Moderating Role of Organizational Support in Thriving at Work and Job Performance among Telecom Employees

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ABSTRACT

This study was conducted to analyze the influence of Thriving at Work on Job Performance among telecom employees in Pakistan's telecommunication sectors with a moderating role of organizational support. A correlational research design was used with survey method. Data was collected from 176 telecom representatives. Three scales were used in the current study. First scale was used of Thriving at Work developed by Micheal Dam with 8 items, the second scale was used of Job performance by Abdullah Caliskan and Ozlem Korogulu with 11 items, and third scale was used of organizational support developed by Eisenberger and Stinglhamber with 16 items. Data was analyzed through SPSS and moderating analysis was done through process macro. The findings indicated a positive correlation between thriving at work and Job Performance. Employees who reported higher levels of thriving showed high Job Performance, with good job engagement and productivity. Organizational support significantly played a moderating role in thriving at work and job performance. The positive effect of thriving on job performances was stronger for employees who seeming higher levels of organizational support. The findings highlighted the importance of fostering a thriving work environment to enhance job performance. Improving organizational support, organizations enhances the positive effect of thriving at work, leading to increased job performance.

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1.   Introduction

Work can undoubtedly be viewed as a source of stress, but it can also help people become more self-aware and prosperous (Bakker & Demerouti, 2007). The experience of thriving is a well-known illustration of self-improvement at work; when representatives thrive at work, they sense invigorated and have higher levels of psychosocial working; in other words, they sprout. Although there has been very little research on thriving at work, ongoing between-individual studies have shown how important thriving is for business-related outcomes like finishing individual tasks, being creative, acting as an authoritative citizen, and taking the initiative to advance professionally (Spreitzer et al., 2005). According to Ilies (2017) and Straub (2019), a positive mental state is one that flourishes at work; therefore, when employees contribute more energy and learn new skills at work, they will typically experience a greater sense of pride, which is support full for self-viability and joy throughout daily life. They then pass on this positive and profound experience to their family, which supports their relationships with their partners and helps them better perform their family responsibilities.

Besides, following a stir day at work, employees might feel that they have invested some part of energy and performed overall quite well and are inspired to return home and

spotlight more on day to day life and taking care of family matters (Kahn, 2000). In this way, we conclude that Thriving at work is definitely connected with representatives' family job performance. We focus on Thriving at work because peoples are giving more and more of their time to this area of life (Schor, 2008), and because they are finding work to be more appealing than home life (Hochschild, 1997). The employees show great perspectives and conduct toward the association in return for apparent prosperity and positive activities from their boss (Levinson, 1965). The ways of behaving displayed by managers and pioneers in the training climate of the association are viewed as by their assistants as their prosperity and organization provision. The bosses convey the assumptions to the subordinates in regards to their part in the association, give convenient criticism to improve their presentation, acknowledgment of their penitence toward the association, reasonable pay, education and advancement open doors for work, and assume the part of learning supporter (Kim, 2015). Right when agents see favor from the association through training ways of behaving of their bosses (Spreitzer et al., 2005), in return workers answer these ideal activities looking like better work results like thriving at work, additional job execution and in work performance too (Colquitt, Scott, & LePine, 2007; Kim, 2015).

POS, further cultivate employee's personalities and workplace behavior. A new study concentrate on administrative training dissected the impact of administrative training on representative results like hierarchical citizenship conduct toward individual, hierarchical citizenship conduct toward association, and in job worker performance through interceding impact of reliability of supervisor saw by the representative (Kim, 2015), gave POS as a premise to circumspect the working of administrative training in association to further develop different representative results. This examination centers around fostering the relationship among MC and occupation execution as well as intervening position of flourishing at work which is the responsibility of this investigation. In light of the conversations over, this exploration centers around the main inquiry which is about administrative training about representative job performance. Hence, next segment relates to this exceptional connection which is additionally the curiosity of this exploration. Administrative Instructing and employee job performance: Administrative training is "a kind of preparing that is given by a chief or head filling in as a facilitator of learning (Ellinger, 2010). Chief manager establishes explicit ways of behaving that empower the representative to learn and grow accordingly to further develop execution". The everyday cooperation among boss and subordinates, individualized close contact with the chief, helping behavior of a supervisor, is considered as a regulatory development to redesign learning, improvement, and occupation execution of the delegates (Spreitzer et al., 2005).

2.   Organizational Support

In the present serious climate workers' necessities and needs ought to be managed on vital premise. The motivation behind doing likewise is to hold them and to make them more productive for the association. It is very basic for any association to foster such projects and arrangements as are appealing and charming for representatives. Associations lately are very much aware of this very truth and becoming cognizant to give a strong climate to their workers to hold them for a more extended period. Taleghani et al are of the view that the main support for acquiring upper hand is the job of HR in an association. Perryer et al investigated and presumed that the centre target of associations in our days is to expand their upper hand. This should be finished through viable and productive utilization of HR. As it is hard for contenders to emulate human asset abilities and methods utilized by an association. To get it associations should enlist gifted and significant workers. Associations ought to look really engaging and alluring to workers through their administration projects and approaches. This will decrease the worker turnover proportion. Allen et al maintenance of workers with the proper information, impressive skill, uplifting outlook, and required capacities has become progressively significant for cutthroat associations over the most recent few decades. Presently associations are turning out to be increasingly bothered and vigilant about holding the workers and employing them successfully to accomplish a long term serious edge.

Mayfield demonstrate that for an associations outmaneuver execution, important and experienced workers are their spine. Subsequently maintenance of these representatives is of urgent significance for businesses.

By giving a workplace that is positive, steady, and spotlights on the aggregate exertion the maintenance of the representatives can be guaranteed. One part of an uplifting and accommodating association climate is characterized as a representative's apparent organizational support Riggle et al that is a worker's apparent hierarchical help. A worker's demeanor is considered by associations entirely significant. Hence, associations ought to put liberally in such projects which will quite often work on their representative's apparent organizational support. With over 1,200 evaluations on the subject, the perceived organizational support (POS) creates a clear place in valid brain research and the leaders' writing. According to organizational support theory, which draws from well-disposed exchange speculation (Blau, 2017) and the convention of correspondence (Gouldner, 1960), POS encourages workers to feel obligated to assist the relationship in achieving its objectives by providing ample resources for delegates (Eisenberger et al., 2002). According to Rhoades and Eisenberger, representatives who were more supported by their superiors felt better about their work, were more confident in their positions, and also persevered through fewer stressful symptoms like fatigue or burnout. This established that the imperativeness experience is supported by POS. According to Eisenberger et al., greater unquestionable assistance fosters pledges in people to support their associations by advancing society well beyond their authority requirements. Therefore, representatives who acknowledged that their organization provided them with greater assistance ought to be encouraged to acquire the skills and knowledge necessary to assist their association in accomplishing its goals, which will in turn promote learning in the workplace. We assumed that representatives would thrive in a workplace if they perceived that their association was stronger. There is a strong correlation between prospering at work and receiving authoritative assistance(Alfalih & Ragmoun, 2020; Ragmoun, 2022a, 2022b).

According to Bakker et al., thriving and work dedication may theoretically overlap, but they can be viewed as two distinct constructs. Though thriving adds another component (i.e., learning), work commitment includes additional components like dedication and ingestion. Nevertheless, both thriving and work commitment combine an energy component like life and imperativeness. However, the distinction between thriving and job commitment may be based on development and asset assignment. Work commitment shows how eagerly representatives employed their resources at work and how much they thought their employment complemented their personal development, which depends on asset development. We suggested that thriving workers demonstrate a higher level of dedication to their work, which aligns with the conjectural claims of Abid et al. and van der Walt, who noted that thriving representatives were deeply engaged in their work. Successful employees are stimulated to take on challenging tasks and errands. Vigorous individuals put in greater effort and diligence in fulfilling all commitments and tasks in order to achieve their personal goals. Acquiring representatives develop skills and talents and use them to situations without hesitation, making them more capable of completing tasks. According to Demerouti et al., providing a learning environment could help reps stay in touch. Considering that these employees make use of their vast reservoir of long-term resources to anticipate outcomes and to avoid stress, anxiety, and strain due to problematic circumstances. Successful people put more effort into their jobs and actively participate in their work. Representatives' assets enhance their self-awareness and readiness to put their best effort into work-related responsibilities, which ultimately has a favorable impact on both their professional and personal outcomes(Ahmed, Azhar, & Mohammad; Dler M Ahmed, Z Azhar, & Aram J Mohammad, 2024; Dler Mousa Ahmed, Zubir Azhar, & Aram Jawhar Mohammad, 2024).

3.   Job Performance

According to Motowidlo (2003), job performance is defined as the total expected value of the various social events that an individual engages in during a specified period of time. These experts highlight two major disagreements with this definition. First of all, performance is a collective attribute of various distinct behaviors that occur over an extended period of time. Second, the conduct's alleged value to the association is the attribute to which performance refers. Among the most frequently read-up guidelines in pay-for-execution studies are two performance rules: mean performance and performance variety. As per Cropanzano et al. (1997), normal performance levels out representative's commitment to an association. Normal performance levels out varieties from the imply that may be because of passing impacts outside the control of the representative. A significance of job performance should be important for the

full extent of techniques and intercessions that the field of present day progressive (I-O) mind exploration could involve to deal with human performance in work affiliations. A critical number of these techniques incorporate enlistment and assurance, getting ready and improvement, or motivation.

Moreover, various philosophies that could incorporate taking out limits that hold individuals back from adding to progressive targets and outfitting individuals with worked on open entryways for legitimate responsibilities could in like manner impact performance clearly. Consequently, an importance of performance should think about assortment attributable to contrasts in characteristics assessed in decision projects, support in planning and improvement programs, receptiveness to enticing interventions and practices, and situational prerequisites and entryways. Job performance is described as the all-out guessed that value should the relationship of the discrete social episodes that a particular doe throughout a standard time period. This definition is a barely upgraded variation of the importance of execution gave in a past circulation in affiliation a speculation of individual differentiations in task and significant performance (Motowidlo, 2003). Job performance is characterized as the complete appraisal of how well a representative accomplishes an association's assumptions (Allen, 2001). Jamal (2007) makes sense of job performance as a capability that an individual can accomplish effectively with accessible assets and through typical requirements. Harrison et al (2006) considers job performance as a bunch of ways of behaving that an individual has command over and influences the association's objectives. The idea of job performance is confounded and includes task-related exercises or context oriented factors like advantages of interactive abilities as a determinant of the gig execution (Springer, 2010). Accessible examinations depict execution as an idea that is multi-layered and envelops: the manner in which someone acts, works, capabilities, the manner in which an individual plays out an errand, evaluated by its viability; and the demonstration of accomplishing something like undertakings (Kummerfeldt, 2011).

A well-working framework isn't the main means to further develop performance yet in addition successful methodologies from human asset staff. Methodologies that relate to selecting and keeping a committed and propelled labor force can accomplish further developed performance (Al-Ahmadi, 2009). Concentrate by Chaudhary, Rangnekar and Barua (2012) shows that a representative's presentation incredibly depends on how the association treats the workers. Likewise, execution at group level are undeniably impacted by the help and care from the association body overall. It depends on such propensities that this study estimates worker job performance as the reliant variable in the review. The capacity to understand people at their core is a moderately developing field of exploration, fundamental for some areas like business and the board. Peter Salovey and John Mayer originally proposed their hypothesis of EI in 2001. The most comprehensively acknowledged meaning of EI is that introduced by Salovey and Mayer, the researchers who begat the term EI. As per Mayer and Salovey EI is the ability to see exactly, assess, and express sentiments; the ability to get to and furthermore produce opinions when they work with thought; the ability to get a handle on sentiments and significant data; and the ability to guide sentiments to propel near and dear and insightful turn of events." In recent studies find out that thriving at work will study on the other variable. this is new study on the Job performance. In this research also add some new socio demographics data that are necessary to study in our society. This research is our new novelty. This study could inspect how this improved help adds to job performance. A review could inspect likely directing factors, like individual character qualities (e.g., uprightness), group elements or initiative styles.

The significance of the study" Thriving at work, organizational support and job performance among employees" is multifaceted. First, it can shed light on the capability to work and make progress for organization that employee have been faced in their daily work. Second, the study can also inform policy decisions related to employees such as web developers, content writers, accountants and social media specialist. Finally, the study can contribute to the broader body of research on occupational attention for work and do best, particularly in the organization.

Figure 1

3.1. Research Objectives

- To explore the Thriving at work, Organizational support, Job performance and telecom representatives.
- To explore the impact of Thriving at Work on Job performance.

3.2. Research Hypotheses

- There would be a positive relationship in the Thriving at work, Organizational Support and Job Performance among telecom representatives.
- There would be significant impact of Thriving at Work on Job Performance.
- Organizational Support will have a moderating role in Thriving at Work and Job Performance.
- There will be demographic differences in Thriving at Work, Organizational Support and Job Performance.

4. Methodology

A quantitative correlational examination configuration would be utilized to do this exploration.

4.1. Participants and sampling strategies

The example incorporates 176 telecom representative to gather the information rather than 200. An example would comprise of media transmission industry (PTCL telecom organizations, jazz Zong, and Ufone organizations) in Vehari district through the organization testing. The information was gathered by utilizing network inspecting method from the confidential area telecom organizations from the area of Vehari district.

4.2. Inclusion and Exclusion Criteria
4.2.1. Inclusion criteria

At present there are 4 telecom associations (private) in Vehari. The representatives who works in PTCL, Jazz, Zong and Ufone industry.

4.2.2. Exclusion Criteria

Barring representatives who was not working another telecom association.

4.2.3. Instruments

The accompanying instruments will be used to assemble the data.

4.3. Thriving at work

Thriving from Work Scale (TFWQ) Short-Structure Creator Name: Michael Dam

An instrument was used to measure the positive responsibility that work can have on one's success both at, and then some, their work. Use the entire size of 8 items. The alluded to article by Susan E. Peters, Daniel A. Gundersen Jeffrey N Katz MD Glorian Sorensen and Gregory R Wagner MD that depicts correspondingly steadfast quality and authenticity (TFWQ). It gives information on the thinking behind the instruments, its parts, and the technique associated with scoring. The article discusses the meaning of TFWQ in assessing the telecom agents thrive at work.

4.4. Job Performance questionnaire

The 19-items draft structure was again submitted to the appraisal of seven academicians who are experts in the field, patched up inside the arrangement of the latest

notions and the going with two viewpoints and 12-itmes"Job Performance Scale Draft Form" was made.

4.5. Perceived organizational Support

In the main scale progression focus on SPOS coordinated by Eisenberger. A standard part examination of individual response to the initial 36 things solidified across nine affiliations that activity considering assumptions that activity was unidimensional. This scale saw as faithful quality (Cronbach's alpha) of 0.97. Notwithstanding the first initial 36-things instrument a 16-things variety of the POS frame was besides presented in Eisenberger et al. (1986) by picking high stacking things from the 36- things set.

4.6. Operational definitions
4.6.1.Thriving at work

The operational definition of "Thriving at work" for a telecom employee may include various aspects such as job satisfaction, employee engagement, productivity, and well-being.

4.6.2. Organizational support

An operational definition of organizational support for telecom employees would focus on specific criteria or indicators relevant to the telecommunication industry. This include measures such as access to necessary equipment and technology, training and development opportunities specific to telecommunication skills, dynamics nature of industry, and reward for achievements in telecommunications tasks and address the unique challenges and demands faced by employees in the telecommunications sector.

4.6.3. Job Performance

Job Performance of a telecom employee in which the amount of work output produced, in terms of completed tasks or projects, within a specific period of time, taking into consideration the quality, accuracy and timeliness of the woThese operational definitions provide a framework for measuring and assessing the concepts of thriving at work, organizational support and job performance among telecom employees in research study. Various instruments and scales can be used to collect data related to these concepts, allowing for quantitative analysis and comparison among different groups or variables of interest available to complete those tasks.

4.7. Procedure

This research was conducted to investigate the relationship between thriving at work, job performance and organizational support. In this research we have use the three scales that analyzed the relationship between thriving at work, organizational support and job performance.in this research the data was collected by private and public companies of Multan. In this male data have been 166 and female have 10 are involved. This data are collected by the permission of their employers. Most of data was collected by PTCL company and the half data was collected by Zong, Ufone and jazz companies. There is no problem I can face to collected data. This data analysis is involved in correlation analysis, regression analysis and moderated regression analysis.

4.8. Ethical consideration

The American Psychological Association's (APA) ethical guidelines are adhered to in this study. The purpose of the study was explained to the participants, and their informed consent was obtained. They received assurances that all of the data would be kept private and utilized exclusively for research. They were made fully aware that they could withdraw from the study at any moment.

4.9. Statistical Analysis

Data was analyzed through the use of SPSS. Descriptive statistic, Correlation, Reliability. Regression, sample t-test and moderation analysis were applied as major statistical techniques.

5. Results

Table 1 is a spellbinding measurements table appearance the mean and standard upsides of the review factors on the review test of N=176 members.

Table 1: Frequency of demographic variable (N=176)

Characteristics	N	%
Gender		
Female	10	5.7
Male	166	94.3
Age		
One	35	25.0
Two	29	40.9
Three	42	24.4
Four	57	9.7
Education		
Seven	44	50.6
Eight	32	36.9
Nine	25	12.5
Job status		
Ten	67	72.2
Eleven	109	27.8

Table 2: Descriptive statistics of study variable

	N	Minimum	Maximum	M	SD
Thriving at Work	176	7.00	41.00	31.096	6.864
Organizational Support	176	47.00	103.00	82.460	8.985
Job Performance	176	12.00	45.00	33.085	5.229

Table 3: Pearson correlation analysis of Thriving at work, job performance and Organizational Support in telecom Employees

Thriving at work		Organizational support	Job performance
Thriving at Work			
Organizational Support	1	.192*	.577**
		1	.093
Job Performance			1

Note: p>0.05, p>0.05

Above table shows the result of correlation among thriving at work, job performance and organizational support in telecom employees. The values of the above table show the significant positive correlation in thriving at work, job performance, and organizational support.

Table 3: Reliability Statistics

Scales	N of items	Cronbach's Alpha
Thriving at Work	8	.904
Organizational Support	16	.718
Job Performance	11	.873

Scale reliability analysis allows you to study the properties of measurements scales and the items that compose the scales. Thriving at Work have 8 items with the .904 Alpha value. Organizational Support scale have 16 items with the .718 Alpha Value. Job Performance scale have 11 items with .873 Alpha value.

Table 4: Regression analysis of Thriving at Work on Job Performance (N=176)

Variable	B	Std. Error	Beta	t	p
(Constant)	19.411	1.507		12.928	000***
Thriving at Work	.440	.047	.577	9.325	000

Note: p>0.05, R=.577, r Square=.333, Adjusted R Square = .329

The above table shows the result of impact of thriving at work on job performance. Values of above table showed the significant impact of thriving at work on job performance.

Table 5: Mean Standard Deviation, t-test, and scores of Thriving at Work, Organizational Support and Job Performance in terms of gender (N=176)

	Male N=166		Female N=10		95% Interval			
Variable	M	SD	M	SD	t	p	LL	UL
TW	31.12	6.998	30.60	4.247	.235	-296	-3.897	4.950
OS	82.62	9.144	79.70	5.292	1.00	.095	-2.848	8.701
JP	32.93	5.310	35.50	2.798	-1.509	.064	-5.908	.7883

Table 5 shows differences in terms of Thriving at work, organizational support and Job Performance in terms of gender. In thriving at work mean 31.12 of male or mean of female is 30.60 and standard deviation of male is 6,998 and female is 4.247.

Table 6: Moderation analysis of organizational Support and Thriving at Work. N= (176)

Variables	coeff	Se	t	PULCI	LLCI
Constant	15.5973	9.3228	1.6730	.0961	-2.8046
				33.9992	
TW	.5992	.3057	1.9602	.0516	-.0042
				1.2026	
OS	.0526	.1276	.4123	.6807	-.1992
				.3044	
Int_1	-.0022	.0041	-.5215	.6027	-.0103
				.0060	

Test (s) of highest t order unconditional interaction (s).					
	R2_chang	F	df1	df2	P
	.0011	.2719	1.0000	172.0000	.6027
Summary Model					
R	Sq.	MSE	F	df1	df2	P
.5784	.3346	18.5152	28.8249	3.0000	172.0000	.0000

The above table shows the moderation analysis of organizational support in thriving at work and job performance in telecom employees. P value is showing the non-significant impact of organizational support in thriving at work and job performance. It shows that organizational support has moderating impact in thriving at work and job performance.

6. Discussion

In this study, we analyzed the connection between Thriving at work. Organizational support and Job Performance among working representatives on media transmission posts and all fundamentally affect one another's. Table 4.1 presents a segment investigation that shows the variety of the example. While the dispersion of instructive fulfillment shows not a fair conveyance among holders of undergrad, single men and experts or MPhil degrees, the work type inclines marginally towards private positions. Experience classes shows an exceptionally uniform conveyance, demonstrating a wide presence in the 1-2 years range. This expansive example structure which considers a scope of perspectives and encounters among different segment sections is fundamental for delivering solid exploration results. Perceiving the conceivable impact of these socioeconomics on research discoveries and translations enhances the discussion and advances a more comprehensive information on the various components being scrutinized. There is a connection between thriving at work. Organizational Support and Job Performance among representatives on media transmission posts. The relationship coefficient(r) esteem between Thriving at work, Organizational Support and Job performance is .577 which shows a positive relationship between the two factors. The p esteem <0.01 which implies the relationship is genuinely huge. So the hypothesis is endorsed.

Representatives in the telecom business who see more significant levels of Organizational support are bound to thrive at work, prompting further developed Job Performance. This recommends a positive connection between Organizational Support, Thriving at Work and Job Performance among telecom representatives. The hypothesis that thriving at work fundamentally influences job performance proposes that when representatives feel a feeling of essentialness, learning and development in their workplace, they are bound to succeed in their work obligations. This hypothesis has been upheld by different examinations. Furthermore, a concentrate by Nielsen et al. (2017) showed that representatives who announced more significantly levels of thriving additionally displayed more prominent job performance. These discoveries show that cultivating a workplace that elevates thriving can prompt ungraded job performance among representatives. Thriving at work implies feel empowered, satisfied and took part in your work, At the point when representatives thrive, they are more persuaded, useful and creative, promoting higher job performance, it lifts everyone's spirits. Diminishes turnover and cultivates a positive work culture. In general, thriving at work makes a gradually expanding influence, upgrading individual and association achievement. Organizational support assumes a critical part in cultivating a climate where workers can thrive. With regards to telecom representatives, moderate organizational support can emphatically affect their capacity to thrive at work and eventually upgrades job performance. This help can incorporate assets, acknowledgment, preparing and amazing open doors for development, all of which add to worker fulfillment, commitment and efficiency. Nonetheless, its fundamental to perceive that different factors, for example, individual inspiration and occupation fit, likewise impact thriving and Job Performance.

7. Conclusion

In this study scientist was to analyze the connection between Thriving at Work, Organizational Support and Job Performance among telecom representatives on agreement and extremely durable work. Most importantly, given the positive connection between the Thriving at Work and Job Performance with a critical relationship. It implies who experience high Thrive at Work might encounter high Job Performance. Taking everything into account, the connection between Thriving at Work, Organizational Support and Job Performance among telecom representatives on long-lasting and contract Occupation posts is huge. The current writing demonstrates that it becomes clear that these elements interface powerfully. Thriving at Work influence arises as a critical relationship to telecom representatives into Job Performance. Suggest for future research such as exploring the impact of specific types of organizational support (e.g., emotional and instrumental)

7.1. Implications

To address aforementioned gap this study provided the empirical evidence to enhance the understanding of thriving at work, organizational support and job performance. This study enhances the job performance, because this study provides the thriving at work and organizational support for improving the employee job performance. The findings of study show that the employees should be rewarded by their good performance on job their salary increases.

7.2. Limitations

Notwithstanding the for referenced study's importance, it is basic to recognize specific limits distinguished during the examinations, offering bits of knowledge for future specialists as prudent steps.

- The current study includes a few restrictions. The data was collected from only one city of Pakistan.
- Sample was small
- Data was collected from public and private companies of Vehari.
- Data was not collected equally from males and females as ratio of male and female employees vary in public and private companies.
- Only telecom employees were approached. This research should also be conducted on other fields of employees.

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