

INNOVATIONS

Perceived Organizational Support and Employee Engagement: Mediator Role of Extrinsic Factors of Job Satisfaction

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Abstract

The study examined the relationship between Perceived Organizational Support (POS) and Employee Engagement (EE). The study also tests the mediating role played by Extrinsic factors of Employee Job Satisfaction (EJS). The study focuses on factors playing a significant role in enhancing Employee Engagement and building positive perception towards organizational support such as Pay, Promotion, and working conditions. Further, it studies the factors showing the level of employee engagement through Employee Absorption, Dedication, and Vigour experienced by employees in his/ her job. The sample of employed professionals (n=436) completed the survey. Results of the data collected suggest that POS significantly affect EE and EJS. The study findings showed that extrinsic factors of employee job satisfaction mediate the relationship between perceived organizational support and employee engagement. The study has important implications for developing organizational policies and practices for employee management.

Keywords– 1.Perceived Organizational Support (POS) 2.Extrinsic factors of Employee Job Satisfaction (EJS) 3.Employee Engagement (EE) 4. Pay 5.Promotion 6.Working Condition

1. Introduction

Organizations today run with the optimal number of employees. This indicates operating with the least number of employees and maximum productivity. Organizations invest in developing employees to meet the desired outcome. They achieve cost optimization by higher retention and enhanced engagement of employees. The studies have established that engaged employees are highly committed to the organization (Yousf and Khurshid, 2021). Organizations keep on updating employee management policies and practices to match the industry benchmark. This requires a disciplined and consistent approach towards employee management for the successful implementation of policies and practices (Varma and Chavan, 2019). Lindawati, & Wulani (2021) stated the importance of employee commitment is an important indicator of a work attitude. The organization tries to develop a sense of belongingness by recognizing employee contributions. It takes steps towards their wellbeing and motivates them. In reciprocation employees present with a high commitment towards organizational goals and objectives (Rhoades and Eisenberger, 2002).

In the current business, environment organizations understand engaging employees is important to achieve goals. There is a continuous effort to develop policies and practices which develop positive employee perception. This helps in developing an engaged employee base. A study by Stinglhamber et al. (2020) found that POS has a significant impact on the job satisfaction and organizational citizenship behavior of an employee. Employees with low job satisfaction are less efficient and effective in their work (Judge et al., 2001). The consistent change in the business environment is the major cause of the rising need for improvising workplace practices. Organizations within the industry may pose similarities in terms of their policy framework. However, they are unique in terms of their implementations of practices because of individual

behavioural-based intervention. Every organization has a unique set of employees, as they differ from their counterparts in other organizations in similar positions.

Employee engagement plays important role in developing high-performance employees and is critical for organizational success. Organizations consistently work on developing a work environment that encourages high employee engagement (Lockwood, 2007). Employees in an organization accept challenges and are innovative when the job demands match with the job resources, leading to enhanced employee engagement (Kwon and Kim, 2020). A similar study on Job Demand-Resource (J-D-R) framework stated different resources will have varied effects on employee engagement at work while establishing the relationship between the resources and engagement (Demerouti et al., 2001; Lesener et al., 2020). There have been several types of research exploring the engagement of employees at work based on the JD-R model (Bailey et al., 2017). Lindawati, &Wulani (2021) suggested the need for study on factors influencing employee workplace behavior. Hence, the current study focuses on how positive perception of employees towards organizational support can drive employee engagement while extrinsic factors of job satisfaction mediate the relationship. The purpose of the current study is to contribute towards enhancing employee engagement.

The current study empirically examines the relationship between perceived organizational support and employee engagement via extrinsic factors of employee job satisfaction. It is confirmed by the literature that positive perception of organizational support leads to enhanced employee engagement; while the current study attempts to confirm the relationship by further examining the direct and indirect effect of extrinsic factors of job satisfaction. The outcome of the study will help the industry in determining effective practices in driving enhanced employee engagement.

1.1 Research Question and Objectives

The purpose of the research paper is to explore the following research questions:

- RQ1–How does Employee Engagement get affected by Perceived Organizational Support?
- RQ2–How does Employee Engagement get affected by Extrinsic factors of Employee job satisfaction?
- RQ3–What is the effect of Extrinsic factors of Employee job satisfaction on the relationship between Perceived Organizational Support and Employee Engagement?

The primary aim of the study is to explore the relationship between Perceived Organizational Support (POS) and Employee Engagement (EE) and to understand the Mediation effect of Extrinsic factors of Employee Job Satisfaction (JS).

The objectives set for the study are:

- To Study the Effect of Perceived Organizational Support on Employee Engagement (EE)
- To study the mediation effect of Extrinsic Factors of Employee Job Satisfaction (EJS) between Perceived Organizational Support and Employee Engagement

2. Literature review

Organizations thrive to create a competitive edge. Similarly, they understand the significance of employee contribution in achieving organizational goals and objectives. The organizational framework presenting organizational commitment towards employee development has a positive effect on employee behavior (Baran and Sypniewska, 2020; Myszak, 2010). Organizations have to be innovative in developing and implementing employee management policies and practices to keep the most valued asset of the organization and to create sustained competitive advantage. (Som Ashok 2007; James, 2011).

Organizational support is one of the significant variables related to employee job satisfaction, while the low organizational support makes all organization policies and practices ineffective (Bradley and Cartwright, 2002). A study by Allen, Shore, and Griffeth, (2003) found that

organizational support has a considerable effect on employee turnover, hence organization needs to develop supportive practices which encourage positive employee perception. Organizational support to the employees has a significant effect on employee behavior. Consistent organizational support creates positive employee perception and is important to ensure high employee commitment to organizational goals (Mahmoud, 2008). A study based on an integrated literature review by Shuck (2011) on the subject suggested the importance of practical implications of Employee Engagement for organizations. They also stressed the importance to develop practical applications regarding the utility of research.

Employee Engagement Perceived Organizational Support and Extrinsic factors of Employee Job Satisfaction

Khan (1990) in a study, first conceptualized employee engagement; linked to the job role and studied for psychological effect on employees. Then in 2005, workforce magazine and HBR, and few other prominent HR studies in the same year promoted the word employee engagement. Gallup Research coined the word employee engagement and researched its direct relation to other employee-related variables such as employee productivity, employee retention strategy, and also its effect on customer services and satisfaction (Buckingham and Coffman, 1999). Still, the concept has been new. Employee engagement refers to the willingness and ability of employees to contribute in the best possible manner towards organizational growth. In their study, Robinson et al. (2004) define employee engagement as “a positive attitude held by the employee towards the organization and its value. An engaged employee is aware of the business context and works with colleagues to improve performance within the job for the benefit of the organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee.” Employees with a positive perception of organizational support show a high level of engagement at the workplace with higher job satisfaction. Employees of the organization reciprocate the fair behavior of the organization (Dai and Qin, 2016).

Employee Engagement includes compensation, performance management, organizational support, and adequate growth opportunities (Gitanjali, Sharma, and Sharma, 2010). The concept of employee engagement has gained significant attractiveness in industry and academics, still undefined (Shuck and Wollard, 2010). Fernandez (2007) in a study presented the relationship between employee job satisfaction and employee engagement and stated that employee satisfaction alone cannot predict organizational performance, further enhancing the importance of employee engagement. There is inconsistency in understanding between the academicians and corporate practitioners on employee engagement. They used the term employee engagement for the psychological state, traits, and behavior of the individual employees (Macey and Schneider, 2008). There is an observable difference in employee engagement and employee satisfaction, as employee engagement is about exploring employee interest and developing passion towards the organizational goals. It is employee willingness to take part and contribute towards organizational success (White, 2006; Erickson, 2005). A study explains the difference in employee commitment with employee engagement, as commitment being the attitudinal agenda, while employee engagement refers to the approach an individual has towards his job (Saks, 2006).

Eisenberger et al., (1997), put forth elements that create a positive perception towards organizational support. They are genuine care for employee wellbeing, helping employee realize their career goals, appreciating employee contribution. They promote creativity and innovation by encouragement instead of punishing and not trying to exploit the employees. A study by Chiang and Jang (2008) assessed the expectancy theory of motivation. They found motivated employees will have higher productivity. Organizational support addressing their problems, job-related decisions, and employee wellbeing is important to encourage employee performance. This also has a positive effect on their career advancement, rewards, and engagement. Tufan and Wendt (2020) support the view, which states that an organization's ability to extend support and commitment to fulfil the employee expectations integrates employees and helps the organization achieve its goals.

Organizational justice may affect employee engagement (Rayton and yalabik, 2014). They also studied the effect of employee job satisfaction on the relationship between Psychological Contract breach and Employee engagement; breach of psychological contract will cause negative perception towards the job and further effecting the engagement at work. While the above point of view is true, it is also important that, along with efforts, organizations make to engage employees and achieve their aim; it develops employee commitment and satisfaction. The relationship between employee and employer includes organizational fairness, justice, support, conditions, and rewards. This results in high employee commitment increased productivity, and a reduction in withdrawal behavior by employees (Rhoades and Eisenberger, 2002). Nurcholli and Budi (2020), states that perceived organizational support increases employee engagement, creating a conducive environment having positive effects on employee performance. Chhabra (2020) in her study found that employees identify themselves with an organization on basis of perceived support. Employees expect an encouraging and rewarding work environment, which is reciprocated in terms of enhanced employee engagement, employee satisfaction, and positive behavior (Tekleab, Takeuchi, and Taylor, 2005).

HRM practices, workplace environment, and fair organizational support play a significant role in developing positive employee perception (Becker and Huselid, 1998, Kurtessis et al., 2017). Similarly, the organizational environment helps promotes a positive perception towards organization support and has a significant effect on employee job satisfaction and employee intention for turnover (Varma and Chavan, 2020). An organization should develop trust in organizational policies and practices and belief in not being exploited. This results in a higher commitment to organizational goals and higher performance (Rousseau, Sitkin, Burt, and Camerer, 1998; Aryee et al., 2005). Gutierrez, Candela, and Carver (2012) conducted a study to understand the correlation between perceived organizational support, organizational commitment, and job satisfaction. The findings of the study showed a positive relationship amongst the factors contributing to engaging employees for higher productivity.

The subject of employee engagement attracts many studies. It has been one most uneasy areas of study for academicians and industry Macey et al. (2011). The studies have helped in considerable progress in the subject. Organizations have been reporting low levels of employee engagement across different industries around the world. It is still not clear what are factors can help enhance employee engagement to the highest possible level. Aim of developing an understanding of what influences employee engagement should direct the researches. It required the studies to identify and support developing a framework of valid interventions which can be more effective (Bakker and Albrecht, 2018). In a study on Job demand theory, Breevaart et al., (2014) state that job demands may often lead to stress where the job resources like salary, rewards, and career opportunities lack. The study explained Karasek, (1979) Demand Control Model (DCM), which suggested that employee performance relation to job demand and job control support factors. Higher-level learning, enjoyment, and personal growth characterize the jobs offered with a combination of high demand and control; in ERI model (Effort-Reward) by Siegrist, (1996) builds on the basic premise that efforts towards a job are in reciprocation of reward factor. The reward is in terms of salary, career opportunities, promotions, etc. if the reciprocity is low will lead to stress and it will influence employee performance.

The study of previous researches conducted about employee engagement affirms less attention to the job resource compared to job demand. The literature review further signifies the study of job demand factors affecting employee perception of organizational practices, which affect employee engagement because of limited study. The theoretical view suggests the study of the role of job resource factors that affect the relationship. With the understanding developed based on the literature review, the proposed study intends to investigate the effect of employee job satisfaction on the relationship between perceived organizational support and employee engagement.

Based on the literature review, the study planned the following hypothesis:

- **Hypothesis 1:** Perceived Organizational Support has a significant effect on Employee Engagement
- **Hypothesis 2:** Perceived Organizational Support has a positive effect on Extrinsic factors of Employee Job satisfaction

- **Hypothesis 3:** Extrinsic factors of Employee Job Satisfaction have a positive effect on Employee Engagement
- **Hypothesis 4:** Extrinsic factors of Employee Job Satisfaction significantly mediate the relation between Perceived Organizational Support and Employee Engagement

Figure 1. **Conceptual Framework**

Model -1

Model -2

Source (s): Own Study

3. Research Methodology

The study intends to examine the effect of Perceived Organizational Support on Employee Engagement also attempts to identify the Mediating role of Extrinsic factors of Job Satisfaction in the relationship. The questionnaire was constructed by adopting proven scales and administered to measure the variables proposed in the study. The study measured the variables using five points Likert scale ranging from 1 to 5, of which 1 (strongly disagree) and 5 (strongly agree). The study explores the effect of POS on EE, also with the addition of the third variable EJS, what is the variation in the relationship's efficacy?

The interaction between the Predictor variable (Independent) and the Outcome variable (Dependent) in presence of the third predictor variable (Independent), variation affected as a function of the second independent variable is mediation effect (Preacher and Rucker, 2003). The study adopted a two-step method of mediation analysis suggested by Anderson and Gerbing, (1988). The first step is to test a measurement model to get the indicators of goodness of fit for the current study. After confirmatory factor analysis meeting the indicators of goodness of fit, the study tests the final model using structural equation modelling.

3.1. Sample

A questionnaire survey was conducted to collect the data. The target population for the study was employed individuals. The study uses a convenient sampling method to collect the data. The study sample comprised 436 employed individuals. The survey questionnaire accumulates demographic information and measures of interest for the study. Among the respondents, 251 were female respondents, i.e. 57.6% and 185 were male, i.e. 42% of the total responses received. Most of the respondents were between 26 years to 40 years of age, approximately 76%. In the data set, around 85% of employees had been working with their organization for over 5 years. The demographic details of the respondents are presented in the below table.

Table 1. Demographic details

Source (s): Own Study

3.2. Measures

The survey questionnaire includes measures such as Perceived Organizational Support, Employee Job Satisfaction, and Employee engagement. The instrument of data collection is developed from established researches conducted; constructs are validated and have proven reliability by prior studies.

Perceived Organizational Support (POS): Eisenberger et.al (1986) in their study developed and confirmed the validation of the scale on POS, a shorter version of 5 items found suitable for the current study.

Employee Engagement (EE): Utrecht Work Engagement Scale, originally a 17 item scale developed by Schaufeli and Bakker (2004), a shorter version was used by Schaufeli, Bakker, and Salanova, (2006), it was 6 items. Similarly, 9 item scale was adopted for studying employee engagement by Breevaart et.al., (2014), the same is adopted for the current study. The 9 items were divided into 3 parts: Employee absorption, Employee Dedication, and Employee Vigour all the items were taken for the current study.

Employee Job Satisfaction (JS): 12 items of extrinsic job satisfaction factors are adopted from a 36 item scale originally developed by Spector (2007). The adopted scale included Pay, Promotion, and Working Conditions as found suitable for achieving the research objectives.

4. Results

Overall, 3 variables with 24 statements were used to study the research interest. The reliability of the statements to measure the internal consistency is tested using Cronbach's alpha (Wong, 2013). The Cronbach's alpha value got is above 0.7, establishing the reliability of the data to proceed with further analysis in the current study (Bagozzi and Yi, 1988; Hair et al., 2017). The table below shows the reliability values.

Table 2. Reliability Statistics

Source (s): Own Study

4.1. Confirmatory Factor Analysis

The Confirmatory Factor Analysis was performed for the study to validate the 6 factors extracted. The identified constructs and their explaining variables are validated by developing measurement model shown below:

Figure 2. Measurement Model

Source (s): Own Study

After developing the above measurement model, confirmatory factor analysis has been carried out to investigate the strength of the interest variables in explaining the related constructs. Firstly, the CFA model is build and standardized residual covariance values are checked to carry out further analysis and demonstrate model fit. The construct loadings are found to be more than 0.5. Hence, found fit for further analysis ensuring the convergent validity.

Table 3. Model fit measures

Source (s): Own Study

As per the observed values (above table) confirmatory factor analysis showed an acceptable overall fit. A goodness-of-fit index is (0.945) acceptable against the recommended value of (0.90). The Normed fit index (0.948), Comparative fit index (0.985), and Tucker Lewis index (0.982) are acceptable against the recommended value of 0.90. RMSEA is (0.030) is excellent and well below the recommended value of (0.05) (Hu and Bentler, 1999). Hence, overall acceptable model fitness is achieved. The findings of CFA provide the empirical support to develop a structural model.

4.2 Reliability and Validity Analysis

The observed variables showed uni-dimensionality. The reliability and validity of the construct are tested for further study. Average Variance Extracted (AVE), Composite Reliability (CR), and Cronbach's Alpha were calculated to establish reliability and validity. To establish the reliability and validity, the standard measures suggested for Composite Reliability (CR>0.70) (Anderson and Gerbing, 1988), Convergent Validity (Factor loadings > 0.70, AVE > 0.50 AND Communalities > 0.50) suggested by (Fornell and Larcker, 1981; Hair et al., 2006). Discriminant Validity was established by ascertaining that $AVE^2 >$ inter construct correlation (Hu and Bentler, 1999). The below table summarizes the results, providing the evidence supporting the reliability and validity of the constructs and the variables of interest.

Table 4. Reliability and Validity

Source (s): Own Study

Discriminant Validity was established by ascertaining that $AVE^2 >$ inter construct Correlation.

Table 5. Discriminant Validity

Source (s): Own Study

4.3. Test of Hypothesis

Structural Equation Modelling was used to test the hypothesis and analyze the mediation effect of Extrinsic factors of job satisfaction on the relationship of Perceived Organizational Support and Employee Engagement. Firstly, the direct effect of Perceived Organizational Support on Employee Engagement is tested without a mediator. The figure below shows the direct effect

Figure 3. Direct relation POS EE

Source (s): Own Study

Table 6. Regression Weights: (Group number 1 - Default model)

Source: The authors

The values obtained in analyzing direct effect are estimates (0.240), S.E (0.37), C.R. (6.50), and $P < 0.001$ demonstrates a significant effect of Perceived Organizational Support on Employee Engagement. Hence, Hypothesis 1- Perceived Organizational Support has a significant effect on Employee Engagement is accepted.

Then the mediation model is built to investigate the mediation effect. The below figure shows the final structural model establishing the mediation effect.

Figure 4. Final Structural Model

Source (s): Own Study

The results of the final structural model analysis showed good model fit values. The values got ($N = 436$), ($CMIN = 368.356$), ($DF = 223$), ($P < 0.001$), Goodness-of-fit index is (0.934) acceptable against the recommended value of (0.90). The Normed fit index (0.937), Comparative fit index (0.974), and Tucker Lewis index (0.970) are acceptable against the recommended value of 0.90. RMSEA is (0.039) is excellent and well below the recommended value of (0.05). Hence, overall acceptable model fitness is achieved.

The study adopted bootstrapping procedure to generate the direct and indirect effect of path coefficients with samples of 5000 and confidence interval 95 (Hair et al., 2017).

Table 7. Results of the hypotheses

Source (s): Own Study

Table 8. Hayes process indirect path significant

Source (s): Own Study

Table (7 and 8) shows the total, direct and indirect effects of the interest variables. The indirect (mediated) effect of POS on EE differs significantly from zero at the 0.01 level ($p = .003$ two-tailed). This is a bootstrap approximation got for 5000 by constructing two-sided bias-corrected confidence intervals 95. Based on the results of the final structural model with introducing mediating variable Extrinsic factors of employee job satisfaction the effect of Perceived Organizational Support on Employee Engagement is observed to be insignificant. As per Kenny and Baron (1986) and Hayes (2009) process, indirect path significant a full mediation is observed in the final model. Hence, from the findings presented in table (7 and 8) Hypothesis 2: Perceived Organizational Support has a positive effect on Extrinsic factors of Employee Job satisfaction, Hypothesis 3: Extrinsic factors of Employee Job Satisfaction has a positive effect on Employee Engagement, Hypothesis 4: Extrinsic factors of Employee Job Satisfaction significantly mediate the relation between Perceived Organizational Support and Employee Engagement is accepted.

5. Discussion

The study found a positive and significant relationship amongst the variables studied. Khodakarami and Dirani (2019) study findings stated POS is positively associated with EE. Similarly, EJS shows a strong association with EE. A study by Chiang and Jang (2008) confirmed

the validity of expectancy theory on employee motivation, which studied the role of extrinsic instrumentality and Valence as significant contributors of employee motivation along with intrinsic instrumentality and Valence. It is also important for organizations to develop employee perception along with the quality of the work environment to enhance employee engagement (Carasco-Saul, Kim, and Kim, 2015). Employee Engagement is considered being a significant contributor to organizational performance. The key elements are organizational support, career opportunities, and other HRM practices in terms of compensation rewards and appreciation (Popli and Rizvi, 2016).

It was found that employee engagement is driven by the support received during the job, work conditions, career advancement opportunities, and compensation in the job. The findings of the study have been in line with preceding studies. Positive employee perception towards organizational support will have an emotional and caring association between employer and employee (Khan, 1990; Eisenberger et al., 2001). Many times, organizations may try to drive employee engagement at work with extrinsic factors such as pay, promotion, and working conditions that help develop and internal motivation. It is a prerequisite to developing a positive perception towards organizational support to achieve higher engagement; organizations must ensure employee job satisfaction (Dai and Qin, 2016). The findings of the study were also in alignment with the Job Demand Theory, promoting the view of job demand and job resources equated in reciprocation related to employee engagement. It also takes into consideration DCM and ERI model state that job demand, if not backed by apt resources, may lead to stress at the job. The current study promotes a similar thought process, suggesting rightful and fair reciprocation to job demands. Pay, promotion, and better working condition will develop satisfaction among employees and build a positive perception of employees towards organization policies and practices. This results in enhanced and improved employee engagement.

6. Conclusion

The study supports and extends the view that the Employee job satisfaction factors affect employee perception. People-oriented organizational practices have a significant impact on Employee Engagement in terms of absorption, vigor, and dedication. The current study has observed and showed the objectives of the study of exploring the relationship between POS and EE, intending to establish the mediation effect of EJS. Hence, we conclude that organizational support affects employee engagement and with employee job satisfaction mediation, there is a significant increase in the effect on the outcome. Organizations with clear and symmetrical communication with employees have a positive effect on employee work attitudes (Adam, Lusi, and Evelyn, 2021). The paper contributes by studying and signifying the Mediating role played by extrinsic factors of employee job satisfaction. Pay, Promotions, and working Conditions have significant change effects on the relationship between Perceived Organizational Support and Employee engagement. The study believes that organizations establish fair practices in terms of reciprocation to the efforts made by the employees towards organizational goals and objectives. Organizations have to plan and organize resources to recoil and start functioning as they would have normally (Afrianty, Artatanaya, & Burgess, 2021). The study enhances the literature on perceived organizational support, Employee Satisfaction, and Employee Engagement. Future studies could be conducted to increase generalizability and adopting a longitudinal study for a longer observation period, which will allow better understanding. A further larger data set could yield conclusions with better results on understanding employee perception towards organizational practices and factors resulting in employee job satisfaction and better employee engagement.

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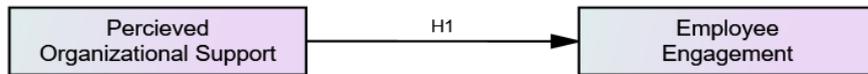
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Tables and Figures

Figure 1. Conceptual Framework



Model -1



Model -2

Figure 2. Measurement Model

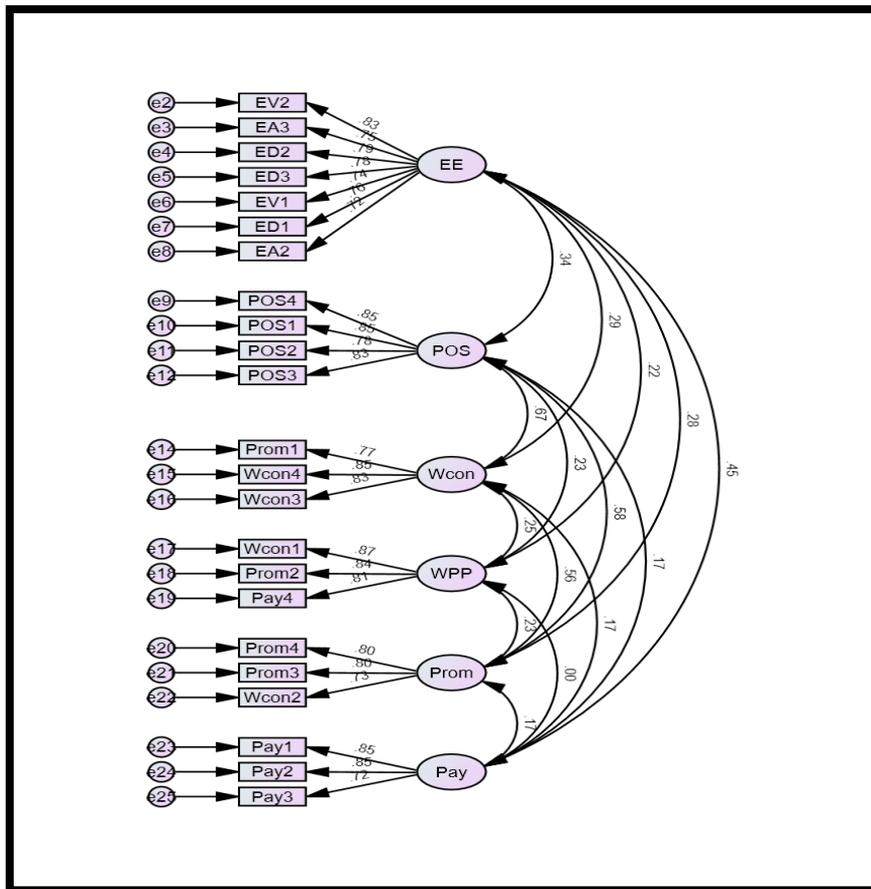


Figure 3. Direct relation POS EE

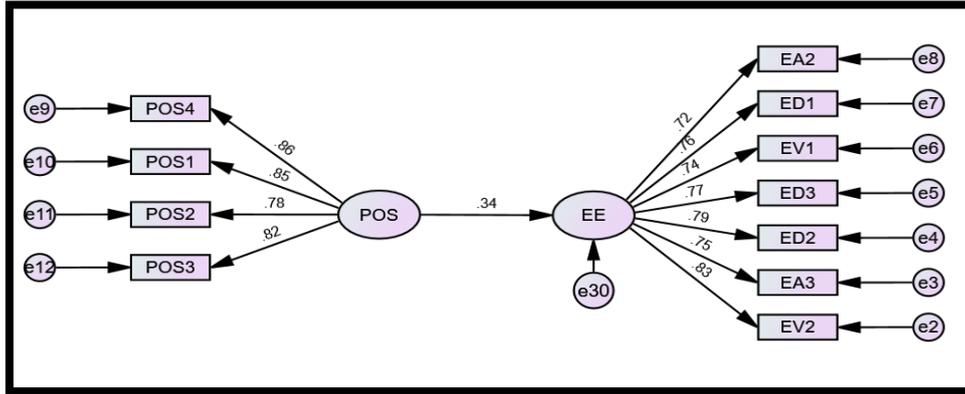


Figure 4. Final Structural Model

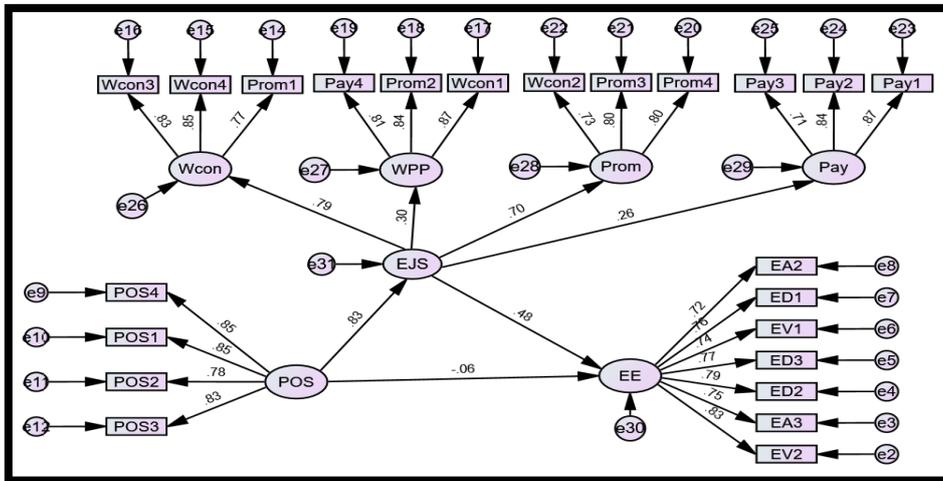


Table 1. Demographic details

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	251	57.6	57.6	57.6
	Male	185	42.4	42.4	100
	Total	436	100	100	
Age					
Valid	21-25	50	11.5	11.5	11.5
	26-30	159	36.5	36.5	47.9
	31-35	131	30	30	78
	36-40	47	10.8	10.8	88.8
	40 and above	49	11.2	11.2	100
	Total	436	100	100	
Tenure					
Valid	1 year - 5 year	66	15.1	15.1	15.1
	6 year - 10 year	182	41.7	41.7	56.9
	11 year - 15 year	94	21.6	21.6	78.4
	16 year - 20 year	54	12.4	12.4	90.8
	20 years and above	40	9.2	9.2	100
	Total	436	100	100	

Table 2. Reliability Statistics

Scale	Total statements	Cronbach's Alpha
Perceived Organizational Support (POS)	4	0.894
Employee Engagement (EE)	8	0.921
Employee Job Satisfaction (JS)	12	0.783

Table 3. Model fit measures

Measure	Estimate	Threshold	Interpretation
CMIN	300.342	--	--
DF	215.000	--	--
CMIN/DF	1.397	Between 1 and 3	Excellent
CFI	0.985	>0.95	Excellent
SRMR	0.035	<0.08	Excellent
RMSEA	0.030	<0.06	Excellent
PClose	1.000	>0.05	Excellent

Table 4. Reliability and Validity

Construct	Indicators	Factor Loadings	CR	AVE	MSV	MaxR(H)
Employee Engagement	EV2	0.829	0.909	0.588	0.202	0.911
	EA3	0.749				
	ED2	0.79				
	ED3	0.775				
	EV1	0.736				
	ED1	0.76				
	EA2	0.721				
Perceived Organizational Support	POS4	0.848	0.896	0.682	0.454	0.898
	POS1	0.847				
	POS2	0.779				
	POS3	0.829				
Working Condition	Prom1	0.771	0.858	0.67	0.454	0.864
	Wcon4	0.854				
	Wcon3	0.828				
Working Con/Pay/Prom	Wcon1	0.87	0.876	0.702	0.06	0.879
	Prom2	0.836				
	Pay4	0.807				
Promotion	Prom4	0.798	0.821	0.605	0.339	0.825
	Prom3	0.801				
	Wcon2	0.732				
Pay	Pay1	0.852	0.85	0.656	0.202	0.864
	Pay2	0.853				
	Pay3	0.716				

Table 5. Discriminant Validity

Variable	Component	1	2	3	4	5	6
Employee Engagement	1	0.767					
Perceived Organizational Support	2	0.340***	0.826				
Working Condition	3	0.286***	0.674***	0.818			
Working Con/Pay/Prom	4	0.219***	0.228***	0.246***	0.838		
Promotion	5	0.275***	0.582***	0.562***	0.229***	0.778	
Pay	6	0.449***	0.171**	0.168**	-0.004	0.175* *	0.81

Table 6. Regression Weights: (Group number 1 - Default model)

				Estimate	S.E.	C.R.	P	Label
H1	EE	<---	POS	.240	.037	6.450	***	

Table 7. Results of the hypotheses

				Estimate	S.E.	C.R.	P	Total effect	Direct effect	Indirect effect	Label	Result
H ₂	EJS	<---	POS	0.568	0.1	12.14	***	0	0	...	A	Supported
H ₃	EE	<---	EJS	0.511	0.2	2.863	0	0.004	0.004	...	B	Supported
H ₄	EE	<---	POS	-0.044	0.1	-0.408	0.68	0	0.676	0.003	C	Supported

Table 8. Hayes process indirect path significant

Parameter	Estimate	Lower	Upper	P
A x B	.291	.104	.638	.003