the highest value of 0.919 followed by the 1st scale. The EFA results for POS reveal that we can use four factors to develop our respective independent variables. Similarly, for employee performance, the loading factor for all scales is recorded as greater than 0.30 where the highest loading factor is recorded for the 7th scale followed by 3rd scale items. For Job satisfaction, we found that there are only two loading factors that provide overall loading factor results. The results revealed that these two factors are responsible for 58.8% variation in the total loading factors. Hence, based on EFA results, we can conclude that for perceived organizational support program and employee performance four factors have overall loading, while in the case of job satisfaction, there are only two loading factors.

From the CFA results given in table 4, we can see that JS4 gives the highest variation as the R-square for the respective item is recorded at 0.758 followed by POS3 at 0.739. The lowest R-square value is recorded for POS2 with an R-square value of 0.04 followed by EP1 at 0.088. From the estimated values of loading factors, the probability values for all parameters are recorded as less than 5%, which means all the items scale used in the study are valid and the overall study is a good measurement of self-esteem. The model plot of CFA results showing the correlation among considered factors is recorded as statistically significant at 5% as the estimated value for factor covariance for POS, EMP, and JS are recorded at 0.396, 0.142, and -0.666 with probability values of estimate <0.001, 0.06, and <0.001 respectively (table in appendix). Hence, we can conclude that all items used in the study are suitable for factor development and factor analysis.

4.2 Descriptive Statistics and Correlation Analysis

The below provides a summary overview of descriptive features and correlation analysis of perceived organizational support programs, employee performance, and job satisfaction.

Table IV. Descriptive Statistics and Correlation Analysis

	N	Mean	Std. Deviation	POS	EP	JS
POS	215	2.587	0.797	1		
EP	215	3.378	0.767	0.347**	1	
JS	215	3.204	0.901	0.451**	0.471**	1

(Note: POS, EP, and JS represent perceived organizational support, employee performance, and job satisfaction; *, **, and *** represent significance at 5%, 1%, and <0.001 respectively)

From the mean value, the mean value for POS is recorded as 2.5876 with a standard deviation of 0.79651. Employee performance has a mean score of 3.3779 while job satisfaction means the value is recorded as 3.2035 having a standard deviation of 0.76689 and 0.90067 respectively. The current study found a significant positive correlation between perceived organizational support and employee performance as the coefficient is recorded at 0.347, which depicts the presence of a high positive correlation. Similarly,

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the correlation coefficient between POS and JS is recorded at 0.451, showing a significantly high positive correlation between POS and JS. This indicates that both POS and JS move in the same direction. Similarly, there has been found a significant positive correlation between EP and JS with a coefficient value of 0.471. This also depicts the presence of a highly significant positive correlation between employee performance and job satisfaction.

4.3 Hypothesis Testing

H1: Perceived Organizational Support has a positive impact on the Employee Performance

To test the above-stated hypothesis taken from the study of [35] we carried out a step-forward multiple linear regression model by taking age, gender, experience, education, and income as control variables. The results regression analysis reveals that POS along with control variables is responsible for around 41.5% variation in employee performance. The coefficient of POS is recorded as 0.052 with a probability value of the coefficient of 0.014 which is less than 5%, which means the POS has a significant positive impact on employee performance. The coefficient value reveals that with every one unit factor increase in POS, the employee performance on average will increase by 0.052 unit factors. . Our study findings are similar to the findings of [36;24] who also found a significant positive relationship between perceived organizational support program and employee performance.

H12: Perceived Organizational Support has a positive impact on the Job Satisfaction

The second hypothesis of our study was to explore the impact of POS on job satisfaction. The correlation coefficient results i.e. Table 5 reveal that there exists a high positive correlation between POS and job satisfaction. The correlation coefficient between the two variables is recorded at 0.451 which confines the presence of a high positive correlation between the two variables. Pule et al. (2014) argued that job satisfaction is associated with personal feelings of achievements either qualitative or quantitative, which certainly increase employee performance [20]. Hence our results showing the correlation between POS and job satisfaction are similar to that of (Pule et al., 2014) who also found a significant positive correlation between the two variables.

H13: Job Satisfaction has a positive impact on the Employee Performance

In our third hypothesis, we were interested to seek how job satisfaction influences employee performance because previously [23] found a significant positive relationship between employee performance and job satisfaction. The authors concluded that the presence of a positive correlation is due to internal satisfaction because a satisfied employee feels more secure in the organization, and put in all his efforts. These certainly increase their performance level. In our study, we found that job satisfaction along with control variables is responsible for around 56.8% variation in employee performance. The coefficient value for job satisfaction is recorded at 0.215 with a probability value of 0.000 showing a very high significant result. The coefficient value reveals that with every unit factor increase in job satisfaction, the employee performance on average will increase by 0.215 unit factors. The results are summarized in table 6 given below.

Table V. Regression Analysis

Employee Performance	Model 1	Model 2	Model 3
POS	0.052* (2.036)	---	0.135* (3.480)
JS	---	0.215* (4.127)	0.428* (5.136)
Constant	2.505* (13.860)	2.986* (17.217)	3.025* (10.325)
N	215	215	215
R-SQ	0.415	0.568	0.689
ADJ-R	0.402	0.516	0.645
F-Statistics	3.542	6.580	11.270
P>F	0.017	0.000	0.000

(Note: t-statistics values are given in parenthesis; Control Variables: Gender, Age, Education, Income, and Total Experience: *, **, *** represents the significance at 5%, 1%, and <0.001 respectively)

H14: Job Satisfaction plays a positive mediating role in the relationship between perceived organizational support and the Employee Performance

The last hypothesis of our study was to seek the mediating role of job satisfaction in the relationship between POS and employee performance. Previously; Miao and Kim (2010) examined the relationship among the considered variables and found a high positive mediating role of job satisfaction in the relationship between POS and employee performance [37]. Guan et al (2014) investigated the mediating role of job satisfaction in the relationship between the considered variables and concluded that job satisfaction accelerates employee performance, whereas the presence of POS will be a bonus point to improve the relationship [35]. Darolia et

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al. (2010) applied structural equation modeling to seek the mediating role of job satisfaction. Therefore, the current study also relied on SEM modeling approach to seek the respective role of job satisfaction [38].

From the coefficient of direct effects, we can see the estimates for POS are recorded at 0.0845 with a probability of coefficients less than 1% showing very high significant results. Similarly, the coefficient in the presence of job satisfaction through indirect effect was also recorded to have statistically significant and positive results i.e. 0.039 with a probability value of less than 1%. This indicates that job satisfaction positively mediates the relationship between POS and employee performance. The total effects coefficient value for mediation results is recorded as 0.045 with a probability value of 0.0058, which reveals that job satisfaction accelerates the relationship among considered variables by 0.045 unit factors. The results are statistically significant at 5% and we can conclude that job satisfaction positively mediates the relationship between POS and employee performance. Since, the coefficient of direct tables can be seen as less than that of what we observed in direct relation, which confines that job satisfaction partially mediate the relationship.

Maan et al. (2020) claimed that managers or employees who enjoy a high level of organizational support reported elevated job satisfaction levels as compared to those who are supposed to enjoy lower support [14]. Chen et al. (2020) believe that POS enriches employees' beliefs and trusts that their organization identifies and recompenses their efforts and struggles to accomplish higher productivity and superior performance [15]. The direct effects showed a significant positive impact of perceived organizational support program on employee performance and the presence of a mediator accelerated the relationship. Previously, Peiro et al. (2019) found that on average those employees who are satisfied and are getting more attention from the organization have 12% higher productivity as compared to those who are less satisfied [39]. So we can conclude that job satisfaction plays a significant positive mediating role in the relationship between perceived organizational support and employee performance. The mediation results are presented in the below table.

Table VI. Mediation Analysis

Direct Effects

						95% Confidence Interval		
						Lower	Upper	
		Estimate	Std. Error	z-value	p			
POS	→	EP	0.0845**	0.023	3.674	0.001	-0.032	0.192

Note. Delta method standard errors, normal theory confidence intervals, ML estimator.

Indirect Effects

							95% Confidence Interval	
							Lower	Upper
			Estimate	Std. Error	z-value	p		
POS	→	JS → EP	0.0395***	0.005	7.921	< .001	0.00125	0.0776

Note. Delta method standard errors, normal theory confidence intervals, ML estimator.

Total Effects

						95% Confidence Interval		
						Lower	Upper	
		Estimate	Std. Error	z-value	p			
POS	→	EP	0.045**	0.017	2.647	0.0058	-0.037	0.128

Note. Delta method standard errors, normal theory confidence intervals, ML estimator; *, **, *** represents the significance at 5%, 1%, and <0.001 respectively)

4.4 Hypothesis Acceptance and Rejection

The current study investigated to answer four hypotheses related to dependent, independent and mediating variables. The first hypothesis seeks to examine how POS influences employee performance. The results of multiple linear regression results showed that POS has a coefficient value of 0.052 having a probability value of less than 5%. The results revealed that POS has a significant positive impact on employee performance and our first hypothesis is accepted. Our study findings matched with that of [14] who also found a significant positive impact of POS on employee performance. The second hypothesis of our study was to seek the relationship between POS and job satisfaction. The correlation coefficient between POS and job satisfaction was recorded at 0.451 with a probability value of less than 1% revealing that there exists a high positive correlation between the two variables. Hence, our second hypothesis of the study was also accepted.

In the third hypothesis, we were interested to know how job satisfaction influences employee performance. The coefficient value for job satisfaction in multiple linear regression results recorded 0.215 with a probability value of 0.000. The results confined the presence of a significant positive impact of job satisfaction on employee performance. The third hypothesis of the current study was also accepted. Previously, Guan et al. (2014) also found a positive impact of job satisfaction on employee performance [35]. The last hypothesis of the current study was to seek the mediating role of job satisfaction in the relationship between POS and employee

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performance. The indirect coefficient of mediation results recorded 0.039 with a probability value of 0.0058 showing a significant positive mediating role of job satisfaction in the relationship between POS and employee performance. Hence, we can state that all our four hypotheses in the current study are accepted at a 5% significance level.

5. CONCLUSION AND POLICY IMPLICATIONS

5.1 Conclusion

The current study provided a brief insight into one of the most important organizational policy aspects and theories i.e. perceived organizational support programs as intrinsic factors that significantly influence employee performance. The theory of organizational behavior elaborates how certain factors are associated with employee performance. Organizations and management use certain intrinsic and extrinsic factors to promote employee performance. The current study investigated this phenomenon by examining the mediating role of job satisfaction in the relationship between POS and employee performance. The findings of the study confined that job satisfaction plays a significant positive mediating role in improving employee performance through POS. The multiple linear regression results showed that POS along with demographic control variables i.e. gender, age, education, income, and total expenditures are responsible for 41.5% variation in employee performance. However, the job satisfaction along with control variables showed 56.8% variations in employee performance. Both POS and job satisfaction along with control variables showed that these two variables are responsible for around 68.9% variation in employee performance. The SEM modeling results showed that job satisfaction plays a positive mediating role in improving employee performance through POS. However, the coefficient of mediating factor is recorded as less than that of the coefficient of the dependent variable depicting the mediation as partial. Hence, we can conclude that job satisfaction plays a partial mediating role in the relationship between POS and employee performance.

5.2 Policy Implications

For getting better employee performance, we found that job satisfaction is the key factor. Therefore, for employees working in Industrial zone in developing countries such as Pakistan, employers and organizations need to focus on job satisfaction rather than only promoting organizational theory. This will certainly increase the employee's productivity because a satisfied employee means more secure and the least turnover intention. Therefore, for the validity of the organizational theory in the Hattar Industrial Zone, organizations need to promote employees' job satisfaction along with perceived organizational support. The findings of the current study provide a positive insight to the managerial sector to fully understand the importance of perceived organizational support in the absence and presence of job satisfaction. We found that in the absence of job satisfaction, perceived organizational support is inversely related to employee performance, while in the presence of job satisfaction as a mediator, employee performance gave a significant positive relationship with employee performance. Hence, managerial staff and the organization's human resources need to consider both factors in the meantime. Because the exclusion of job satisfaction provides contradictory results with literature while the inclusion of job satisfaction provides brief policy implications and fruitful results to increase employee performance [40]. Hence, it is recommended that organizations need work on job satisfaction rather than policy shifting of valuing the employee's perception about their value and contribution to the organization.

5.3 Study Limitations and Future Research Area

The key limitation of the current study was the data collection technique because due to Covid-19 restrictions in Pakistan during the study time, the current study relied on an online survey by collecting data through Google form. Since most of the female employees were restricted to work outside, the participation rate varied between male and female participants, This may certainly influence the findings of the current study. The study relied on item scales previously adapted by different authors and selected only those scales that have higher reliability scales and validity measures. Since, the previous studies were carried out outside of Pakistan and mostly focused on employees of a single organization, which means there may be item score bias on the reliability scale. Therefore, for future researchers, it is recommended that they can first conduct the pilot study by taking all the scales used by the respective authors and then can select only those scales, which have higher reliability and extraction scales.

Employee performance is a key research area and almost all organizations around the world are interested to know the factors that significantly influence their employee performance [41]. The current study covered one of the most important organizational aspects discovering the impact of perceived organizational support on employee performance in the presence of job satisfaction. Therefore, it is recommended for future researchers to include more exogenous variables such as job stress, self-efficacy, proactive behavior, supportive leadership, and so on to get more factors that are responsible for variation in employee performance.

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