Impact of Perceived Organizational Support on Job Satisfaction: A Sequential Mediation

Mehboob Alam*, Fozia Gul**, Syed Intasar Hussain Kazmi***

*The institute of management science,Pak AIMS, Lahore Pakistan mbadawn@gmail.com
** The institute of management science,Pak AIMS, Lahore Pakistan fgkhattak786@gmail.com
***The superior university, Lahore, Pakistan intasar1@yahoo.com

A R T I C L E   I N F O

A B S T R A C T

Current study investigates importance of Perceived Organization Support and its related benefits on Job Satisfaction with sequential medication. Data is collected from three government universities of Lahore, Punjab, Pakistan. Total respondents were 429 from three public sector universities. Results of study demonstrated constructive and significant impact on job satisfaction. Sequential mediation of 'Intrinsic Motivation' and 'Extrinsic Motivation' has also been tested. Results showed positive and significant impact of 'Intrinsic Motivation' & 'Extrinsic Motivation' in the relationship. Time horizon which was used is cross sectional, with sampling technique of stratified random sampling. To collect data, questionnaire survey (self-administrated) was used among the employees of three public sector universities. To analyses data, SPSS & Process by Hayes was used. In analysis descriptive tests like reliability, frequencies, mean, Standarad Daviation, correlation, and statistical technique for hypothesis testing, mediation analysis used. This study contributed to existing literature of Percieved Organization Support and adds value to existing practices by examining theoretical model of sequential mediation that not used in any sector in Pakistan. This also explored that Perceived Organization Support is an important indicator for job satisfaction through sequential mediation of 'Intrinsic Motivation' and 'Extrinsic Motivation'

Introduction

In today's competitive business scenario, organizations are in continuous efforts to improve quality. Quality improvement in each area of business is necessitating meeting the current challenges. Due to this fact, it is essential to see the factors that are important for quality improvements. Human capital in any organization are important and valuable assets who look forward for dedication from institutions for social emotional needs referred as POS (perceived organizational support) (Riggle et al., 2009). POS (perceived organizational support) indicates employee's viewpoint which concern about level the institution values their input and be concerned about their well-being" (Eisenberger et al., 1986, p. 501). It is pertinent to mention the factors that enhance the relation of exchange in between employees & organization (Shore & Wayne, 1993) and resultantly employees engaged and feel sense of vitality and support (Eisenberger, 2002).

Theories of exchange referring as OST (organizational support theory) and SET (social exchange theory) provides the basis for POS. These theories consider support as a mechanism for employee's constructive attitudes (i.e., performance, behavior, and attitude (Rhoades and Eisenberger, 2002). Support from organization build the foundation for employee's commitment, performance benefits and others reciprocal norm. Based on these reciprocal relations between employer and employee's provide support.

As per Organizational support theory, perceived organizational support (POS) stands on two values:

i.e., employees and supervisors (Eisenberger et al., 1986). Employees respond to the values they receive from supervisors or institutions while supervisors support the organizational values through supportive conduct towards employee's behaviors, which is perceived as sign of culture of the organization (Eisenberger, 2002). SET (Social exchange theory strengthen the reinforcement process among employees and supervisors. This reciprocal relation makes the employees hard work, care, and responsibility for ultimate benefits for organizational performance (Tsarenko, 2018).

The objectives of current study are to explore the impact of perceived organizational support on extrinsic motivation and secondly impact of extrinsic motivation impact on intrinsic motivation. Thirdly, to investigate the impact of intrinsic motivation on job satisfaction. In this study, to discover the mediating role of perceived organizational support between extrinsic motivation and job satisfaction and also explore mediating role of intrinsic motivation between perceived organizational support and job satisfaction. Lastly, examine the dual mediation of extrinsic & intrinsic motivation between perceived organizational support and job satisfaction.

Due to the helpful benefits both for organization and employee's, perceived organizational support play an important role to shape attitude of employees that guide them for exchange relation. Meaning that increasing employee performance as institutions care for their well- being. Baran, (2012) indicated that employees who are strong in commitment towards organization, it means that their perceived organizational support is well built. These reciprocal outcomes indicated in SET (Blau,1964), that engage reinforcement and mutually supporting relation in between both ends. For such outcomes in recent study Tsarenko et al., (2018) point that, if perception of employee regarding their employer/organization being valued, it contributes as vital indicator that assist to extend POS (perceived organizational support) in the direction of the encouraging approach about organization and job performance.

Theoretical Perspective & Hypothesis

Perceived Organizational Support and Extrinsic Motivation

Currently, consideration the importance of POS is crucial for the success of organization. Past study revealed that POS offer institute the capacity of employee well-being and care for their contribution (Fu, 2012). Basing on previous research, in current century, quality and effectiveness is the main concern organization strives for. For this, motivated committed and satisfied employees are important. For employee's positive behaviors and performance POS is gaining importance, as an when organization care and valued the employee's contributions, employee is reciprocated the same which build a long-term effectiveness for both ends (Stinglhamber 2012).

Ryan and Deci, (2002) stated the significance of extrinsic motivation that help to understand the behaviors of supervisors/leaders to motivate employees extrinsically for overall effectiveness. Motivation from organizations and/or supervisors positioned from controlled to self-directed (Ryan & Deci, 2000). Organized motivation stands for system that is external & implementation of another person values (Gagné & Deci, 2005). Employees motivated through externally, leaders fix it through punishment & rewards, which comprise promotion, recognition & job security etc. It is important for good supervision/management of institution and they are account for ethical decisions that value for employee's well-being (Gagné et al.,2015).

POS in term of reciprocal results is set through SET (social exchange theory) (Blau, 1964). This theory comprises the reinforcement process among performers of the organization. As per this theory, exchange of socially process basing on the exchange and interrelated association of resources (Tsarenko et al., 2018). Organizations who invest in personnel recourses that are commitment, identity, attachment etc. can build better and effective results. Tsarenko et al., (2018) Specify that awareness of employees regarding their employer that their contributions are valued helps to develop POS, and that perception help to enhance constructive behaviors and feelings from employees towards their organization and duty. Consequently, exchange process and reciprocal connection direct towards satisfied workforce. Being valued and satisfaction reciprocate the exchange process towards organization, and it help for better performance from both ends. Therefore, first hypothesis is.

H1:   Perceived Organizational Support is positively related to Extrinsic Motivation.

Extrinsic Motivation and Intrinsic Motivation

For organizational overall performance for long run, it is pertinent to mentioned that consideration of leader's behavior is important. Meaning that how management/leaders stimulate employees intrinsically (essentially) and extrinsically. For the effective results both in term of performance and behavior, it is necessary. Distinguish among internal and external regulations i.e. (intrinsic & extrinsic) is set through Self-determination theory (SDT) (Ryan & Deci, 2002). Motivation, in other words, is the satisfaction. Motivation always requires satisfaction. It is a cause of actions, keenness, and ambitions (Robbins & Coulter, 2014).

Intrinsic (fundamental) inspiration is engaging in a behavior that is pleasant, interesting, and enjoyable despite of other rewards/pressure, on the other hand, extrinsic (external) is behavior drive from external reward that is restricted (Ryan & Deci, 2000).

Motivation mechanizes employee is enhance performance and keep them animated for achieving required goals of organization (Salvador, 2013). Aim of motivation is satisfaction and inspiration that help to advance development and ability for better performance (Steer, 1994). One determinant of employee's satisfaction is salary they take, but there are other factors also that impact their satisfaction, that are not include in pay/salary (Clark, 2015). These other factors may include environment, support from organization and supervisors, employee's well-being, guidance which built their trust in organization (Shetrone, 2011). For the purpose of keeping employees motivated and recognition, association strives to found choices that keep individuals satisfied and motivated (Mui, 2015).

Characteristics of organization and /or job are directly connected to satisfaction at job. This may consist of wok environment, job security, good leadership practices/SOPs and flexibility of life work balance. For research study in organization, satisfied employees and management/leadership styles have always been major concern. Past study observed the helpful outcomes that are achieved through positive behavior of leaders that have significance effect of employee work concerning results as job satisfaction (Yang, 2014). Relatively, added approach of control, control based on support, trust and ethics has gained attention of literature (House, 2013). Precedent studies signify contribution of institution's characters & job related, satisfaction of job in area of region (e.g., B€ockerman et al., 2012 & Ward., 2017) that have positive effects on overall performance of organization and employees. So, the hypothesis is

H2:   Extrinsic Motivation is positively related to Intrinsic Motivation.

Intrinsic Motivation and Job satisfaction

For effective performance in long term, keep employees motivated along with other aspects that effect employee's motivation and satisfaction, is required to be set up. Motivators help the organization to maximize performance and quality work need to be found out. These motivators could be intrinsic (autonomy, belonging, curiosity) or extrinsic (competition, fear of punishment/faultier) insert major value towards employee's motivation at job (Herzberg et al.,1959). Seiler et al., (2012) described the different content and process of motivation that help to shape and build employee's behavior towards effective performance (e.g., content /process content theories). Based on previous research studies, motivation being a key factor for satisfaction, theories of motivation are being broadly used (Latham et al., 2013). Islam & Ismail (2008) specify that intrinsic motivators being self-directed are directly connected to job satisfaction of employees.

Inherent motivation of employee's occurred when they feel task enjoyable, interesting and learn new things from it and is a focal point for institutions. This does not hold any pressure. For motivated workforce it is important for organization that their employee's do what they feel interesting and enjoyment in tasks (Al-Alawi, 2005). Employee's job-related outcomes like support, productivity, learning, passion & engagement is associated with intrinsic drive (Pink, 2011). Hence, accordingly, organization / institution needs to look into those factors practically for better performance from employee's (Asmadi, 2011). Meaning by intrinsic motivation enhance performance of employees through mechanizes behaviors of individuals that leads to obtain organizational goals (Rohof, 2013). Aim of satisfaction/inspiration is to move forward towards expansion, employee capability for effective organization's goals (Steer, 1994).

It is important to trigger out the factors that help to develop education sector of Pakistan & structure for effective results. Factors that to improve the employee JS to attain organizational performance is call for the current challenges. Research from (i.e., Nguyen et al., 2014; Prasad et al., 2014) point out indicator regarding job-related outcomes & job performance to progress organization performance. It is experienced by past research that Asian countries education system is facing issues in quality as per standards set internationally due to decrease performance from employees. Consequently, for better quality system of education, knowledge of institutions and employees to think and act in new ways is necessary for better work outcomes for sustainable organizational performance (Leghari, 2003). Thus, our next hypothesis is:

H3   Intrinsic Motivation is positively related to Job Satisfaction.

Intrinsic Motivation as a mediator between POS and JS

On the basis of hypothetical model, it involved that intrinsic motivation mediates the association b/w POS and JS. Inherent satisfaction is a vital factor for effective leaders & employee's behavior, which help the organization to develop devoted and engaged workforce. For institution, like education sector of any country that plays a significant role for development of individuals, immense alarming is the satisfaction of employees. Consequently, satisfied workforce intrinsically will provide greater performance and other related benefits such as more efficiency & commitment (Oswald et al., 2015; Wen et al., 2019). Employees

are intrinsically inspired, are the representative of organizational overall culture, because such organization is in continue efforts for establishment of good culture through satisfied employees (Clark, 2015). As a result, happy employees will be more occupied and produce better results. This escort to satisfaction at job and engagement towards job and institution. By this, contented workforce leads to better production, performance, and prosperity for organization, as satisfaction at job and performance related to it is connected (Fisher et al 2010), so, we envision that:

H4: Intrinsic Motivation mediates relationship between Perceived Organizational Support and Job Satisfaction.

Extrinsic Motivation as a mediator between POS and JS

External (extrinsic) motivation is allied to helpful outcomes of employees. Basically, social determination theory, make the difference between the two forms of motivation. Extrinsic motivation is a different thing that motivates employees externally due to some reward, fear of failure or punishment (Ryan, 2000). Employees do the work keeping the mind the external rewards such as pay, remuneration etc. Self-determination theory clarify both kind of motivators, that help to motivate the employees in either way (Ryan & Deci, 2000a). Meaning that organizations are in effort to motivate individuals by using other means also. Employers see the factor that effect employee satisfaction, and reward is one of them through extrinsic rewards as financial & promotion concerns for employees, this created opportunities for employers to set employees engaged in work (Coomber et al, 2007).

It is acknowledged by Reeser et al. (2005) that is constructive connection of motivation and satisfaction (i.e., both internal/external factors). It also accomplished that, performance, and motivation both have linked with satisfaction, because motivated employees will produce improved performance. Contribution from employees though satisfaction, motivation play major role towards organization (Babaei et al., 2015). Past study signifies the importance of motivators for better employee performance and indicate lack of leaders interest to develop these motivators that directly affect employee behavior (DeSantis & Durst, 1996). In public sector education system, management is not showing any concerns for both motivators, but is a point of concern for current challenges because such factors influence satisfaction of job (Athira et al, 2016). So, at over literature, the following hypothesis is proposed:

H5: Extrinsic Motivation mediates relationship between Perceived Organizational Support and Job Satisfaction

Sequential mediation of Intrinsic & Extrinsic Motivation

At last, current research proposes that intrinsic motivation and extrinsic motivation sequentially mediates linkage among POS and JS. Significance of motivated and satisfied employees (intrinsically/extrinsically) is main concern for organization (Belias et al., 2014). Satisfaction of job is the "approach that employee react to their work/job, follow on stability of expectation and wants (Werner et al, 2011). Employee's satisfaction at job is having impact on their opinion and job assessment (Buitendach & De Witte 2005). In public sector, satisfaction in job, sensitivity of employee participation is rewarding, enjoyable satisfying (Eybers, 2010; Farrington, 2019). For the success of organization, satisfaction of employees at job is significant factor (Voon et al., 2011), that help to enhance interest and trust of employee (Griffin & Ebert, 2003), develops good working environment (Bushra, 2011) and help to hold perceived organizational support (POS) (Nelson & Quick, 2013).

Added on, this also contributed to improved quality and work performance Kusluvan, (2003). It direct to employee's commitment, means if workforce is satisfied that show more commitment to their employer and job (Jex, 2002). Hence, it is important for management/supervisors of the institution, to know the sensitivity of these factors that affect needs of employees and help the organization to build culture of support and produce /retain motivated workforce. Employee needs are as job security, compensation, good relationship/environment) known as inferior sort needs and other are success, growth, respect etc. known as higher type of needs (Amos et al., 2008). Satisfaction in job is linked with employee's needs fulfillment.

When needs of employees are fulfilled, satisfaction of job occurs (De Witte, 2005). Contented personnel are fundamental for an institute success and institution are doing determined hard work for satisfied employees in both terms intrinsically and extrinsically. When organization practices such norms keeping in mind the sensitivity of employee's need, motivation and factors that promote motivation, job satisfaction happens. Leader's actions through different ways insert value & enhance supportive work environment & advance satisfaction & motivation of employees. Hence, on above discussion, it is proposed extrinsic motivation direct to employee satisfaction towards job/organization: -

H6 Extrinsic Motivation and Intrinsic Motivation mediates relationship between Perceived Organizational Support and Job Satisfaction

Figure 1
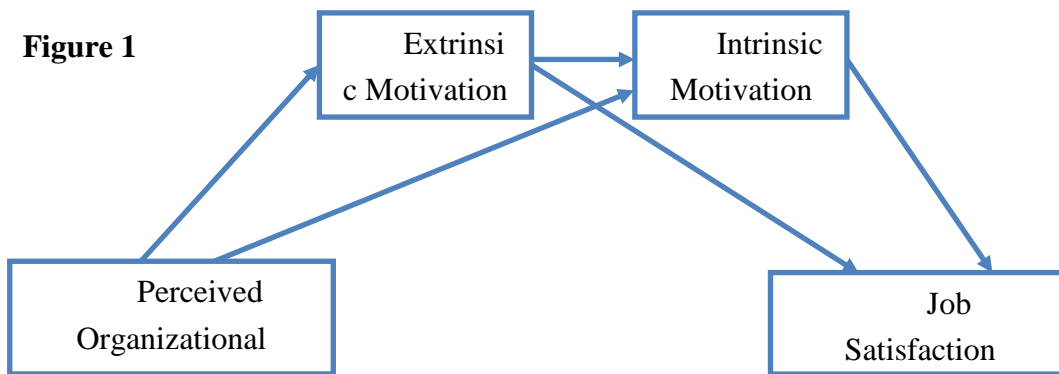
Methodology

Sample and Procedural

The population of this study is three public sector universities (Lahore College for Women University, Punjab University and Government College University) located in Lahore, Punjab, Pakistan. In this study source of data was cross sectional and the method of data collection was questionnaire survey. Stratified random sampling technique was used. A number of 536 questionnaire survey were distributed in the academic and administrative employees of the universities in which 429 employees completed and return, which is 80% of total, 26 responses were in complete which were discard, and 80 employees did not return the questionnaire survey which was 15% of the total. In this study 320 were male respondents and 109 were female respondents whose were 75 and 25 percent, respectively. Majority of the participants belong to working in pay scale (17-20) which were 310 (72%). The majority of participants 239 (56%) participants belong to the age group (31-40). The majority of the participants 145 (34%) having experience of (6-10) years group.

Table 1 Sample Characteristics

Control Variables		Frequency	Percent
Gender	Female	109	25.4
	Male	320	74.6
Pay Scale	1-4	7	1.6
	5-11	50	11.7
	12-16	62	14.5
	17-20	310	72.3
Age	20-30	118	27.5
	31-40	239	55.7
	41-50	49	11.4
	51-60	23	5.4
Experience	0-5	161	37.5
	6-10	145	33.8
	11-15	65	15.2
	16-20	29	6.8
	21-25	15	3.5
	26-30	11	2.6
	31 and above	3	.70
Marital Status	Married	134	31.2
	Unmarried	295	68.8
Universities	LCWU	94	21.9
	PU	248	57.8
	GCU	87	20.3
Department	Administration	181	42.2
	Academic	248	57.8

Correspondence concerning this article should be addressed to Mehboob Alam, mbadawn@gmail.com

Measures

The measure which was used in this study are perceived organizational support, extrinsic motivation, intrinsic motivation, and job satisfaction. All the measures were used five-point likert scale (1= Strongly Disagree, 2=Disagree, 3= Neutral, 4= Agree & 5= Strongly Agree).

Perceived Organizational Support

This scale was adopted scale of Eisenberger et al. (1997), it has 8 items. The reliability of the scale is

Table 2

Correlations

Variables	Mean	S. D	1	2	3	4	5	6	7	8	9	10	11
1.Gender	1.75	.436	1										
2. Pay Scale	3.57	.760	.540**	1									
3. Age	1.95	.776	.098*	.381**	1								
4. Experience	2.15	1.295	-.109*	.212**	.722**	1							
5. Marital Status	1.69	.464	-.070	.132**	.330**	.294**	1						
6. Universities	1.98	.650	.027	-.057	-.006	.014	-.056	1					
7. Department	1.58	.494	.596**	.583**	.215**	-.037	.045	.029	1				
8. POS	3.34	.598	.083	.157**	.158**	.033	.060	.004	.168**	1			
9. EM	3.66	.779	.021	.027	.060	.048	-.004	-.068	-.067	.638**	1		
10. IM	3.79	.791	.028	.076	.125**	.194**	.003	.050	-.028	.262**	.250**	1	
11. JS	3.61	.729	.143**	.211**	.109*	.077	.042	.018	.061	.582**	.642**	.280**	1

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

*. Correlation is significant at the 0.05 level (2-tailed).

.782. One example item of scale is "Help is available from my organization when I have a problem".

Extrinsic Motivation

Extrinsic motivation scale was three items, and it was developed by Ryan & Connell, (1989). The internal consistency of scale was .833. An example item of scale was "I can earn money to buy things for myself".

Intrinsic Motivation

Intrinsic motivation scale was two items, and it was adopted from Ryan & Connell, (1989). The reliability of the scale was .788. An example item was "I find the work interesting".

Job Satisfaction

The job satisfaction scale was used, and it was three items, and it was adopted from Sakes, 2006. The reliability of the scale was .744. An example items "In general, I like working here". **Control Variables**

In current study control variables included gender, pay scale, age, experience, marital status, universities, and department. Data of demographic variables are collected along with the stud

Findings

The table 2 showed that perceived organizational support is positively associated to extrinsic motivation (r= .368, p<.01) hence supported H1. The extrinsic motivation is positively associated to intrinsic motivation (r= .250, p<.01), so supported H2. The intrinsic motivation is positively related to job satisfaction (r= .280, p<.01), supported H3.

The results of table No.3 indicated that perceived organizational support is positively related to extrinsic motivation (β=.831, t=4.313, p=0.000, LLCI=.471, ULCI=1.287). It β is positive which show there is positive relations between perceived organizational support and extrinsic motivation. It tells us that if there is increase in perceived organizational support bring increase in extrinsic motivation and vice versa. The R2 tell that perceived organizational support bring 41% variance in extrinsic motivation.

Table 3 **Outcome: Extrinsic Motivation**

Model Summery

	R	R-sq	MSE	F	df1	df2	p
	0.638	0.406	.361	211.634	1	427	0.000

Model

	Coeff.	Se	t	P	LLCI	ULCI
Constant	0.884	.205	4.313	0.000	481	1.287
POS	0.831	.057	14.548	0.000	0.718	0.943

The results of table No.4 indicated that intrinsic motivation regressed by perceived organizational support and extrinsic motivation. Perceived organizational support forecast significantly intrinsic motivation (β=.230, t=2.460, p=0.014, LLCI=.046, ULCI=.414). Extrinsic motivation also significantly predicts intrinsic motivation (β=.141, t=2.151, p=0.032, LLCI=.012, ULCI=.269). The values of β are positive perceived organizational support and extrinsic motivation which indicated that there is positive relationship. The R2 tell that model explain that 8% variance in intrinsic motivation.

Table 4 **Outcome: Intrinsic Motivation**

Model Summery

	R	R-sq	MSE	F	df1	df2	p
	0.283	0.080	.578	12.111	2.000	426	0.000

Model

	Coeff.	Se	t	P	LLCI	ULCI
Constant	2.511	0.274	9.157	0.000	1.972	3.050
EM	0.141	0.065	2.151	0.032	0.012	0.269
POS	0.230	0.094	2.460	0.014	0.046	0.414

Table 5 showed that job satisfaction regressed by perceived organizational support, extrinsic motivation, and intrinsic motivation. Perceived organizational support significantly predict job satisfaction (β=.336, t=5.326, p=0.001, LLCI=.212, ULCI=.459). Extrinsic motivation also significantly predicts job satisfaction (β=.414, t=7.115, p=0.000, LLCI=.299, ULCI=.528). Intrinsic motivation also significantly predicts job satisfaction (β=.089, t=2.170, p=0.031, LLCI=.008, ULCI=.170). The R2 tells that model explain 47% of variance in the job satisfaction.

Table 5 **Outcome: Job Satisfaction**

Model Summery

	R	R-sq	MSE	F	df1	df2	p
	0.686	0.471	283	124.502	3	425	0.000

Model						
	Coeff.	Se	t	P	LLCI	ULCI
Constant	.639	0.186	3.429	0.001	.273	1.006
EM	.414	0.058	7.115	0.000	0.299	0.528
IM	.089	0.041	2.170	0.031	0.008	0.170
POS	.336	0.063	5.326	0.000	0.212	0.459

Hypothesis testing

Our first hypothesis is that perceived organizational support is positively impact extrinsic motivation. Results showed that perceived organizational support is positively and significantly impact on extrinsic motivation (β=.831, t=14.548, p=0.000) which supported our first hypothesis H1. The second hypothesis is extrinsic motivation is positively impact on intrinsic motivation. Results showed that extrinsic motivation is positively and significantly impact on intrinsic motivation (β=.141, t=2.151, p=0.032) which supported our hypothesis H2. The third hypothesis intrinsic motivation is positively impact on job satisfaction. Results showed that intrinsic motivation is positively and significantly impact on job satisfaction ((β=.089, t=2.170, p=0.031) which supported our hypothesis H3. The fourth hypothesis extrinsic motivation mediates between perceived organizational support and job satisfaction. The result (β=.344, LLCI= .001 & ULCI=.031) supported our hypothesis H4. The fifth hypothesis intrinsic motivation mediates between perceived organizational support and job satisfaction. The result (β=.021, LLCI= .003 & ULCI=.061) supported our hypothesis H5. The sequential mediating effect of extrinsic motivation and intrinsic motivation between perceived organizational support and job satisfaction is also significant, the result (β=.010, LLCI= .001 & ULCI=.031) which support our hypothesis H6.

Table 6

Sequential Mediation Analysis Results						
Direct effect X on Y	Effect	SE	T	p	LLCI	ULCI
	0.336	.063	5.326	0.000	0.212	0.459
Indirect effect(s) X on Y			Effect	Boot SE	Boot LLCI	Boot ULCI
Total effect			.375	.049	.282	.474
POS→EM→JS			.344	.051	.247	.448
POS→IM→JS			.021	.014	.003	.061
POS→EM→IM→JS			.010	.007	.003	.031

Discussion

The present study investigates the sequential mediation relationship between perceived organizational support and job satisfaction via extrinsic motivation and intrinsic motivation. The results are founded on a varied sample and strengthened sequential mediated effect of perceived organizational support on job satisfaction via extrinsic motivation & intrinsic motivation.

As per this theory, exchange of socially process basing on the exchange and interrelated association of resources (Tsarenko et al., 2018). The resulted also showed that there is positive relation between perceived organizational support and extrinsic motivation. One determinant of employee's satisfaction is salary they take, but there are other factors also that impact their satisfaction, that are not include in pay/salary (Clark, 2015). These other factors may include environment, support from organization and supervisors, employee's well-being, guidance which built their trust in organization (Shetrone, 2011). The results proved that there is positive relation between extrinsic and intrinsic motivation.

Relatively, added approach of control, control based on support, trust and ethics has gained attention of literature (House, 2013). Precedent studies signify contribution of institution's characters & job related,

satisfaction of job in area of region (e.g., B€ockerman et al., 2012 & Ward., 2017). As a result, happy employees will be more occupied and produce better results. This escort to satisfaction at job and engagement towards job and institution. By this, contented workforce leads to better production, performance, and prosperity for organization, as satisfaction at job and performance related to it is connected (Fisher et al 2010). Moreover, the results confirmed that there is sequential relationship between perceived organizational support and job satisfaction through extrinsic and intrinsic motivation.

Limitation and future recommendations

Present research suggested quite added perceptive to how institutions advance JS. It is researcher attempt to be one study for consideration to explore mechanism of sequential mediation regarding outcome of POS on JS. Suggestions by taking the help of EM and IM to inspect essential process, the study recognized new factors of employee's job satisfaction and which are not previously observed. However, study holds some boundaries. Data is collected as one point that is cross sectional, results could face common method bias (Podsakoff, Mackenzie, & Podsakoff, 2012). To defeat this future research may use longitudinal data for improved effect of impact of observed variables for generalizable results. Attempt for the current study, is the exploration of only two.

sequential mediators for POS and JS association. It might be possible some other variable/mediators also have impact on JS (DV), so future research on some other variables or mediators is suggested for underlying mechanism. For data analyses, Process macro (2012) is used being the most valid and reliable source to analyze sequential mediation. Future research might use SEM (structural Equation Modelling) for the aim analysis.

Conclusion

Aim of this study is to look into the effect of POS on EM, impact of EM on IM as well as outcome of IM on JS. Present research investigated EM and IM in the connection b/w POS and JS through sequential mediation in Lahore, Pakistan education sector. Tested results confirmed the beneficial outcomes of POS for improvement of organizational performance & effectiveness. For the results data analysis is carried with sample of 429 using Macros process. Results confirmed POS positively affect IM &EM. Additionally, this study explored EM &IM also having positive involvement to JS. Moreover, results revealed that EM &IM get involved in b/w POS &JS. Research explored many useful ideas for strategic management, institutions, and organizations to see the sensitivity of supportive work environment and satisfied employees by experiencing POS to meet challenging work demands. Supportive work atmosphere encourages employee's motivation, commitment and play as catalyst for improved performance and satisfied manpower. This research included to literature of JS, by ascertain fresh factors like POS, EM, and IM for attaining JS in long term.

References

Al-Alawi, A.I. (2005). Motivating factors on information technology employees in Bahrain hotel industry. *Issues in Information Systems, 1*(2), 112-115.

Amos, T., Ristow, A., Ristow, L. and Pearse, N. (2008). *Human Resource Management*, 3rd ed., Juta and Co, Cape Town.

Antonakis, J., & House, R. J. (2013). The full-range leadership theory: The way forward. *In Transformational and charismatic leadership: The road ahead 10th anniversary edition*. Emerald Group Publishing Limited. https://doi.org/10.1108/S1479-357120130000005006

Asmadi, M., Kawamoto, H., & Saka, S. (2011). Thermal reactions of guaiacol and syringol as lignin model aromatic nuclei. *Journal of analytical and applied pyrolysis*, *92*(1), 88-98. https://doi:org/10.1016/j.jaap.2011.04.011

Athira, K., Sajeev, C. R., Sooraj, N. P., KN, S. K., & Jaishanker, R. (2016). Mapping traditional knowledge associated with Celastrus paniculatus in India using Geographical Information System (GIS). *Journal of Ayurveda Medical Sciences J*, *1*(2). doi:10.5530/jams.2016.1.9

Babaei, D., Rahimian, H., Ahmad, A., Omar, Z. and Idris, K. (2015). Ability mediation effects in the relationships between human resource practices and service quality. *Iranian Journal of Management Studies (IJMS), 8*(1), 5-25.

Baran, B.E., Shanock, L.R. and Miller, L.R. (2012). Advancing organizational support theory into the twenty-first century world of work. *Journal of Business and Psychology*, *27*(2), 123-147. doi: 10.1007/s10869-011-9236-3

Batalha, Natalie M., Jason F. Rowe, Stephen T. Bryson, Thomas Barclay, Christopher J. Burke, Douglas A. Caldwell, Jessie L. Christiansen et al. (2013). Planetary candidates observed by Kepler. III. Analysis of the first 16 months of data. *The Astrophysical Journal Supplement Series* 204(2), 204-24. doi:10.1088/0067-0049/204/2/24

Belias, D. and Koustelios, A. (2014). Leadership and job satisfaction: a review. *European Scientific Journal, 10* (8), 24-46.

Blau, P.M. (1964). *Exchange and Power in Social Life*, Wiley, New York, NY.

Böckerman, P., & Ilmakunnas, P. (2012). The job satisfaction-productivity nexus: A study using matched survey and register data. *ILR Review*, *65*(2), 244-262.

Buitendach, J.H. and De Witte, H. (2005). Job insecurity, extrinsic and intrinsic job satisfaction and effective organisational commitment of maintenance workers in a parastatal. *South African Journal of Business Management, 6*(2), 27-39.

Clark, A.E. (2015). *What makes a good job? Job quality and job satisfaction*. IZA World of Labor 215. https://doi.org/10.15185/izawol.215.

Coomber, B. and Barriball, K. (2007). Impact of job satisfaction components on intent to leave and turnover for hospital-based nurses: a review of the research literature. *International Journal of Nursing Studies, 44*(2), 297-314. https://doi.org/10.1016/j.ijnurstu.2006.02.004

De Neve, J.E., Ward, G. (2017). Happiness at work. Saïd Business School. Working Paper 2017-07. https://dx.doi.org/10.2139/ssrn.2943318.

Deci, E.L. and Ryan, R.M. (2000). The 'what' and 'why' of goal pursuits: human needs and the self-determination of behaviour. *Psychological Inquiry, 11*(4), 227-268.

Deci, E.L. and Ryan, R.M. (2012). Motivation, personality, and development within embedded social contexts: an overview of self-determination theory. In Ryan, R.M. (Ed.), *The Oxford Handbook of Human Motivation*, Oxford University Press, Oxford, 85-107.

Deci, E.L., Olafsen, A.H. and Ryan, R.M. (2017). Self-determination theory in work organizations: state of the science. *Annual Review of Organizational Psychology and Organizational Behavior, 4*(1), 19-43.

DeSantis, V.S. and Durst, S.L. (1996). Comparing job satisfaction among public- and private-sector employees. *Public Personnel Management, 26*(3), 327-343. https://doi.org/10.1177%2F027507409602600305

Dhar, R.L. (2019). Ethical leadership and its impact on service innovative behavior: The role of LMX and job autonomy. *Tourism Management, 57*, 139-148. https://doi.org/10.1016/j.tourman.2016.05.011

Eisenberger, R., Cummings, J., Armeli, S. and Lynch, P. (1997). Perceived organizational support, discretionary treatment, and job satisfaction. *Journal of Applied Psychology,82*, 812-820. 0021-9010/97/$3,00

Eisenberger, R., Huntington, R., Hutchison, S. and Sowa, D. (1986). Perceived organisational support. *Journal of Applied Psychology,71*(3), 500-7. 0021-90IO/86/$00.75

Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I. and Rhoades, L. (2002). Perceived supervisor support: contributions to perceived organizational support and employee retention. *Journal of Applied Psychology*, *87*(3), 565-573. doi. 10.1037//0021-9010.87.3.565

Eybers, C. (2010). Coronerships in South African small and medium sized family businesses. Unpublished doctoral thesis, Nelson Mandela Metropolitan University, Port Elizabeth.

Farrington, S.M., & Lillah, R. (2019). Servant leadership and job satisfaction within private healthcare practices. *Leadership in Health Services, 32*(1), 148-168. doi:10.1108/LHS-09-2017-0056

Fisher, Cynthia D. (2010). Happiness at work. *International Journal of Management Review, 12*(4), 384-412.

Fu, Y. and Lihua, Z. (2012). Organizational justice and perceived organizational support. *Nankai Business Review International,3*(2), 145-166. https://doi.org/10.1108/20408741211244398

Gagné, M. and Deci, E.L. (2005). Self-determination theory and work motivation. *Journal of Organizational Behaviour, 26*(4), 331-362. doi: 10.1002/job.322

Gagné, M., Forest, J., Vansteenkiste, M., Crevier-Braud, L., Van den Broeck, A., Aspeli, A.K., Bellerose, J., Benabou, C., Chemolli, E., Güntert, S.T. and Halvari, H. (2015). The multidimensional work motivation scale: validation evidence in seven languages and nine countries. *European Journal of Work and Organizational Psychology, 24*(2), 178-196. https://doi.org/10.1080/1359432X.2013.877892

Griffin, R.W. and Ebert, R.J. (2003). *Business*, 7th ed., Pearson, NJ.

Herzberg, F., Mausner, B. and Syndermann, B.B. (1959). *The Motivation to Work*. John Wiley & Sons, New York, NY.

Islam, R. and Ismail, A.Z.H. (2008). Employee motivation: Malaysian perspective. *International Journal of Commerce and Management, 18*(4), 344-362. https://doi.org/10.1108/10569210810921960

Jex, M. (2002). *Organizational Psychology: A Scientist-Practitioner Approach*, Wiley, Canada.

Kusluvan, S. (2003). *Managing Employee Attitudes and Behaviors in the Tourism and Hospitality Industry*, Nova, New York, NY.

Mui, Y.Q. (2015). *Companies have found something to give their workers instead of raises*. The Washington Post. July 28, 2015.

Nelson, D.L. and Quick, J.C. (2013). *Organizational Behavior: Science, the Real World, and You*, 8th ed., South-Western, Mason.

Nguyen, T. D. H., Maschietti, M., Åmand, L. E., Vamling, L., Olausson, L., Andersson, S. I., & Theliander, H. (2014). The effect of temperature on the catalytic conversion of Kraft lignin using near-critical water. *Bioresource technology*, *170*, 196-203.

Oswald, A.J., Proto, E., Sgroi, D. (2015). Happiness and productivity. *Journal Labor Economics, 33*(4), 789-822. https://doi.org/10.1016/j.biortech.2014.06.051

Pink, D. H. (2011). *Drive: The surprising truth about what motivates us*. Penguin.

Prasad, D., & Ahmad, J. (2014). New electronically-controllable lossless synthetic floating inductance circuit using single VDCC. *Circuits and Systems*. http://www.scirp.org/journal/PaperInformation.aspx?PaperID=41936

Reeser, J. C. (2005). Gender identity and sport: is the playing field level? *British Journal of Sports Medicine*, *39*(10), 695-699.

Riggle, R. J., Edmondson, D. R., & Hansen, J. D. (2009). A meta-analysis of the relationship between perceived organizational support and job outcomes: 20 years of research. *Journal of business research*, *62*(10), 1027-1030. https://doi.org/10.1016/j.jbusres.2008.05.003

Robbins, S.P. and Coulter, M. (2014). *Management*, 12th ed., Pearson, Boston.

Rohof, W. O., Salvador, R., Annese, V., des Varannes, S. B., Chaussade, S., Costantini, M., & Boeckxstaens, G. E. (2013). Outcomes of treatment for achalasia depend on manometric subtype. *Gastroenterology*, *144*(4), 718-725. http://dx.doi.org/10.1053/j.gastro.2012.12.027

Ryan, R.M. and Connell, J.P. (1989). Perceived locus of causality and internalization: examining reasons for acting in two domains. *Journal of Personality and Social Psychology, 57*(5), 749-761. Inc., 6022-3514/89/$00, 5

Ryan, R.M. and Deci, E.L. (2000a). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American Psychologist, 55*(1), 68-78. Inc. 0009-3920/2004/7503-0008

Ryan, R.M. and Deci, E.L. (2000b). Intrinsic and extrinsic motivations: classic definitions and new directions. *Contemporary Educational Psychology, 25*(1), 54-67. doi:10.1006/ceps.1999.1020

Ryan, R.M. and Deci, E.L. (2002). Overview of self-determination theory: an organismic dialectical perspective in Deci, E.L. and Ryan, R.M. (Eds). *Handbook of Self-Determination Research*. University of Rochester Press, Rochester, NY, pp. 3-33.

Saks, A.M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology, 7*(21), 600-619. DOI 10.1108/02683940610690169

Salomon, J. A., Vos, T., Hogan, D. R., Gagnon, M., Naghavi, M., Mokdad, A., & Murray, C. J. (2012). Common values in assessing health outcomes from disease and injury: disability weights measurement study for the Global Burden of Disease Study 2010. *The Lancet*, *380*(9859), 2129-2143. https://doi.org/10.1016/S0140-6736(12)61680-8

Shetrone, A. (2011). 7 Ways to Improve Employee Satisfaction. Inc.

Steer, R.M. (1994). *Introduction to Organizational Behavior*. (4th ed.), Harper Collins Publisher, New York, NY.

Tsarenko, Y., Leo, C. and Tse, H.H.M. (2018). When and why do social resources influence employee advocacy? The role of personal investment and perceived recognition. *Journal of Business Research,82*, 260-8. https://doi.org/10.1016/j.jbusres.2017.09.001

Voon, M.L., Lo, M.C., Ngui, K.S. and Ayob, N.B. (2011). The influence of leadership styles on employees' job satisfaction in public sector organisations in Malaysia. *International Journal of Business, Management and Social Sciences, 2*(1), 24-32.

Wen, X., Gu, L., Wen, S., 2019. Job satisfaction and job engagement: Empirical evidence from food safety regulators in Guangdong, China. *Journal of Cleaner Production, 208*, 999-1008. https://doi.org/10.1016/j.jclepro.2018.10.089.

Werner, A. (2011). *Organisational Behaviour: A Contemporary South African Perspective*, 3rd ed., Van Schaik, Pretoria.

Yang, Y. (2014). Principals' transformational leadership in school improvement. *International Journal of Educational Management, 28*(3), 279-288. doi: 10.1108/IJEM-04-2013-0063.