

The Mediating Role of Organizational Commitment and the Moderating Role of Perceived Organizational Support in the Relationship Between Job Satisfaction and Job Performance of Educationists in Public Sector Institutes of Thailand

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The prime objective of the current study is to investigate the relationship between job satisfaction and job performance. In addition, the mediating role of organizational commitment and the moderating role of perceived organizational support in the relationship between job satisfaction and job performance is examined. The general aim of this study is to examine the associations between the employee's job satisfaction, organizational commitment, perceived organizational support and their job performance in the educational institutes of Thailand. Inspired by debates and empirical results in the extant literature, an alternative view of the associations between job satisfaction, organizational commitment, perceived organizational support and employee job performance are proposed. The study is among the pioneering studies on the issues. The current study has used SEM-PLS as statistical tool to answer the research questions raised, and the research objectives envisaged in the current study. The findings of the current study have provided support to the hypothesized results.

Keywords: Job satisfaction, Job performance, Organizational Support, Organizational Commitment, Education, Thailand.

Introduction

Improvement in employee job performance is currently the crucial concern of organizations (Hartinah, Suharso, Umam, Syazali, Lestari, Roslina, & Jermsittiparsert, 2020). Employees are the basic source of profits and competitive advantages in an organization (Jermsittiparsert & Sriyakul, 2014). In other words, the effectiveness and productivity of an organization is attributed to the effectiveness and efficiency of employee's performances. There are different psychological and environmental factors that may affect employee job performance. Ekemini, AkenOva, and Godfrey (2012), state that motivation, anxiety, and stress are the psychological factors that may influence the employee job performance. Besides working environment factors such as lighting, inappropriate office furniture, insufficient ventilation and inadequate security measures, communication and noise are said to have significant effects on an employee's attitude which may ultimately influence their job performance. This research will focus on the effect of job satisfaction, organizational commitment, and perceived organizational support on job performance.

When an employee reports to work, his or her attitude influences job performance and it may affect employee morale in the workplace. Generally, employees with positive attitudes have better performance, and employees with negative attitudes exhibit poor performance. Under those circumstances, it is up to the managers or the supervisors to observe employee's attitudes and point out attitude problems such as laziness and negativity in the workplace. Local governments deal directly with the general public and their accomplishments are essential in delivering a positive public perception of the overall government structure (Bertot, Jaeger, & Grimes, 2010; Mokhtar, 2017; Shawtari et al., 2016; McWaters & Hawkins, 2018). In other words, good governance by local government institutions is crucial, as it is the level of government that is closest to the public. It is necessary to improve the job performance of local government employees, as a city or a district that is well managed will be economically supportable (Roseland, 2012). On the contrary, poor administration will downgrade a city or a district, which can subsequently lead to negative social and environmental consequences. Therefore, a series of issues pertaining to local authority performance has driven a need for further studies in order to improve their current employees' job performance.

The general aim of this study is to examine the associations between employee's job satisfaction, organizational commitment, perceived organizational support and their job performance in the educational institutes of Thailand. Inspired by debates and empirical results in the extant literature, an alternative view of the associations between job satisfaction, organizational commitment, perceived organizational support and employee job performance

are proposed. To put it differently, the study attempted to achieve the following specific objectives:

1. To identify the relationship between job satisfaction and job performance;
2. To identify the relationship between organizational commitment and job performance;
3. To identify the relationship between perceived organizational support and job performance;
4. The mediating role of organizational commitment in the relationship between job satisfaction and job performance; and
5. The moderating role of organizational commitment in the relationship between job satisfaction and job performance.

Literature Review

Job satisfaction

Job satisfaction is crucial in affecting the way employees behave in their workplace. Consequently, organizational behaviour researchers are interested in precisely investigating job satisfaction and exploring its' consequences towards employees. According to Locke (1976), job satisfaction is the extent to which individuals feel positively or negatively towards their job. It refers to an employee's emotional reaction and response towards their work as well as to the physical and social conditions of their workplace. Spector (1997) explained that job satisfaction is a degree to which employees like, or dislike, their jobs. This definition identifies that job satisfaction is a common or global affective response that people hold about their career.

Job satisfaction describes a persons' contentment towards his or her responsibilities. Noah and Steve (2012) suggested that employees tend to have job satisfaction if they enjoy and feel pleased in performing their job. In another study, it was assumed that an employees' job satisfaction indicates his/her positive recognition for a specific task, which is assessed by observing its' characteristics. Putting it differently, employees who have higher job satisfaction have a positive impression of their job, while employees who carry lower job satisfaction have a negative impression of their work.

Furthermore, job satisfaction is the extent to which an employee's contentment or enjoyment is associated with a specific job. In this context, employees tends to have high job satisfaction when they possess a positive perception towards job components, such as: work itself, appreciation, room for improvement, remuneration, and co-workers. Hagedorn (2000) emphasized that when an employee feels a high level of accomplishment, is intensely

involved, and is appropriately rewarded by salary increment, recognition, power and trust, job satisfaction is upgraded.

Job satisfaction is one of the most reviewed variables in the literature because of its' significance in organizational behaviour. Therefore, various theories (e.g. Affect Theory, Dispositional Theory, Job characteristics Model, Motivator-Hygiene Theory) and arguments about job satisfaction can be found in the existing literature. For instance, motivator-hygiene factors sought to explain satisfaction and motivation in the organization. This theory focuses on outcomes of satisfaction and dissatisfaction. According to Dugguh and Dennis (2014), job satisfaction and dissatisfaction is a product of different factors, namely, motivation and hygiene respectively. Motivational factors are those aspects of the job that make employees want to perform and provide them with satisfaction. On the other hand, hygiene factors include aspects of the working environment such as working conditions, interpersonal matters and organizational policies.

As indicated by Matthiesen (2006), the satisfaction of an employee is extremely valuable, and frustrated or depressed employees negatively affect the eagerness of others to work. In other words, unsatisfied employees are less devoted to the company which influences their long-term productivity and eventually the achievement of the organization (Olkiewicz, 2018).

Organizational Commitment

According to the researcher, organizational commitment is a critical component in analyzing and explaining employee behaviour in their organization. Moreover, organizational commitment is a feeling of dedication, willingness to put forth effort and the intention to stay employed in a particular company for a long period of time (Bakker, Schaufeli, Leiter, & Tavis, 2008; Fatula, 2018).

As discussed by Nafei (2014), organizational commitment is the emotional attachment individuals have toward the company they work for. In this context, a highly committed employee is one who supports and believes in their organization's values, is enthusiastic to contribute to achieving the organization's objectives and has a strong intention to remain with the company. Organizational commitment also refers to an employee's devotion and desire to stay with the company aside from their individual interest towards their job, it is the extent to which an employee feels faithful to a particular association.

Meyer and Allen (1997) identified organizational commitment as a psychological portrayal of a worker's emotional connection with the company which has implications for the determination to sustain a sense of belonging to a group in the organization. In this approach,

organizational commitment has three multi-dimensional components namely affective commitment (emotional attachments toward organization), continuance commitment (costs of leaving such as losing interests and seniority) and normative commitment (personal ethical qualities). These components can be expanded upon as follows: (i) affective commitment, can be generally defined as the feelings of attachment towards the company and has been linked with personal job experiences, characters, and organizational design. (ii) Continuance commitment refers to the awareness among employees regarding the costs of leaving a particular job or company. In other words, the employees that have elevated levels of continuance commitment tend to remain with the company because they are conscious of the risks, sacrifices and uncertainty of options associated with leaving. Additionally, (iii) normative commitment is a sense of obligation within the employee to continue their employment in the company. In this case, employees that possess high levels of normative commitment believe that they must remain and continue contribute to the company or their job.

Organizational commitment reflects the extent to which a working individual identifies with an institution and is devoted to its objectives. Hence, highly committed individuals are expected to show their willingness to work harder and display strong intentions to stay employed with the organization. Organizational commitment often reflects the employee's belief in company missions, their eagerness to extend their effort in organizational accomplishment and the existence of intentions to stay working in the organization. In this context, it is assumed that those employees who are highly committed to their job will be most likely to see themselves as part of the company. They choose to ignore the sources of negativity in their work environment and see themselves as a true member of the company. On the other hand, employees that are less committed to their job are more likely to perceive themselves as an outsider and not belonging to the company.

Organizational commitment is considered one of the most important elements that promotes the attachment of the employee toward their organization. In this context, employees are regarded as committed to an association if they are pleased, enthusiastic to continue their relationship with the company and devote considerable effort to attain their company's goals. Employees with greater levels of organizational commitment, along with greater levels of hard work exerted by the employee, contribute to greater levels of both personal and organizational performance effectiveness (Noah & Steve, 2012; Mubarik, Chandran, & Devadason, 2018).

Perceived Organizational Support

Perceived organizational support (POS) generally refers to the employee's impression, consciousness or judgment concerning the extent to which the company appreciates their contribution and concerns about the well-being of their employees. According to Colakoglu, Culha, and Atay (2010), perceived organizational support is also defined as how much the company recognizes their employee's achievements and portrays concern to them. In this context, POS is constructed by consideration of work conditions and the human resource practices that provide formation positive behaviour among employees. Unbiased treatment, compensation, favorable working circumstances and supervisory support exhibit a strong interconnection with POS. Perceived organizational support enhance an employee's accomplishments, which results in a greater effort to fulfil the objectives of the organization (Sanchez, 2018).

Eisenberger, Huntington, Hutchison, and Sowa (1986) emphasized that employees demonstrated a persistent pattern of agreement with statements concerning whether the association appreciated their hard work and contributions through compensation and treated them positively or negatively in various circumstances. POS is established by meeting an employee's socio-emotional needs, demonstrating a willingness to compensate employees extra contributions and offering assistance to enable employee's to better complete their duties. Rhoades and Eisenberger (2002) mentioned that employees believe that their association has a typically positive or negative orientation, that encompasses both their contributions and their welfare.

Leist et al. (1994) as cited in Mathumbu and Dodd (2013), defined perceived organizational support in terms of the assistance and connection amongst colleagues and working partners in an association. This involves the sense of need between top level supervisors or managers and their subordinates. Alternatively, Ekowati and Andini (2008) mentioned there are three important components that should be part of POS. Firstly, assembling a sentiment of approval by enhancing the overall quality of a supervisor's attitudes and trust towards the employees. Secondly, supervisors must establish personal relationships with their subordinates and assist them to solve their problems during work. Thirdly, the organization must provide fair, unbiased and reasonable treatment by making every employee aware of what is expected from them.

Perceived organizational support covers the extent to which employees hold the perception that their company will fairly compensate for their achievements at work. Employees also expect that their company will make their job as interesting as possible and at the same time provide them with comfortable working conditions (Uçar & Ötken, 2010; Mukherjee, 2017). According to Mathumbu and Dodd (2013), POS can be viewed as a process of enhancing the

connections amongst employees. As indicated, POS has a foundation in organizational support theory and is dependent on how employees personify their employer as well as their expectation of receiving rewards.

Elevated levels of POS develop a sense of obligation amongst employees which makes them feel that they need to repay the commitment by engaging in behaviour that is linked to organizational goals. In other words, an employee that is concerned about their workplace and feels supported by their organization, is more likely to participate in activities that would benefit the organization (Ahmad & Yekta, 2010). Similarly, Sokolov, Apodaca, Grzybowski, and Aranson (2010) explained that employees that experience high POS may differ from employees that experience low POS, to the extent that they incorporate organizational membership and role status into their self-identity.

Job Performance

The job performance of an employee can be identified through service achievement, with regard to anticipated quality and amount of each employee. The specific attitude areas of concern for employees in their workplace include; subordinates, employer, benefits, peers, colleagues, compensation, growth or other things which may set off negative or positive workplace responses. Underlying attitudes can typify a way an individual may react or behave to any accident, activity, or person.

Job performance is defined as the extent to which a particular employee effectively fulfils the incorporated components of the expected organizational responsibilities (Pugno & Depedri, 2010). However, for every job the job performance content may vary. Assessment or evaluation of job performance involves various elements: number of completed tasks, quality of the performed task, accuracy, speed, and the employee's overall effectiveness in accomplishing the task. In various public and private organizations, job performance determines if an employee is going to get compensated with an increase in their salary, receives a promotion, is assigned with additional responsibilities, or gets fired from their job. This is why supervisors or employers keep track of the job performance of their subordinates. Assessing job performance of an employee can be actualized through observing and keeping track of the number of mistakes in the performance of an employee, as well as the total amount of sales or number of customers the employee managed to service. Furthermore, received compliments and complaints can also be taken into consideration in estimating the employees' service quality. Although for some jobs, such information is kept confidential. In such cases, job performance evaluation is usually done by the co-workers, clients, and managers.

A job performance model has been presented by Borman and Motowidlo (1993) which suggests that the performance of an employee can be classified as contextual performance and task performance. Whereby, contextual performance consists of various volitional organizational practices. These are the activities which are not needed for the job, such as cooperating with and assisting colleagues. Although, such activities do not directly contribute to the organizations' technical core, they may still influence all kinds of jobs. Contrarily, task performance is the employees' efficiency or capability to engage in those activities which are the formal aspects of the employees' responsibilities.

Work-related attitudes are multi-dimensional, involving: organizational commitment, psychological contract, job satisfaction, social value, and turnover intention. Mahmood, Hussan, Sarfraz, Abdullah, and Basheer (2016) suggested that employees' attitudes may directly influence the productivity and atmosphere of an organization. It is assumed that each employee of an organization completes and performs their tasks in a responsible manner (Hettiararchchi & Jayarathna, 2014; Mulyani, 2017). Standard company policies state that an employee is responsible and required to perform work duties and tasks efficiently and effectively.

Job Performance and Job Satisfaction

A positive association is found between job performance and job satisfaction (Moonsri, 2018). This relationship is not new and has been analyzed in the past (Pugno & Depedri, 2010). This study indicated that job performance and job satisfaction are positively correlated.

Iaffaldano and Muchinsky (1985) reported a positive correlation among job performance and job satisfaction. A positive correlation among job performance and job satisfaction asserts that the performance of an employee in the workplace influences the employees' self-esteem (Judge et al., 2001). Moreover, Scholar concluded that neither job performance nor turnover have any relationship with job satisfaction. Kornhanuser and Sharp (1976), in an attempt to observe the relation among job performance and job satisfaction in the industrial sector, have conducted approximately thirty different research studies.

Furthermore, another study reported that a crucial relationship exists between productivity and job satisfaction. This study emphasized that employee performance results in more effort due to the perceived expectancy. Therefore, increased effort results in effective employee performance which in turn contributes to job satisfaction. Mahmood et al. (2016) concluded in this study that the efforts of an employee can be influenced by job satisfaction, and they further argued that the possibility of improving the level of job satisfaction is facilitated by an increase in the chances for receiving rewards for performance.

Bae et al. (2010) confirmed the existence of a positive association between employees' job performance and job satisfaction. Meanwhile, another study suggested that there exists some association among employee performance and job satisfaction in East Asian hospitals (Bae et al., 2010).

Coomber & Barribal (2007) discussed that employees who have a higher job satisfaction level, work better and show willingness to acquire new skills that could help them to get a promotion. Porter (1991) also supported this argument, suggesting that a positive work attitude and higher motivation leads to higher employee performance. Therefore, in light of above discussion, the following hypothesis is proposed:

H1: Job satisfaction is in a significant relationship with the Job performance

Job satisfaction, Job Performance and Organizational Commitment

A strong and significant association is expected to exist among job performance and organizational commitment (Mahmood et al., 2016; Mungwari, 2018). It was further suggested that dedicated employees contribute more in organizations, since they perform and behave in order to achieve organizational goals and objectives. Additional emphasis was placed on the role of organizational commitment, as this can greatly affect the job performance of an employee.

The findings of Fink (1992) revealed that employees who possess high commitment levels towards their job, working peers and working organization will consistently have excellent performance. As the basis of his research, Fink (1992), developed an interactive model which consists of three assumptions. Firstly, it is assumed that favourable administration practices in a workplace result in an effective compensation structure and organizational commitment. Secondly, Fink (1992) assumed that an effective compensation structure will boost organizational commitment and competencies amongst employees. Thirdly, it is assumed that organizational commitment strengthens the efficiency of the employees.

A significant association between job performance and organizational commitment was found by Nomakhuze (2008) in South African agricultural companies. Moreover, another study analysed how employee's job performance is affected by organizational commitment in the Malik Bank (Negin, Omid, & Marnani, 2013). This study concluded that the dimensions of organizational commitment i.e. normative, continual, and affective, were found to have a significant direct association with employee job performance.

Qaisar, Rehman, & Suffyan (2012) and Murshed (2018) observed the impact of organizational commitment towards work on the job performance of employees by employing the data of Pakistan Police Officers, The results showed that the dimensions of organizational commitment both independently and jointly are responsible for predicting the job performance of police officers. Therefore, the study proposed the following hypotheses:

H2: Job satisfaction is in a significant relationship with organizational commitment.

H3: Organizational commitment is in a significant relationship with the job performance.

H4: Organizational commitment mediates the relationship between job satisfaction and job performance.

Job Performance and Perceived Organizational Support

A limited set of literature is available on the relationship between employee job performance and perceived organizational support. Although, the researcher concluded in their study that the recognition of perceived organizational support is linked to employee job performance. Similar findings were obtained in a study, where it was suggested that there was positive impact of perceived organizational support on the job performance of bank employees in Iran.

Moreover, a positive correlation is found amongst employee job performance and perceived organizational support, in a study involving a police patrolling team from an Eastern state police department in the U.S.A. Additionally, Eisenberger et al. (1986) quantifies the relationship between extra-role performance and perceived organizational support. Furthermore, a result of meta-analysis reported that perceived organizational support has a moderate association with extra-role behaviours, and a positive association with an employee's job performance (Rhoades & Eisenberger, 2002; Musa, Abdullahi & Baba, 2017).

Another meta-analysis involving 167 research studies reported that contextual performance has a moderate, and task performance has a positive, impact on perceived organizational support. Moreover, according to Ringle, Sarstedt, and Schlittgen (2009), perceptions of the supervisor, i.e. supervisors' concerns regarding well-being, and their valued contribution, were found to have a positive association with the perception of the subordinates' support from the supervisor, leading to extra-role and in-role performance. Thus, the following hypotheses are proposed on the basis of above discussion:

H5: Perceived organizational support is in a significant relationship with the job performance.

H6: Perceived organizational support moderates the relationship between job satisfaction and job performance.

Theoretical gap

In general, literature gaps refer to the piece or areas in research literature that have not yet been explored or are under-explored. In this particular instance, there is limited literature or research that focuses on local government educational institutions in Thailand. The general public have high expectations for the job performance and service delivery of their local government authorities. As explained by Ringgold, Barf, George, Sutton, and Opp (2013) in their study, people care about public services. This is because local government services offer the most widely recognized interface between the local community and the state, and their job performance shapes the public's sense of trust in the government as a whole.

Phang (2008) emphasized that the educational institutes in Thailand experience difficulties in meeting the demands of a changing worldwide environment and the high expectation from the community. Nowadays, the public has become more aware of the inability of the local government to deliver what they want. There is an inconsistency between demand and supply, both in service delivery and in the perceptions of the performance of educational institutes in Thailand. However, there has been little research conductors on factors such as job satisfaction, organizational commitment, and perceived organizational support that may influence the job performance of educationists in the context of educational institutes in Thailand.

Methodology

The nature of current study is descriptive and correlational. The descriptive part of the study involves exporters profiles and ratings of the subject matter, whereas, the correlational part involves the relation among export performance and international marketing programs. The present study is designed on the basis of hypothetico-deductive method, which comprises of seven steps: broad issue or problem identification, stating a problem definition, formulation of hypotheses, data collection, measures determination, data analysis and interpretation.

A deductive approach is the main feature of hypothetico-deductive method, in which a theoretical framework is generally developed and adopted for a practical case. However, the theoretical foundation is developed using relevant prior researches. A quantitative survey approach is also adopted for the present research. This involves identification of the research objectives, developing research design, formulating a valid and reliable instrument of research, conducting a survey, data collection/analysis, data interpretation and a report of the findings of the research.

This is a cross-sectional study. An email questionnaire was designed to collect data for testing the formulated hypotheses. The purpose of choosing this method is that it can cover a wide geographical area in a timely manner and at a minimal level of cost. It is a field study which is conducted in a natural setting, however, in the case of a correlational study, the research is carried out in a natural environment, with the occurrence of events existing without the interference of any researcher. Therefore, the survey was conducted for the generalization of outcomes and has higher validity because the questions from the questionnaires were directly addressing the items.

Results

The present study employed the Structural Equation Modelling (SEM) for the data analysis. SEM has an ability to simultaneously undertake linear and multiple regressions, assuming that data evaluation is done without any errors. SEM includes both factor analysis and multiple regression, Hair, Anderson, Babin, and Black (2010) suggested that SEM can also effectively and separately estimate the multiple regression equations concurrently. For data collection, the study employed a cluster sampling technique and the sample size is calculated using Gay and Diehl's (1992) five-technique approach. Firstly, a total population and population sample size is estimated using a Krejcie and Morgan (1970) table. The estimated population size is 310. According to Hair Jr, Hult, Ringle, and Sarstedt (2016) SEM is the most common and powerful tool in social sciences, as it can simultaneously handle multiple relations at a time. Although, in the past, many researchers have stressed the use of AMOS, which is a co-variance-based technique. However, in comparison to CB-SEM approach, PLS-SEM has distinctive methodological features and is a better option than CB-SEM.

As discussed above, SEM is the most appropriate technique among other methods, since it is a much-advanced method that provides answers that could not otherwise be achieved through a simple multiple regression. The PLS approach is also appropriate when structural modelling is employed solely to make predictions and obtain explanations about the constructs. Thus, the present study employed a PLS-SEM technique for its flexibility, smaller sample size demand, and effective handling of the multiple structure modelling. Furthermore, the model includes the reflective and formative constructs.

The aim of this study is to consider prediction among the constructs. Therefore, the SEM-PLS approach includes the structural model or the outer model, and the measurement model or the inner model. The model estimation involves consideration of different criterions: validity, reliability, and structural model variance. The items of the model were dynamic, therefore, it is assumed that there will be a strong correlation among the variables which were used to form a construct. For validation of the measurement model, confirmatory factor

analysis is used. During the measurement model estimation, each model element has been observed separately using a structural, formative, and reflective modelling.

Figure 1. Measurement Model

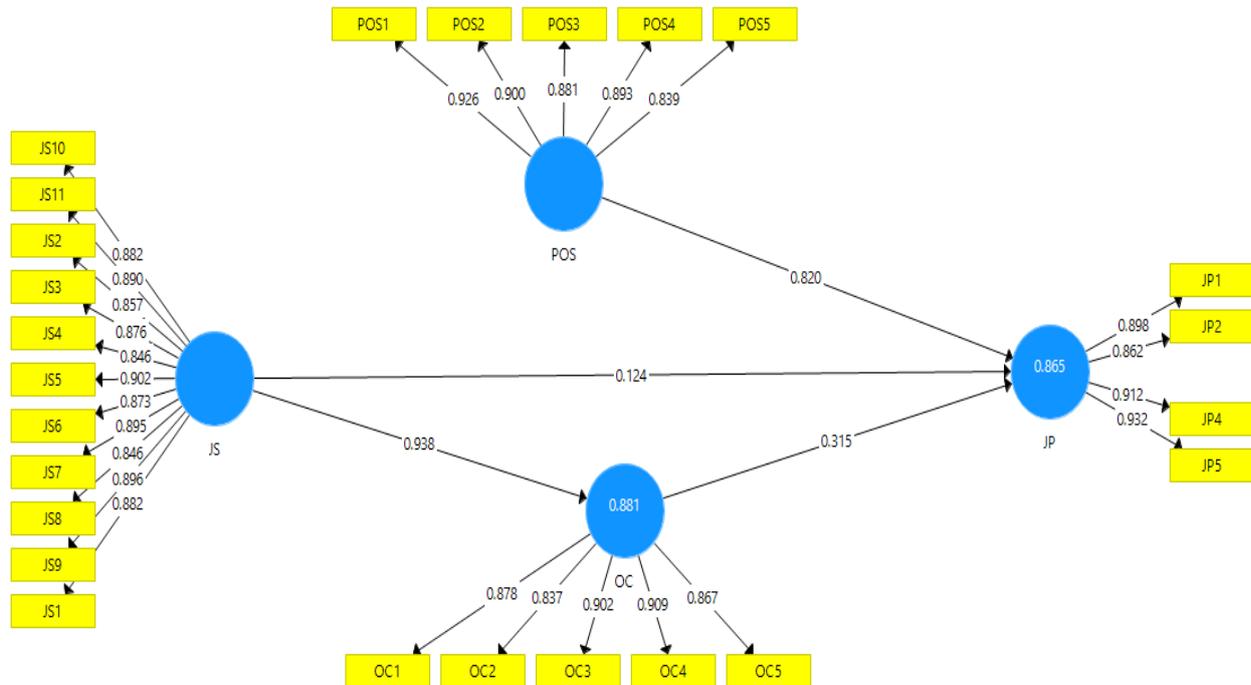


Table 1: Outer Loadings

| | JP | JS | OC | POS |
|------|--------------|--------------|--------------|-----|
| JP1 | 0.898 | | | |
| JP2 | 0.862 | | | |
| JP4 | 0.912 | | | |
| JP5 | 0.932 | | | |
| JS10 | | 0.882 | | |
| JS11 | | 0.890 | | |
| JS2 | | 0.857 | | |
| JS3 | | 0.876 | | |
| JS4 | | 0.846 | | |
| JS5 | | 0.902 | | |
| JS6 | | 0.873 | | |
| JS7 | | 0.895 | | |
| JS8 | | 0.846 | | |
| JS9 | | 0.896 | | |
| OC1 | | | 0.878 | |

| | | | | |
|-------------|--|--------------|--------------|--------------|
| OC2 | | | 0.837 | |
| OC3 | | | 0.902 | |
| OC4 | | | 0.909 | |
| OC5 | | | 0.867 | |
| POS1 | | | | 0.926 |
| POS2 | | | | 0.900 |
| POS3 | | | | 0.881 |
| POS4 | | | | 0.893 |
| POS5 | | | | 0.839 |
| JS1 | | 0.882 | | |

Internal consistency measures the result's consistency between the same test items. It determines whether the items that were employed for measuring the construct bring similar outcomes (Binz, Hair Jr, Pieper, & Baldauf, 2013). Thus, the present study assessed the internal consistency reliability through a CR examination. The Cronbach alpha assumes equal factor loading for the construct, but CR does not do the same. The range for CR is 0 to 1; however, according to Henseler, Ringle, and Sinkovics (2009), the value should not be below 0.60, where 0.70 and above are considered as desirable and suitable. Similarly, the value of CR between 0.6 and 0.7 is said to be an average consistency, and the value which lies between 0.7 and 0.9 is considered to be more adequate and reasonable (Nunnally & Bernstein, 1994). According to Henseler et al., (2009), convergent validity is defined as the extent that measures of the same constructs having theoretical correlation are actually correlated. Thus, convergent validity explains the correlation level between the measures of the same construct. With respect to convergent element identification during construct measurement, the average variance extracted is usually employed, whose value must not be below 0.5 (Henseler et al., 2009). The 0.5 value for the AVE denotes convergent validity. The latent construct shows the convergent validity at an adequate level and also explain the indicators variance (Binz et al., 2013).

Table 2: Reliability

| | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance Extracted (AVE) |
|------------|-------------------------|--------------|------------------------------|---|
| JP | 0.906 | 0.920 | 0.926 | 0.677 |
| JS | 0.966 | 0.967 | 0.970 | 0.767 |
| OC | 0.948 | 0.949 | 0.955 | 0.661 |
| POS | 0.950 | 0.952 | 0.959 | 0.770 |

The reliability index must have a value equal or above 0.70. The outer and cross-loadings for the present study came out as the same. However, the existence of correlation between the

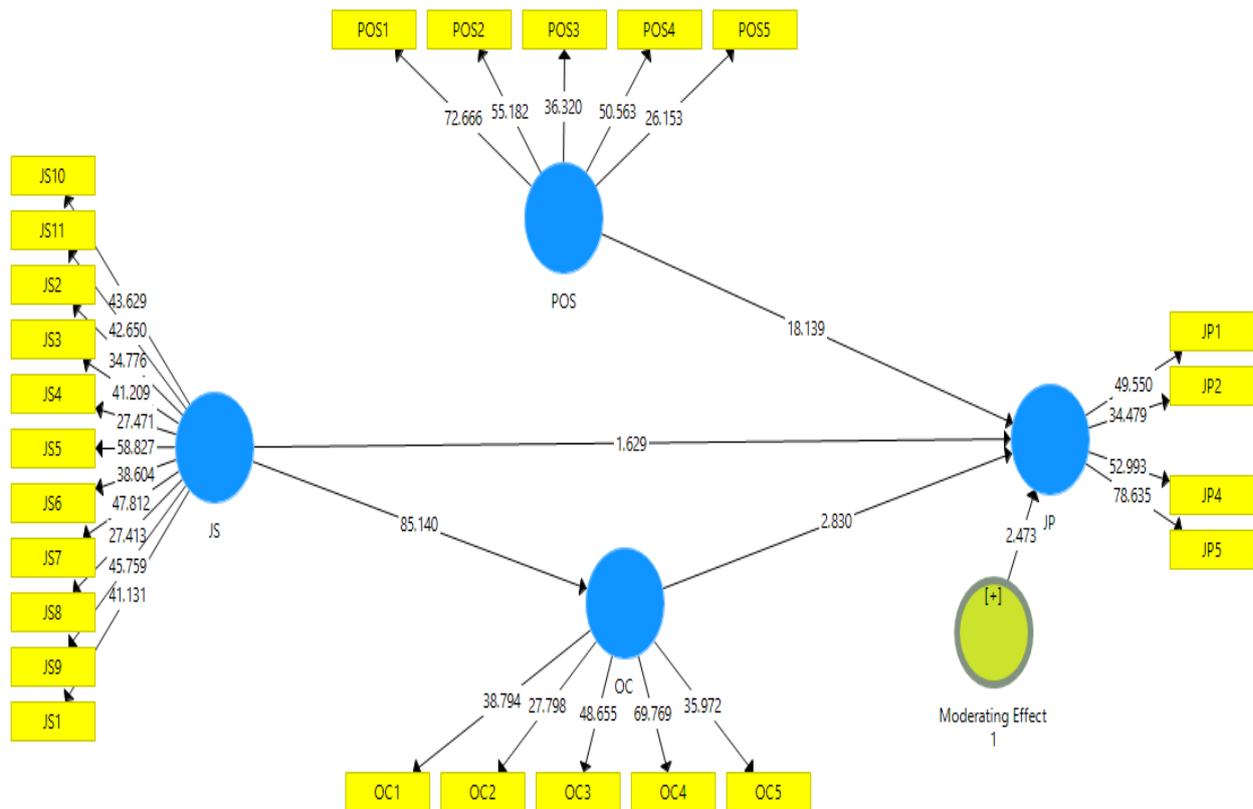
items of the constructs is observed through the cross loadings. Additionally, the discriminant validity existing among the constructs and variables is presented in Table 3 below.

Table 3: Discriminant Validity

| | JP | JS | OC | POS |
|-----|-------|-------|-------|-------|
| JP | 0.899 | | | |
| JS | 0.699 | 0.876 | | |
| OC | 0.861 | 0.872 | 0.913 | |
| POS | 0.891 | 0.707 | 0.905 | 0.878 |

The measurement model for the study is estimated by examining the validity, reliability, and structural model estimation through the structural paths among the dependent, moderating, and independent variables. The structural model of SEM-PLS assesses the direct and indirect effects caused by the variables. The structural model of the study is stated below:

Figure 2. Structural Model



To assess the indirect impact of a moderator, the level of moderation is calculated. Furthermore, a bootstrap analysis was used to identify the strength of association. For this purpose, 1000 bootstrap samples were taken. The p-value was found to be significant at 5%.

All hypotheses have shown p-values of less than 0.05, thus indicating acceptance of the formulated hypotheses. The outcomes of the effects of moderation for both hypotheses, have shown significant values for p and t. The t values came out to be higher than 1.96 and p values were also above the threshold level i.e. 0.05. Thus, the six hypothesis, four direct, and two indirect are accepted.

Table 4: Direct relationships

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics ((O/STDEV)) | P Values |
|-----------|---------------------|-----------------|----------------------------|--------------------------|--------------|
| JS -> JP | 0.136 | 0.145 | 0.048 | 2.816 | 0.005 |
| JS -> OC | 0.938 | 0.939 | 0.011 | 85.140 | 0.000 |
| OC -> JP | 0.324 | 0.333 | 0.114 | 2.830 | 0.005 |
| POS -> JP | 0.833 | 0.825 | 0.046 | 18.139 | 0.000 |

Table 5: Moderating effect of perceived organizational support

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics ((O/STDEV)) | P Values |
|---------------------------|---------------------|-----------------|----------------------------|--------------------------|--------------|
| Moderating Effect 1 -> JP | 0.043 | 0.044 | 0.017 | 2.473 | 0.013 |

Table 6: Mediating effect of organizational commitment

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics ((O/STDEV)) | P Values |
|---------------|---------------------|-----------------|----------------------------|--------------------------|--------------|
| JS -> OC-> JP | 0.298 | 0.296 | 0.086 | 3.477 | 0.001 |

In structural modelling, the predictive power for the endogenous variable is explained by the R^2 . The path coefficient is said to be insignificant if its value turns out to be 0. The R^2 ranges are between 0-1, where 0 indicates the level of zero accuracy in prediction and 1 shows greater predictive accuracy. The R^2 values i.e. 0.75, 0.50, & 0.25 signify a substantial, moderate, and weak predictive power, respectively. For the current study, the R^2 value is 0.810 and 0.761.

Table 7: R-Square

| | R Square |
|-----------|-----------------|
| JP | 0.865 |
| OC | 0.881 |

Conclusion

This study offers several potential contributions to the understanding of the interconnection between employee's job satisfaction, organizational commitment, perceived organizational support and their job performance. This research provides insight into the impact of job satisfaction, organizational commitment and perceived organizational support toward their job performance in the organization. In this context, people are considered the most important asset in an organization. For this reason, the effectiveness of an organization relies heavily on their employee's performances and this is especially important for Thai educational institutions. Whereby they must ensure that they have the capability to motivate and guide their employees to achieve their objectives' and goals'.

This study emphasized that employee performance results in more effort due to perceived expectancy. Therefore, more effort should be made to achieve effective employee performance, which in turn contributes to job satisfaction. This study finds that the dimensions of organizational commitment (normative, continual, and affective) have a significant direct association with employee job performance.

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