Perceived Support and Employee Performance: The Mediating Role of Employee Engagement

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Abstract: This study investigates how perceived organizational and supervisory support influence employee in-role performance by examining the mediating effect of employee engagement. Using a sample of 150 operators from Ready Made Garment (RMG) industry in Bangladesh, the study reveals a significant positive relations exists between both organizational support (organizational and supervisors) and employee in-role performance. In addition the results indicate that both organizational and supervisory supports have positive significant relationship with employee engagement that is also positively related with employee in-role performance. Further employee engagement partially mediates the link between perceived support and in-role performance. We discuss the implications of these findings for managers in organizations interested in employee engagement to their in-role performance.

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1. Introduction

Employee management has become the focal of the organizations as employees are the source of organizational growth and competitive advantage. Organizations today pay additional attention to factors enhancing employees' positive attitudes and behaviors in order to facilitate employees' effectiveness on their job. The academic researchers find different striking factors inherently related with employee performance job satisfaction, organizational commitment, employee participation, supervisors support (Biswas & Bhatnagar, 2013; Pasmore & Khalsa, 1993; Taboli, 2013;). Further researchers investigate that employees are more likely to improve their job performance if they find organizations value their contribution and care about their well-being (Eisenberger, Huntington, Hutchison, & Sowa, 1986; Rhoades &Eisenberger, 2002; Stamper & Johlke, 2003).

In this paper, we believe that support from both organization and supervisor may influence employees' affective experience at work. We argue that apart from organizational support, when supervisor support is given, employee may experience positive changes in their job performance. Shanock and Eisenberger (2006) claim that supervisors are considered the source of energy for employees provided that supervisors are supportive. We also suggest that employee engagement acts as a mediator between the relationship of perceived support and employee in-role performance because engaged employee feel pride in continuing their relationship with the organization for longer time. Moreover, researchers also claim that engaged employee gives the organization the opportunity to enhance the competitive advantage and increased performance through retaining their talents (Corporate Leadership Council, 2006). Therefore, employees are considered as the vital among all other resources in the organization as they have the capacity to transform the objectives of the organization in reality (Allen, Shore & Griffeth, 2003). This notion is also omnipresent in readymade garment (RMG) industry in Bangladesh. This industry occupies a significant position in the country's economy and is playing major role in foreign earnings (Hossain, 2010). Whereas, the labors are not satisfied with the overall organizational practices and feel them apart from the organization. Local researchers in this area find that employees are considered as the mechanical instrument and they are asked to produce the products and generate profit for the owners (Rahman, Bhattacharya & Moazzem, 2008). In Bangladesh management and organizations are less likely to consider their employees' well-being and are mostly ignorant about their contribution (Absar, 2001). As consequence labor unrest, strike, absenteeism, employee turnover and productivity decline are the natural phenomenon of this industry (Hossan, Sarker & Afroze, 2012).

Further, the support from the supervisor is infrequently observed in RMG organization. Hossain (2010) finds that supervisor in this industry are not that much obliging to their subordinates and their behavior is not exemplary to prove the existence of supervisor support. In another research, Pau-

Majumdar (2003) finds that sometimes employees are abused by their supervisor for any mistake happened in the work place. Hossain (2010) find that one of the important reasons of employee turnover in RMG industry is the supervisor's abusive behavior and lack of support from them. The author recommends that supervisor's positive behavior can pursue the employee to be more committed and attached with the organization. Likewise, employee engagement in its true sense is also absent in this industry. Though employees are contributing to the industry but they do not feel they are actually engaged with the organization and industry development. Properly engaged employees can feel their sense of responsibility for the tasks and belongingness to the organization (Eisenberger et al., 1986). In most cases employees in RMG industry do not have prior information regarding their assigned responsibilities. Chowdhury (2011) find that lack of employee participation and involvement creates a distance between organization and employees in this industry. These scenarios portray employees' belief of being away from the organization. They do not have the sense of engagement in responsibility to and attachment with the organization. Local researchers like, Rahman et al. (2008) recommend that in RMG organization employee must have the opportunity to participate for the overall well-being of the organization. A local popular daily newspaper "The Prothom Alo" March, 2013 reports that if RMG organization can employ better management practices the industry can compete with Chinese RMG industry. Therefore, tying the threads of prior research together, this study considers employee perceived organizational support (POS) and supervisory support (PSS) for enhancing employee engagement and employee in-role performance of RMG industry in Bangladesh.

Thus, the theoretical model that directs this study is presented in Figure (1). Based on the previous literatures, POS is conceptualized as organization's caring and valuing the contribution of employees while supervisory support is regarded as the cooperation from the immediate supervisor. On the other hand, engagement assures the person's behavioral involvement through physical, cognitive and emotional attachment into work activities. Lastly in-role performance refers to that behavior linked with the individual's tasks, duties and responsibilities as mentioned in the job description.

2. Literature Review

2.1. Employee performance

As stated, the aim of the study is to provide insight into the role of POS, PSS and engagement in relationship with employee performance. Therefore, we define performance as the aggregated value to an organization of the entire behavior of an employee contributing to the organization directly and indirectly (Campbell, 1990). Employee performance can be defined based on in-role and extra-role performance. In-role performance refers to that behavior directed toward formal tasks, duties, and responsibilities assigned to individual employee as those mentioned in their job description (Williams & Anderson, 1991). In role performance is directly related with the individual tasks and productivity through the involvement of individual employee in the organization. On the other hand, extra-role performance is the outcome of employee involvement with the organization not directly stated in their job description. Extra-role performance refers to the activities that are essential for organizational effectiveness but are discretionary in nature, such as, acting courteously, helping others; good relationship with colleagues and supervisors (Moorman, Niehoff & Organ, 1993). Researchers also define extra-role performance as organization citizenship behavior (Colquitt, Lepine & Wesson, 2009). The present focus is on individual role prescribed performance or in-role performance that is influenced by POS, PSS and EE is directly related with organization performance.

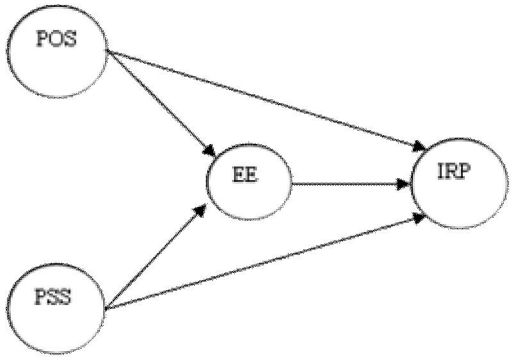

Figure 1: Proposed conceptual model of POS (perceived organizational support), PSS (perceived supervisory support), EE (employee engagement), and IRP (in-role performance).

Performance as the behavioral outcome of employee largely depends on the role of the organization where proper care and recognition of their contributions are essential. Literatures also find plentiful factors for employee performance improvement and the convenient influence of supports from both the organization and supervisor (Stamper & Johlke, 2003). Therefore, supports from organization and supervisor are indeed essential for the employees to improve their own performance as well as organizational performance.

2.2. Perceived organizational Support (POS)

POS is defined as employees' perceptions regarding the degree to which the organization cares their well-being and values their contribution. POS is the key concept of organizational support theory which clarifies that "employee evidently believes that organization has an employee orientation that encompasses both recognition of their contribution and concern for their welfare" (Eisenberger et al., 2002, p. 565). Perceived organizational support (POS) is generally defined as the perception of employees regarding their employing organization that how they values their contributions and concerns for their well-being (Shore & Shore, 1995; Eisenberger et al., 1986). Further Makanjee, Hartzer and Uys (2006) also view POS as an organization's commitment to its employees and the trust wordiness (Cheryani, Shahtalebi & Rahmanimanesh, 2012). The authors also contend that POS is the support employees receive from the employer to assist them to completing the organization's activities effectively. Additionally, perceived organizational support is defined by Allen et al. (2008) as how the organization values employees' contribution and cares about them.

Based on the conception of POS, previous researchers (Byrne & Hochwarter, 2008; Erdogan & Enders, 2007; Ristig, 2009) have simplified that when an employee recognizes organizational support, it reinforces his/her cognitive and emotional attachment with the organization. Literatures in this area also notice the influence of POS on employee attitudes (job satisfaction, organizational commitment) (Erdogan & Enders, 2007; Loi, Hang-Yue, & Foley, 2006) and behavior (absenteeism, performance, turnover intention and actual turnover) (Rhoades & Eisenberger, 2002), burnout (Lin, 2013; Yang, Yeh, Yang & Mui, 2013). Saks (2006) reveal that perceived support from the organization inculcates the belief that employee have the necessary aspiration to fulfill their role performance and engage them with the organizational objectives. In a recent study, Biswas and Bhatnagar (2013) find a significant positive relationship between POS and employee engagement and reveal that perceptions regarding POS pursue the employee to be engaged with their organization. Pati and Kumar (2010) find a significant positive relationship between POS and employee engagement and reveal that for engaging employee in the organization support may be considered as a predictor. Another study by, Zacher and Winter (2011) finds a significant positive relationship between POS and work engagement. Their research findings suggest that POS support is especially beneficial for employees' work engagement. Further, this relationship is also proved by Gillet et al. (2013) proving that police officers work engagement can be enhanced by providing the support which they deserve form the organization. The authors classify engagement from three different perspectives (vigor, dedication and absorption) and find significant positive relationship between POS and engagement (vigor and dedication). Therefore, it can be elucidated that organization can assure the engagement of employee with the organization's activities if the employee finds that they are properly cared by the organization and their efforts are valued properly. Thus, from the literatures support the following hypothesis can be considered;

Hypothesis 1: POS is positively related with employee engagement.

POS have the influence on employee in-role performance too, as employee want to show their better effort for their improvement in the organization provided that organizations are providing their expected support. Literatures also find the linkage between POS and employee in-role performance for instance; Eisenberger et al. (2001) find a significant positive influence of POS on both employee in-role performance and affective commitment. Shanock and Eisenberger (2006) reveal from their analysis that both support from organization and supervisor have positive influence on employee's extra-role and in-role performance. Research in this regard also observed that POS not only induces employee in-role performance but also enhances their citizenship behavior (Piercy et al., 2006). They suggest from their findings that employee perceived support from the organization augment their behavior as performance and citizenship behavior for the organization as well. In another recent research Chen et al. (2009) find the direct influence of POS on employee performance. Therefore, from the literature it is proved that employee performance is the behavioral outcome that largely depends of the support from the organization. Thus, from the previous literature the following hypothesis can be considered;

Hypothesis 2: POS is positively related with employee in-role performance.

2.3. Perceived Supervisor Support

In assessing the performance of employee in the organization, a key question is: Do immediate supervisors are considered the representative of the organization (Levinson, 1965), or do they counterfeit their own willingness to be attached with the employees (Reichers, 1985)? Here, we raise this question to know the importance of PSS and their influence of employee performance and engagement with the organization.

Based on the conception of social exchange perspectives Cropanzano & Mitchell, (2005) reveal that perceived support from supervisor increases the felt obligation of employees to attain the supervisor's as well as organizational objectives as reciprocity. Employees deserve that their supervisor will provide all the necessary support to continue their activities and to make them more engaged with the organization. This may be the feeling of the employee that supervisor can play a vital role to engage the employee which may enhance their belongingness to the organization. Literatures also find the relationship between supervisor support and engagement of employee with the organization for instance, Swanberg et al. (2011) find a significant relationship between supervisor support and employee engagement in the organization. The authors expose those employees who feel supportive from the immediate supervisor can easily engage them with the organizational goals and objectives. Further in another research, Laschinger, Finegan and Shamian (2001) unearth the relationship between supervisor support and employee engagement. The authors reveal that if supervisors provide more supportive environment to their employees, employees will engage them with the organizational culture and show better work attitudes. In this regard Otken and Erben (2010) find the significant effect of supervisor support on work engagement. The authors also find the direct relationship between supervisor support and work engagement as support from the supervisor is considered as the predictor work engagement (outcome). Based on this linkage, it is likely to expect that when employee perceive support is assured form the supervisor, they will feel more valued by the organization because supervisor is consider as a representative of the organization and the result will be more engaged as reciprocity. Therefore, based on the previous explanation the following hypothesis can be considered;

Hypothesis 3: PSS is positively related with employee engagement.

Supervisor can play a vital role in affecting employees' attitude and behavior to the organization which may elevate their performance in the organization. Extensive literatures in this aspect suggest a positive relationship between support form supervisor and the beneficial outcome such as, job commitment, employee retention and moreover performance (Eisenberger et al., 2002; Shanock & Eisenberger, 2006). Ellinger, Ellinger and Keller (2003) also consider PSS and their coaching behavior as the initiation of the attitudinal and behavioral outcome. The authors suggest from the analysis that employee perceived support form supervisor make the employee more satisfied and performance oriented in the organization. In a recent analysis Dysvik and Kuvaas (2012) consider PSS as one of the important predictor of employee performance. The authors find a significant positive relation of PSS on both the in-role and extra-role performance of employee. This is also supported in previous literature by Gagnon and Michael (2004) that employees how perceived themselves to be supportive relationship with their immediate supervisor tend to committed to higher performance and satisfied. Therefore, previous literature helps to consider the following hypothesis for the current study;

Hypothesis 4: PSS is positively related with employee in-role performance.

2.4. Employee Engagement (EE)

The magnitude of employee engagement in the current business world is gaining significance and it has been considered as one of the concerns for the management of the organization (Welbourne 2007), as engaged employees are more task oriented and devoted to their organization (Macey & Schneider, 2008). Therefore, engagement is the vital for both the development of employee and the organization by which organization can enjoy the competitive advantage. Scholars defined engagement as a positive, fulfilling and job-related situation characterized by vigor, dedication, and absorption (Schaufeli et al., 2001). Further Bakker et al. (2008) reveal that engagement is a "positive, fulfilling, affective motivational state of work related well-being that is characterized by vigor, dedication, and absorption" (p. 187). Further, Wellins and Concelman (2005) explain employee engagement is "the illusive force that motivates employees to higher levels of performance" (p.1).

Therefore, employee engagement is the notion that helps the organization to bring the employee within their grip to attain the objectives of the organization. Thus, Wellins and Concelman (2005) also state that employee engagement is "the feelings or attitudes employees have toward their jobs and organizations" (p. 2). Khan (1992) asserts that engagement is found through the behavioral involvement of person's psychical, cognitive and emotional energy into work activities. Thus it can simplify that engagement is the investment of "hands, head and hear" (Ashforth & Humphrey, 1995: 110) for effective execution of full work performance.

Therefore, researchers find the influence of engagement of employees with different behavioral outcome where performance is one of the main concerns for the organization. For instance, Dalal et al. (2012) find a significant positive relationship between engagement and performance. The bivariate correlation explained about 15% variance of

performance is explained by engagement of employee in the work place. Further, the authors reveal that proper engagement of employee with the organization also increases their sense of belongingness and organizational citizenship behavior (OCB). In this regard Christian, Garza, and Slaughter (2011) in their meta-analytical review find employee engagement explained positive influences on employee's job satisfaction, organizational commitment, and more variance explained for task performance and OCB. Further Gruman and Saks (2011) predict that employee performance can be best achieved through promoting employee engagement. This notion is also supported by Llorens et al. (2007) that engagement, self-efficacy, and task resources all positively influence employee performance. Other researchers in this aspect predict and find the same significant relationship between these two variables (Bakker & Demerouti, 2008; Saks, 2006). Their findings suggest that individual performance will improve if the employee find that organization have the inclination to engage their employee. Halbesleben and Wheeler (2008) reveal that both engagement and embeddedness is indeed essential for improving the in-role performance of employee in the organization. In their analysis they find that engagement is more influential than embeddedness on employee in-role performance. Thus, form the explanation and the literatures support it can be clarified that employee in-role performance will be enhanced if they find the presence of engagement in the organization. Therefore, the following hypothesis can be addressed;

Hypothesis 5: Engagement is positively related with employee in-role performance.

In previous literature researchers also find the existence of engagement as mediator, for instance Alfes et al. (2013) find that employee citizenship behavior will enhance when level of engagement is found in the organizational along with human resource management practices. The authors find engagement partially mediate the relationship between HRM practices and employee behavioral outcome (OCB). Further, Karatepe (2013) also find a meaningful mediating influence of engagement on the relationship between high performance work practice (HPWP) and employee performance. The author suggests that employee performance will improve if they find that organization are also engaging employee with HPWP. In another study, Rich, Lepine and Crawford (2010) also confirm the mediating influence of employee engagement among the relationship of value congruence, POS, core self-evaluation and two aspects of job performance (task performance and OCB). This mediating role is also proved in nursing industry by Salanova et al. (2011) and asserts that nurses extra-role performance and transformational leadership is fully mediated by both work engagement and self-efficacy. Thus, from the previous literature it can assume that engagement will act as a mediator in the relationship among POS, PSS and employee performance.

Hypothesis 6: Engagement mediates the relationship between (a) POS, (b) PSS and employee performance.

3. Material and Methods

3.1. Sample and Sampling Technique

In this study the unit of analysis is individual employee (operator) in RMG industry. Purposive judgmental sampling technique is chosen for selecting the respondents because of unavailability of complete list of the employees. Dhaka and Narayangonj are considered as the sampling frame because more than 70% organizations are located in these two regions (BGMEA, 2012). In total 400 questionnaires were distributed to different RMG organizations in August, 2013 and after a month 175 questionnaires were returned. Among the 175 questionnaires, 25 were found unusable due to lack of proper information. After that, in total 150 questionnaires were found suitable for data analysis.

3.2. Instrument

The research instrument used in this study is structured questionnaire. The questionnaire was composed of three sections. Section 1 solicits the general information regarding the demography of the respondents. Section 2 comprises of 22 items regarding independent variables (POS and PSS), mediating variable (employee engagement) and dependent variable (in-role performance). In this study we used Seven (7) items for measuring POS adapted from Coyle-Shapiro and Conway (2005). The item loading ranges from 0.77 to 0.89 and shows an acceptable reliability. Earlier studies investigating POS of different groups of employees in different organizations provided evidence for the high internal consistency of the unidimentionality of POS (Shore and Tetrick, 1991; Rhoades, Eisenberger & Armeli, 2001).On the other hand for measuring PSS, four (4) items are considered and adapted from Dysvik and Kuvaas (2004) and the items loading is also found higher than the minimum acceptable limit (Nunnally, 1978).

Further engagement was assessed using nine-item scale adapted from Utrecht Work Engagement Scale (UWES-9, Schaufeli, Bakker & Salanova, 2006). Results of previous studies show that this UWES-9 is valid and reliable tool for measuring engagement (Schaufeli et al. 2006). Last, in-role performance was measured via three items taken from Yavas, Babakus, Karatepe (2012). Earlier

research has recommended that employee self-performance ratings is found correlated with supervisor performance ratings and can be employed for measuring employee performance by their own (Gagnon & Michael, 2004; Harris and Schaubroeck 1988).

Researchers in the context of measuring performance consider extra-role performance as team or group level outcome and reveal that the effect of extra-role performance has more influence on the quantity and quality of work group performance (Podsakoff et al, 1997). This recommendation is highly accepted by Tjosvold, Hui and Yu (2002) asserting that extra-role performance/OCB has more linked with the group member and the other employees working in the same unit. Therefore, this study considers in-role performance as employee's own and individual performance in the organization. All items measuring perception regarding support (organizational and supervisor), engagement and in-role performance were rated on five-point Likert scale ranging from strongly disagree (1) to strongly agree (5).

3.3. Data Analysis

To analyze the research model, we employed the Partial Least Squares (PLS) approach. Following the suggested two-stage analytical procedures by Andersen and Gerbing (1988), we tested the measurement model (validity and reliability of the measures) followed by an assessment of the structural model (testing the hypothesized relationship). The Smart PLS Version 2.0 and two-step analysis approach were used to analyze the data. To test the significance of the path coefficients and the loadings a bootstrapping method (500 re-samples) was employed.

4. Results

4.1. Demographic

The average age of the respondents in this study was 24.86 years (SD = 3.86) where most of the respondents belongs to the age group of 18-25 (60%) and 23-27 years old. In this study gender distribution is slightly higher for female. Of the 150 respondents, 78 respondents (52 %) were female whereas, 72 (48%) were male. In this study a majority of respondents was founded married 93 (62%) while the remaining 57 (38%) of the respondents were unmarried. Respondents were also asked the questions regarding their category as an operator in the organization. Among the 150 respondents 45 (30%) were found as helper of the operator and 30 (20%) were working as a junior operator in the organization. Whereas, 38 (25.3%) respondents were working as operator and the rest 37 (24.7%) were in the senior operator category. Average work experience is found 5.85 years where the maximum was found 15 years and the minimum is 1 year.

4.2. Measurement model

Convergent validity and discriminate validity were assessed to observe the measurement model. Convergent validity was examined by measuring reliability, composite reliability (CR) and the average variance extracted (AVE). In the current study, both AVEs and CRs were found higher than 0.50 and 0.70 as suggested by (Nunnally, 1978). Reliability of items was measured by each item's loading on its subsequent constructs. A rule of thumb suggests that the item loading should exceed 0.50 or higher (Igbaria, Iivari & Maragahh, 1995). In this study one item is deleted from employee engagement (item 9) due to the loading lower than rule of thumb criteria. Table (1) shows that the CR of all the constructs exceeded 0.70, with the lowest value being 0.849 for supervisory support. In the same table the AVEs of all the constructs exceeded 0.50 with the lowest value at 0.548 for engagement. Hence all the criterion of convergent validity was fulfilled.

Table 1: Result of measurement model

Constructs	Items	Loading	CR	AVE
	POS1	0.738	0.900	0.566
Perceived	POS2	0.815		
Organizational	POS3	0.805		
Support	POS4	0.862		
	POS5	0.708		
	POS6	0.746		
	POS7	0.550		
Supervisor	PSS1	0.806	0.849	0.585
Support	PSS2	0.840		
	PSS3	0.686		
	PSS4	0.718		
Employee	EE1	0.772	0.906	0.548
Engagement	EE2	0.788		
	EE3	0.545		
	334	0.694		
	EE5	0.735		
	EE6	0.815		
	EE7	0.743		
	EE8	0.796		
In-role	IP1	0.741	0.901	0.755
performance	IP2	0.928		
	IP3	0.924		

Moreover, another condition for measurement model is the discriminant validity assessed by using Fornell and Larcker's (1981) formula that the square root of the AVE for each construct should be higher than the correlations between these constructs and all other constructs (Chin 2010). In Table (2) the numbers of the diagonal

are the square roots of the AVEs. Off diagonal elements are the correlations among the constructs. In this study all diagonal numbers are found much higher than the corresponding off-diagonal ones. Therefore, in this research measurement model fulfills both the criteria of convergent validity and discriminant validity. This research also measures Goodness of Fit (GoF) using the formula proposed by Tenenhaus Vinzi, Chatelin and Lauro (2005) and finds the model has a large goodness of fit (GoF, 0.589). According to Wetzels et al. (2009) the value higher than 0.36 fulfills the global criterion of GoF. On the other hand, for calculating predictive relevance the Stone-Geisser Q^2 is considered. Chin (2010) recommends that the value of communality and redundancy in Q^2 should be greater than zero (0). This study also fulfills the criteria for both engagement (Red: 0.584, Com: 0.289) and in-role performance (Red: 0.724, Com: 0.437). Another factor the researchers need to assess is the variation inflation factors (VIF). The value of VIF of the predictors should not be above 5 (Hair, Hult, Ringle & Sarstedt, 2013).

Table 2: Discriminant validity of constructs

	EE	**IP**	**POS**	**PSS**
EE	**0.740**			
IP	0.728	**0.869**		
POS	0.713	0.680	**0.752**	
PSS	0.399	0.365	0.313	**0.765**
Mean	3.95	3.91	4.02	3.23
S.D.	0.615	0.723	0.524	0.755

4.3. Structural Model

A 500 re-sampling was considered for bootstrapping in assigning structural model to test the path coefficient for both the direct and indirect (mediating) effect (Chin, 1998). The direct relationship for both path was found statistically significant and the values are ($\beta = 0.628$, $t = 10.964$, $p < 0.001$) for POS to in-role performance and ($\beta = 0.166$, $t = 2.647$, $p < 0.05$) for PSS to in-role performance. When engagement is considered as mediator between POS, PSS and employee in-role performance the aforesaid results of the relationship change. Table 3 and Figure 2 give a clear picture about the path relationship of the framework, such as, the path from POS and employee in-role performance was found significant and the values decline ($\beta = 0.324$, $t = 3.738$, $p < 0.01$). Whereas, the path from PSS to in-role performance was found insignificant ($\beta = 0.078$, $t = 1.134$).

Table 3: Summary of the structural model

Paths	β Value	t-statistics	Decisions
POS > IRP	0.324	3.738**	S
PSS > IRP	0.078	1.134	N S
POS > EE	0.652	13.238***	S
PSS > EE	0.195	2.911**	S
EE > IRP	0.465	5.429***	S
**p <0.01, ***p < 0.001			

Based on the three steps foundation by Baron and Kenny (1986), it was found that POS and PSS have significant positive relationship with in-role performance. Furthermore, the path from engagement to in-role performance is also found statistically significant ($\beta = 0.465$, $t = 5.429$, $p < 0.001$). Another criterion of Baron and Kenny is also fulfilled by getting a significant relationship between POS, PSS and engagement and the values are ($\beta = 0.652$, $t = 13.238$, $p < 0.001$) and ($\beta = -0.195$, $t = 2.911$, $p < 0.01$) respectively. In this study engagement was found statistically significant as a mediator between POS and in-role performance ($\beta = 0.303$, $t = 4.890$, $p < 0.001$) and PSS and in-role performance ($\beta = 0.091$, $t = 2.671$, $p < 0.01$). Engagement is found as partial mediator because the result of the Variance Accounted for (VAF) was found 0.483 for POS to in-role performance and 0.537 for PSS to in-role performance. According to Hair, et al. (2013) if the value of VAF ranges between 0.20 to 0.80 the variable is considered as partial mediator.

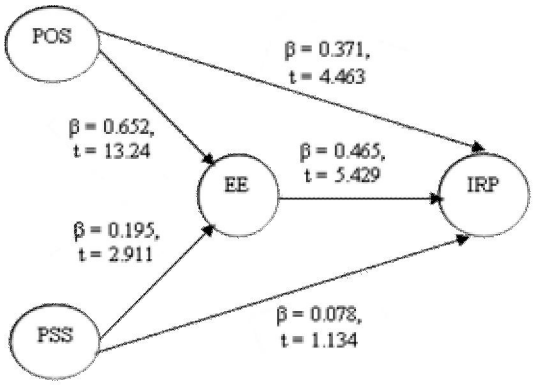

Figure 2: The structural model

5. Discussions

The results of the present study provide significant support for the proposed model (Figure 1). In this study the hypothesis of perceived organizational support and employee performance postulated a positive relationship and the result is also found significant. Previous literature in this

aspect such as, Shanock and Eisenberger (2006), Yang et al. (2013) has reported that employee perceived support from the organization bring positive insight in their mind and enhance performance and also increase their commitment to the organization. Chang et al. (2013) find the similar relationship on physical education teacher in Taiwan. On the other hand perceived supervisory support is also found positively related as a predictor with employee performance. This notion is also found significant in earlier research by Gagnon and Michael (2004) that reveals supervisors support is integral for both the performance of employee and the organization. Thus the acceptance of both hypotheses suggests that support from the organization and supervisors are indispensable for enhancing employee sense of belongingness as well as performance.

Further for the hypotheses related with the relationship among perceived organization, supervisory support and employee engagement are also found statistically significant and thus allows to the hypotheses. These findings are also found consistent with the previous literature that state support from the organization and supervisors is indeed essential for the employee to be engaged themselves in the organization for attaining the individual as well as organizational goal (Zacher and Winter (2011; Swanberg et al., 2011; Laschinger et al., 2001). Another hypothesis in the relationship between engagement and employee performance is also showed significantly positive. Based on the findings it can be asserted that engagement can give the precious and specific information prior to the employee regarding what and which tasks they need to perform. Halbesleben and Wheeler (2008), Dalal et al. (2012) have described the importance of employee engagement for analyzing performance and found a significant positive influence. Therefore, organizations need to consider engaging employee according to their capacity because engagement shows the care for employees by the organization.

Lastly this study also postulates the mediating effect of engagement between perceived organizational support, supervisory support and employee performance. These hypotheses are also found significant and explain that for both the cases engagement acts as a partial mediator. Early researches also find engagement as a significant mediator and engagement along with the predictor can increase the level of individual employee performance (Karatepe 2013; Rich et al., 2010). In this study, the direct relationship between PSS and performance is stated having a significant positive relationship whereas, after introducing mediator the relationship became insignificant. Therefore, from the analysis it can be elucidated that employees in the organization deserve more POS and engagement opportunity than PSS for enhancing their in-role performance. Previous studies use PSS as an antecedent of POS (Eisenberger et al., 2002). Hence, organization practicing POS ensures supportive supervisory behavior as well. The present study confirms that proper supports from organization and employee engagement are essential for employee in-role performance provided that PSS is ensured through POS. PSS needs not be considered separate from POS.

6. Limitations

Considering only two variables for assessing engagement and employee in-role performance is perhaps the big limitation of the present study. Based on the developing country context some other variables such as compensation, job security, work place safety, are also essential for explaining employee performance in the organization. The causal relationship between job related factors and employee performance is not covered in this study. Hence a longitudinal study is essential in which the researchers and the practitioners can get the detail idea about employee performance in RMG industry. In this study performance is analyzed by measuring only in-role performance that is another limitation. Though extra-role performance is more related with group behavior whereas, it has the influence on individual performance as well. Further, this study considered single respondent for assessing the variable which may be treated as another limitation. For future research it will be effective if the researchers include multiple respondents for assessing employee performance for the betterment of both the individual and organization.

7. Conclusion

This study has shown that employee perceived organizational and supervisory support significantly influence engagement and in-role performance of RMG operators. Thus, the context of this study can amplify the literal scenario that management of the organization should assure better support to their employees which may improve the performance of the individual as well as organization. RMG organization should realize that operators are the most valued resources for the organization; therefore, management needs to find way to show their care and support for employees. More importantly, do organizations make employees wanting to engage with them? Do organizations manage employee's perceptions of receiving management and supervisory support? Do employees have the support that they need from supervisor and

management? These factors should be addressed by RMG organizations as these are within their control. Top management support determine whether employees wanting to engage or to turn away. The support from both the organization and supervisor addressing employees' needs will be more likely to affect employees engagement, in the organization. A conducive work environment with the support from both the supervisor and organization will be more likely to increase employees' enthusiasm and in turn affecting their job performance particularly their in-role performance. Management and practitioners should pay extra attention to the significant factors that affect employee's performance which will influence organizational performance. There are several other fruitful avenues for future research. Future research should incorporate coworker support and to investigate the role and the importance of coworkers support. Level of management and types of industry should be an important consideration in extending the generalizability of the studies.

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