

Mediating Role of Employee Engagement Between Perceived Organizational Support and Job Performance

¹Sadia Malik, ² Dr. Rabia Ishrat,

ABSTRACT

Keywords:

*Perceived
Organizational
Support,
Employee
engagement, Job
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Higher Education.*

The study was conducted to check the effect of perceived organization support on job performance, a mediating role of employee engagement. The study was carried out in the higher education sector of Pakistan. The study has used quantitative approach for the whole research processes. The faculty working in the University of Peshawar was taken into the unit of analysis and data collection. By using the sampling method of Krejcie & Morgan (1970), 252 faculty members were included for the data collection. Closed ended questionnaire was used for the data collection. Prior permission was taken before meeting the faculty member and questionnaire was delivered them in the meeting after discussing the objectives. The filled questionnaires were taken back after some times. The results of reliability statistics recommended that the variables were reliable for the data collection. The regression result confirms that perceived organization support has significant effect on the job performance and employee engagement has significant mediating role between the perceived organization support and job performance.

INTRODUCTION

The term "organization" is defined in many ways throughout different regions of the world. Every organization, regardless of its nature (service or manufacturing), ownership (private or public), size (small or large), or business status (for-profit or not-for-profit), must operate with and through highly efficient people. According to Robbins and Coulter (2012), it is the intentional organization of persons to accomplish a certain objective that cannot be achieved by each person alone. Employees demonstrate their devotion only to companies that they see as being concerned about their well-being, professional advancement, and contentment. Perceived Organizational Support, which refers to how employees perceive the level of support they receive from their organization, has a direct impact on job satisfaction and, thus, improves job performance. The establishment of a beneficial connection between an

¹ PhD Scholar, Sharhad University of Science and Technology, Peshawar. Email: sadiaims@yahoo.com

² Associate Professor, Sharhad University of Science and Technology, Peshawar. Email: rabia.ba@suit.edu.pk
(Corresponding Author)

employee and an employer, as per the Social Exchange Theory, is contingent upon the fulfillment of their respective needs (Huang, Lee, McFadden, Murphy, Robertson, Cheung, & Zohar, 2016).

Organizational researchers and professionals are currently primarily focused on organizational effectiveness. Although several studies aim to identify crucial factors of organizational success (Men, 2015), the attitudes and opinions of employees are the most important in today's global and competitive workplace. The theory of organizational support, proposed by Rhoades and Eisenberger in 2002, suggests that the development of perceived organizational support (POS) is promoted when employees see the organization as having human-like characteristics. Employees are likely to have a positive attitude towards the POS (Perceived Organizational Support) if the organization fulfills their financial needs, provides compensation for additional activities, and demonstrates support for them when they are required to perform their work well (Eisenberger et al, 2020).

Research has shown that in developed nations, the perception of support from the company and supervisors has an impact on employee engagement and organizational performance in banking and other financial institutions (Kim, Han, & Park, 2019). Organizations want conscientious and dedicated personnel who are also driven rather than disillusioned and demoralized. Various variables contribute to the motivation and responsible conduct of workers. A well-structured institution or organization often values its employees as valuable assets for the growth of the firm. The primary focus of successful corporate organizations is to foster a conducive atmosphere, enhance staff engagement, and ensure employee happiness (Hashmi & Naqvi, 2012).

In the current period characterized by rapid change, increasing demand, and intense competition, organizations have significant challenges in attaining a high level of performance while maintaining a durable competitive edge. In this context, it is important for employees to fulfill a proficient and productive role in order to successfully accomplish the necessary objectives. Based on a thorough examination of the literature, the findings suggest that organizational support plays a crucial role in achieving sustainable performance of an organization (Pattnaik & Panda, 2020). Yet, the achievement of sustained organizational performance is unattainable without the presence of human capital. Organizations must provide assistance to their staff in order to cultivate a good mindset. Highly motivated and contented individuals are more likely to excel in their roles, making it imperative for firms to

provide a conducive work environment that fosters job satisfaction. This, in turn, will result in enhanced performance.

If there is a breakdown in the psychological contract, individuals experience dissatisfaction, less engagement, and as a result, their performance is negatively impacted (Kong & Jolly, 2019). Higher educational institutions are often regarded as the pinnacle of learning and the primary source of knowledge generation (Egan, Maguire, Christophers, & Rooney, 2017). Hence, it is crucial to examine the impact of perceived organizational support, work performance, employee engagement, and psychological contract violation in the authentic environments of higher education institutions (Saboor, Malik, Paracha, Ahmed, & Malik, 2018).

In current paper aims to evaluate the effect of perceived organizational support on work performance, with mediating effects of employee engagement respectively among the faculty members of the higher education sector of district Peshawar.

Objectives

1. To find out the effect of perceived organizational support on job performance;
2. To find out the effect of employee engagement on job performance;
3. To analyze the effect of perceived organizational support on employee engagement;
4. To find out the mediating effect of employee engagement on the relationship of perceived organizational support and job performance;

LITERATURE REVIEW

Researchers describe POS as the employees' impression of how organizations prioritize their well-being and appreciate their contributions (Eisenberger, Rhoades Shanock, & Wen, 2020). This notion is grounded in the Organizational Support Theory (OST) (Eisenberger et al., 2020; Takawira, 2020). POS, or Perceived Organizational Support, is a theory that describes an employee's perspective of how much their employer values their well-being, motivation, appreciation, and acknowledgment of their work (Eisenberger et al., 2020; Takawira, 2020).

An operating system (OS) is an essential need offered by an organization to ensure and enhance supervision activities, while also demanding efficient and effective job execution from personnel (George, 1993). Employees are very concerned about an organization's dedication to matters such as compensation, benefits, work environment, decision-making processes, idea generation, information sharing, and communication. The Organizational Support Theory, proposed by Eisenberger in 1986, identifies three elements that influence the

perception of support from an organization: employment conditions and rewards, support from managers, and the overall humane treatment of employees.

Employee engagement refers to the active involvement and expression of employees in their physical, cognitive, and emotional contributions to their job performance, as defined by Kahn (1990). The cognitive expression of the mind refers to how individuals view their organizations and supervisors. Additionally, emotional expression pertains to the workers' sentiments towards their workplace, particularly the behavior of their managers, while physical expression is associated with the employees' bodily condition while carrying out their jobs. Put simply, this refers to how individuals carry out their tasks and meet their obligations (Kahn, 1990).

Job performance refers to the overall value that an individual's specific actions contribute to a company throughout a set period of time (Motowidlo & Kell, 2012, p. 82). Furthermore, an alternative definition is that work performance refers to the results achieved from a certain job obligation, activity, or task within a specific timeframe (Hagan, Konopaske, Bernardin, & Tyler, 2006, p. 361).

Hypothesis

H1: *perceived organizational support has a positive effect on Employee Engagement.*

H2: *Employee engagement has a positive effect on Job performance.*

H3: *Perceived organizational support has a positive effect on job performance.*

H4: *Employee Engagement has significant mediating role between POS and job performance.*

METHODOLOGY

Target population was comprised of different departments of Peshawar University and unit of analysis were the faculty members and administrative staff. A combination of both qualitative and quantitative data can improve results by balancing the limitations of one data type with the strengths of another. This provides improved understanding by integrating different knowledge methods. Therefore, the study used both qualitative and quantitative methodology.

Quantitative research was done through adopted questioner whereas; qualitative research was done through interviews. Interview method is most effective way of conducting qualitative research it gives better understanding, explore research subject opinions, behavior and experience. And interviews were conducted through open ended questions so in-depth information was collected.

Cluster sampling was used as a main sampling technique whereas, simple random sampling was used for collecting data from the target population. Peshawar University was taken as a cluster. The justification for selecting Peshawar University as a cluster is because Peshawar University represents all the other public sector universities of Khyber Phukhtonkhwa. It is the oldest public sector university and other universities evolved from it and the unit of analysis among all the public sector universities is homogenous. The sample was selected from the faculty members of different departments of Peshawar University who have more than five years of experience through simple random sampling.

ANALYSIS

The results taken from the recommended tests have been explained in this section. The reliability of the instrument, the regression model by using the mediating analysis have been included in this section.

Reliability

Table 1: Reliability Statistics of the variables

Variable	Cronbach Alpha	Status
Perceived Organization Support	0.870	Reliable
Job Performance	0.730	Reliable
Employee Engagement	0.941	Reliable

The table 1 has shown the findings of reliability statistics which has been included in the current study to check the reliability internal validity of the instrument. In this regard, the cronbach alpha has been used for the estimation of standard value of reliability. The literature suggested that the standard value in the reliability is .70. The above table has shown that the stated variables have been found significantly more reliable than the 70 percent. This has been concluded that the instrument is reliable internally valid for the data collection and the variables are reliable.

Regression

The regression model was used in this paper to explore the effect of perceived organization support and employee engagement. The mediating role of employee engagement is also included in this section.

(Perceived Organization Support – Employee Engagement)

Table 2: Regression output of POS and EE

Variable	Coefficient	SE	Standardized Coefficients	T-value	P-value
(Constant)	.188	.041		4.550	.000
POS	.946	.013	.979	74.91	.000

R-Square: 0.958

The value of R-square in table 2 is 0.95 which means that the perceived organization support is having 95 percent effect on the employee engagement. The p-value of model summary is 0.000. The table of coefficient can be used to show the percentage change in the dependent variable due to the independent variable. The value of coefficient in the table is 0.946 for perceived organization support and it means that the employee engagement can be changed by 94 percent when the perceived organization support has been changed. This means that the relationship between the perceived organization support and employee engagement is positive. When the perceived organization support is changed then the employee engagement will be enhanced and this change will be 94 percent. The t-value of perceived organization support in the table is 74.91 which has been significantly higher than the standard value of 2. This means that the alternate hypotheses is accepted which means that perceived organization support is having positive and significant effect on the employee engagement.

Employee Engagement – Job Performance

Table 3: Regression output of EE and JP

Variable	Coefficient	SE	Standardized Coefficients	T-value	P-value
(Constant)	.583	.050		11.760	.000
EE	.900	.015	.967	59.582	.000

R-Square: 0.935

The value of R-square in table 3 is 0.935 which means that the employee engagement is having 93 percent effect on the job performance. The p-value of model summary is 0.000. The coefficient can be used to show the percentage change in the dependent variable due to the independent variable. The value of coefficient in the table is 0.900 for employee engagement and it means that the job performance can be changed by 90 percent when the employee engagement has been changed. This means that the relationship between the employee engagement and job performance is positive. When the employee engagement is changed then the job performance will be enhanced and this change will be 90 percent. The t-value of employee engagement in the table is 59.58 which has been significantly higher than the standard value of 2. This means that the alternate hypotheses is accepted which means that employee engagement is having positive and significant effect on the job performance.

(Perceived Organization Support – Job Performance)

Table 4: Regression output of POS and JP

Variable	Coefficient	SE	Standardized Coefficients	T-value	P-value
(Constant)	.786	.067		11.802	.000
POS	.840	.020	.934	41.289	.000

R-Square: 0.873

The value of R-square in table 4 is 0.872 which means that the perceived organization support is having 87 percent effect on the job performance. The p-value of model summary is 0.000. The table of coefficient can be used to show the percentage change in the dependent variable due to the independent variable. The value of coefficient in the table is 0.840 for perceived organization support and it means that the job performance can be changed by 84 percent when the perceived organization support has been changed. This means that the relationship between the perceived organization support and job performance is positive. When the perceived organization support is changed then the job performance will be enhanced and this change will be 84 percent. The t-value of perceived organization support in the table is 41.28 which has been significantly higher than the standard value of 2. This means that the alternate hypotheses is accepted which means that perceived organization support is having positive and significant effect on the job performance.

Mediating Regression

(Employee Engagement B/W perceived organization support – job performance)

Table 5: Mediation Regression output EE, POS- JP

Model	Variable	Coefficient	SE	Standardized Coefficients	T-value	P-value
1	(Constant)	.786	.067		11.802	.000
	POS	.840	.020	.934	41.289	.000
2	(Constant)	.569	.049		11.726	.000
	POS	-.250	.069	-.278	-3.612	.000
	EE	1.153	.072	1.239	16.086	.000

1: R-Square: 0.934

2: R-Square: 0.968

The table 5 is the results related to the model summary of mediating regression model which was included in the study to explore the effect of perceived organization support (POS) on the job performance with the mediating variable of employee engagement. The value of employee engagement has been found higher when it has been introduced between perceived organization support and job performance. The statistics of the table showed that the higher increasing values confirm that employee engagement has shown significant mediating role between perceived organization support and job performance.

CONCLUSION

The aim of the paper was to check the mediating role of employee engagement between perceived organization support and job performance among the education sector of KPK. The findings showed that the perceived organization support has significant effect on the job

performance. It further elaborated that the faculty member in the University will show his best performance when he/she received support from his organization. Organizational support theory posits that POS is a measure of the extent to which workers see their work organization as valuing their contributions and prioritizing their well-being. POS may engender a sense of duty to prioritize the well-being of the company and contribute towards the attainment of its objectives. Meanwhile, it is important for POS (Perceived Organizational Support) to address the socio-emotional requirements of workers by considering their organizational membership and role status as part of their social identity. This will help reinforce employees' ideas that the company values and rewards improved performance. Employers desire individuals that exhibit unwavering commitment and loyalty towards their job. When businesses offer substantial support to their employees, following the principle of reciprocity, employees are more likely to develop a strong emotional connection to their organizations, resulting in a reduced probability of leaving and a heightened degree of job performance.

Limitations & Future Research

This study has several constraints. The use of a cross-sectional design prevents us from making judgments about the causal links between the observed variables. Furthermore, the sample size was small, resulting in a relatively low power to detect various impacts of associations. Ultimately, our sample was restricted to the faculty members only from a single institution situated in Peshawar, which might potentially constrain the applicability of the findings. Additional research should be conducted on a large-scale survey or cohort in the vicinity of Pakistan.

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