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Addressing the issue of job performance among hospital physicians in Pakistan: The role of job security, organizational support, and job satisfaction

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Abstract

Purpose: The success of any organization is highly dependent on how it attracts, recruits, motivates, and retains a high-performing workforce. The reason is that performance as a phenomenon is closely related to aspects of effectiveness, knowledge management and quality from one side and to management, financing and development of the organization from the other. Especially for hospital physicians, job performance issues are inextricably linked to patient safety. Explaining the factors that influence employee performance remain a fundamental question for human resources management practitioners. The literature shows that a large number of factors influence job performance such as satisfaction from the profession, work environment, compensation policies, quality of work life, ability, effort, motivation, attitude, personality, and competence. This study looked at selected employee related factors, namely job security, organizational support, and job satisfaction. The purpose of this study is to examine the effect of job security and organizational support on hospital physician's job performance and the mediating role of job satisfaction on these relationships.

Methods: A cross-sectional quantitative approach was employed for this study. Hospital physicians working in public

and private hospitals of Pakistan were selected. The sample comprised of 361 hospital physicians who were approached using the self-administered technique. To outline and explain the relationship of job security and organizational support with job performance and how job satisfaction could mediate these relationship, the data were analyzed using partial least squares-structural equation model (PLS-SEM).

Results: The results indicated that job security and organizational support positively affected job performance of hospital physicians. Moreover, job satisfaction mediated the link between job security and job performance as well as between organizational support and job performance.

Conclusions: We conclude that by providing job security and organizational support to hospital physicians, their job performance can be boosted. Physician satisfaction impacts physician behavior and, consequently, the quality of medical care. Physician satisfaction needs to be measured and monitored to improve working conditions and increase employment stability in the healthcare sector. Due to the health workforce crisis, knowledge regarding physician satisfaction and job security is essential to healthcare managers and policy makers for more effective human resources management.

KEYWORDS

job performance, job satisfaction, job security, organizational support, social exchange theory

1 | INTRODUCTION

Robust employee outcomes are crucial for the proactive achievement of organizational goals. Notably, hospital physicians have reported to be not contented and pleased with the policies, practices, and other employee concerned organizational components, offered by public and private hospitals in Pakistan (Kazmi, 2011). Ghazali, Shah, Zaidi, and Tahir (2007) had empirically quoted that numerous organizational and personal factors have been hindering the hospital physicians' performance at work. The author further mentioned that there had been severe strikes over the past decades in different parts of Pakistan by hospital physicians, protesting for organizational support and security concerns. According to the survey report by Saeed and Ibrahim (2005), one of the major reasons behind inadequate performance and effectiveness of hospital physicians is the lack of organizational support. The report also said that necessary facilities and support, essential for hospital physicians to effectively treat patients is missing which ultimately results in depleting their performance.

This can be understood through the elaborations of (Karatepe & Tekinkus, 2006; Spinks, 2004) that hospital physicians' performance potentially declines when they experience conflict and lack of support features from

their organization, respectively. Gaines and Jermier (1983) outlined similar problems and challenges affecting job performance of the sampled hospital physicians. Importantly, some of the notable empirical studies have forwarded inconsistent results pertaining to job security and organizational support with job performance. Precisely, there have been very limited studies, outlining how such factors could influence the job performance of hospital physicians in Pakistan as majority of them have been in context of other geographical locations (Ashford, Lee, & Bobko, 1989; Davy, Kinicki, & Scheck, 1991).

In Pakistan, health workers in general and physicians in particular are not satisfied with the current jobs and they tend to perform poorly due to a lot of problems. In general, Pakistan has struggled to counter the scarcity of resources, along with underproductivity, maldistribution, migration, and social threats to health workers and despite given much attention to increasing the number of doctors and medical schools it still falls well short of international recommendations (Abdullah et al., 2014). With approximately 6,800 medical students graduating annually, the number of younger physicians is expected to rise in the coming years. Nevertheless, this age group has a greater chance of migrating to a developed country or from rural to urban areas. In Punjab, physicians to population ratio is even worst around $<0.2/1,000$ population that is further burdened by around 100–1,500 physicians leaving the country annually (Abdullah et al., 2014).

In Pakistan, at least 5000–6000 doctors have left the country in the last 5 years, although this figure is believed to be an underestimation due to limited availability of data (Shah, Zaidi, Ahmed, & Rehman, 2016). Physicians are eager to seek out opportunities to further their training, earn higher salaries, work in more stable environments, and take advantage of career opportunities that exist in urban settings or developed countries. The country has a physician to population ratio of 0.473–1,000 (Shah et al., 2016); and is much less in rural areas of Pakistan given that 60% of medical graduates have the ambition to migrate out of the country for better opportunities. More than 1,100 physicians migrated out of the country out of an estimated 5,400 graduates in 2006 and such brain drain is projected to further escalate in future (Malik, Yamamoto, Soares, Malik, & Sauerborn, 2010). On the ground of these evidences, the current study aimed to investigate how job security and organizational support can influence job performance of hospital physicians in Pakistan? Moreover, drawing upon the suggestions of Wood, Veldhoven, Croon, and Menezes (2012) whereby the authors have underlined that there exist a potential of numerous individual and organizational factors (such as job satisfaction) to act as a mediator in the relationship of job performance with related factors. While testing social exchange theory (Homans, 1958), the current study also tested how job satisfaction could mediate relationship between job security and job performance and organizational support and job performance.

2 | LITERATURE REVIEW

2.1 | Job performance

In simple organizational explanations, job performance refers to how an employee performs at work. In the view of (Ainsworth & Smith, 1993; Bartram, Robertson, & Callinan, 2002; Bernardin & Beatty, 1984), the performance can be elaborated as the outcome of a certain position or role in the company. Keeping this in view, the collective output of an organization can be referred to as its total outcome (performance). Accordingly, some of the authors (Bartram, Kurz, & Bailey, 2000; Campbell, McCloy, Oppler, & Sager, 1993; Golden & Veiga, 2018; Howladar, Rahman, & Uddin, 2018; Robertson, Callinan & Bartram, 2002; Schmitt & Chan, 1998), view job performance as the sum of behaviors that employees exert within an organization and is directly linked with the organizational objectives. Conclusively, the concept and definition of job performance can be termed as results and outcomes (Ainsworth & Smith, 1993; Bartram et al., 2002; Bernardin & Beatty, 1984; Shooshtarian, Ameli, & Amini-Lari, 2013).

Job performance literatures dates back to 1900s, when Frederick Taylor (1911) argued that organizations could increase worker performance by identifying and standardizing the most efficient movements needed to

perform a task (Taylor, 2004). Job performance is considered as the most critical factor for businesses to achieve their objectives, regardless of scope and nature (Lin, Lamond, & Yang, & Hwang, 2014). It is inevitable for businesses to strategize their operations, work resources, and procedures in such a manner that they collectively facilitate employees' job performance to attain organizational goals (Odle-Dusseau, Britt, & Greene-Shortridge, 2012). Empirical investigations have underlined several individual and organizational factors influencing job performance such as leadership style (Breevaart, Bakker, Demerouti, & van den Heuvel, 2015; Buckman, Crawford, LePine, & Zhang, 2015; Chu & Lai, 2011), social responsibility (Korschun, Bhattacharya, & Swain, 2014; Shin, Hur, & Choi, 2018), learning and development (Dysvik & Kuvaas, 2008; van de Brake, Walter, Rink, Essens, & Vegt, 2018), social support (Schreurs, Hetty van Emmerik, Günter, & Germeys, 2012), job characteristics (Chu & Lai, 2011), and psychological capital (Ahn, Lee, & Yun, 2018; Alessandri, Consiglio, Luthans, & Borgogni, 2018; Peterson, Luthans, Avolio, Walumbwa, & Zhang, 2011; Sun, Aryee, & Law, 2007).

This leads to the conclusion that job performance can be significantly influenced by managerial, social, personal, and work-related components. Majority of practitioners and academicians have directed their empirical investigations on job performance on private sector enterprises that are largely profit driven and thus, dependent upon employee job performance. The public sector however has been undergoing a series of reforms since the 1990s, with increased performance being one of the main objectives (Osborne & Gaebler, 1992). Accordingly, empirical studies have outlined a considerable role of some job characteristics in specific in fostering job performance such as job security (Miller, Erickson, & Yust, 2001).

2.2 | Job security and job performance

Notable empirical attention has been given to the notion of job security and how it can considerably influence employee outcomes and behaviors. Particularly, research studies have also underscored a positive relationship between job security and job performance. Wise (1975) has argued that job security is a crucial organizational component that underlines the considerable disparity toward work outcomes. Accordingly, meta-analysis report by Rhoades and Eisenberger (2002) have referred job security as a mature organizational support element that undoubtedly enhances job performance. Similarly, Probst, Stewart, Gruys, and Tierney (2007) empirically found job security negating the impact of counterproductive behaviors, thus, enhancing job performance. Similar results are reported in the work of Loi, Ngo, Zhang, and Lau (2011), where job security positively influenced job performance among full-time employees. The findings of the aforementioned empirical studies highlight the idea that when employees view that the organization provides work security; this ultimately boosts employees' willingness for enhanced job performance. The findings also underline that job security is a significant organizational support element due to which it also pin points its focus and importance in the eyes of top management. This is further evident in more recent work (Bakker & Demerouti, 2018; Gallie, Felstead, Green, & Inanc, 2017; Lu, Du, Xu, & Zhang, 2017; Shoss, 2017).

On the contrary, empirical literature also underlines an insignificant relationship between job security and job performance, for instance, empirical investigation by Staufenbiel and König (2010) found an insignificant impact of job security on 136 German employees. In the similar fashion, Sverke and Hellgren (2002) and Ashford et al. (1989) also reported an insignificant relationship between the two elements. This inconsistency in empirical investigation recommends further attention across different occupational settings. Alongside to this, it is important to note that some organizational scientists have argued to forward reasons behind these inconsistent results. For instance, Jex (1998) suggests that one potential reason behind these varying results may be due to general conceptualization of performance terms and its associations with numerous performance types.

Conclusively, it can be forwarded that job security occupies prominent position when it comes to employee outcomes including job performance. Yet, to what extent the element of job security can be robust in enhancing it requires further investigation. Moreover, Loi et al. (2011) has also empirically recommended for further empirical attention on this relationship. Keeping mixed findings (Ashford et al., 1989; Jex, 1998; Loi et al., 2011; Probst et

al., 2007; Rhoades & Eisenberger, 2002; Staufenbiel & König, 2010; Sverke & Hellgren, 2002; Wise, 1975) in view, we propose the following hypothesis:

H1: There will be a positive relationship between job security and job performance.

2.3 | Organizational support and job performance

Organizational support refers to the general view of employees related to what extent their organization acknowledges, appreciates, and cares about their well-being at work (Eisenberger, Huntington, Hutchinson, & Sowa, 1986, p. 501). More recent work has paid attention over the importance of these constructs (Refer e.g., Guan & Frenkel, 2018; Harris & Kacmar, 2018; Abou Hashish, 2017; Kim, Hur, Moon, & Jun, 2017; Kurtessis et al., 2017; Neves, Mesdaghinia, Eisenberger, & Wickham, 2018) Popular literature on organizational support and job performance suggests positive relationship the two. For instance, study by Eisenberger, Fasolo, and Davis-LaMastro (1990) empirically found a significantly positive relationship between organizational support perceptions and job performance. Accordingly, Gillet, Colombat, Michinov, Pronost, and Fouquereau (2013) investigated the direct and mediation impact of organizational support on job performance and found positive in both respective relationships. Furthermore, on a field sample of 128 respondents, Randall, Cropanzano, Bormann, and Birjulin (1999) found a significant influence of organizational support on job performance. The study further concluded that organizational support dominantly enhances work attitudes which enable employees to advance their job performance. Additionally, Rich, Lepine, and Crawford (2010) found a significant influence of organizational support on the job performance of 245 firefighters. The study found that support features from organizations boosts confidence and motivates employees to give their best in return. Similar results were reported by Miao (2011), showing a positive and significant relationship between organizational support perceptions and job performance.

It is important to note that, organizational support has also been tested as a moderator psychological contract and job performance relationship (Conway & Coyle-Shapiro, 2012), and between employee development and job performance (Buch, Kuvaas, & Dysvik, 2010). Interestingly, Chiang and Hsieh (2012) studied on a sample of 513 Taiwanese hotel employees to explore the relationship between organizational support perceptions and job performance in a mediation model. The study found no positive effect of organizational support on job performance.

H2: There will be a positive relationship between organizational support and job performance.

2.4 | Mediating role of job satisfaction

Drawing upon social exchange theory (Homans, 1958) that explains the psychological and sociological perspective of individuals at work; it suggests that employees that experience sufficiency of work enabling factors experience the obligation to reciprocate accordingly. Based on the theory, it is argued that when employees experience support from organization with job security, they will feel more obligation to positively contribute toward their job roles. The idea of job satisfaction is mature; yet, the organizational scientists find it difficult to assign a universal definition to the concept (Aziri, 2011). Job satisfaction refers to feeling of people about their job and its various aspects. It defines the extent to which people appreciate and acknowledge their jobs and vice versa (Spector, 1997). In the views of Hoppock (1937), job satisfaction is a blend of physiological, psychological, and environmental afflictions that may potentially drive an individual to satisfaction with the job. More recent studies have highlighted importance of the job satisfaction affecting job performance in several aspects, for example, Yousef, (2017) investigated commitment and satisfaction with employees attitudes toward organizational change. Similarly, other researchers, in more recent times, have also considered job satisfaction as an important construct (Refer e.g., Alessandri, Borgogni, & Latham, 2017; Gul, Usman, Liu, Rehman, & Jebran, 2018; Huo & Boxall, 2018).

Notable studies have found a significant relationship between job security and job performance (Artz & Kaya, 2014; Yousef, 2017) organizational support and job performance (Gutierrez, Candela, & Carver, 2012;

Tang, Siu, & Cheung, 2014). However, recently Ahmed (2015) while investigating HR practices and job satisfaction found an insignificant relationship between job security and job satisfaction. Since the preceding paragraphs outline mixed findings between job security and job performance (Ashford et al., 1989; Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002; Jex, 1998; Loi et al., 2011; Probst et al., 2007; Staufenbiel & König, 2010; Sverke & Hellgren, 2002; Wise, 1975) and organizational support–job performance (Chiang & Hsieh, 2012; Conway & Coyle-Shapiro, 2012; Eisenberger et al., 1990; Gillet et al., 2013; Randall et al., 1999; Rich et al., 2010); this has encouraged the researchers to further examine the relationship by introducing a mediating variable. When employees perceive that their organizations care for their well-being and give importance to their inputs, they perform better due to high level of work engagement and organizational identification. However, in order to perform better under organizational support, it is reasonable to argue that employees need to be satisfied with the job. Wood et al. (2012) suggests that various individual and organizational elements and their relationship with job performance can be mediated by job design. On the premise of this, the literature leads to the view that inconsistent relationships require further empirical attention. The literature sheds light there could be job components that could help to statistically understand these relationships and how they could be improved and enhanced in order to employee performance. Therefore, the research tested the mediation as follows:

H3: Job satisfaction mediates the relationship between job security and job performance.

H4: Job satisfaction mediates the relationship between organizational support and job performance.

3 | METHODS

3.1 | Procedure and participants

Population of this study is comprised of hospital physicians working in both public and private hospitals in the Punjab and Baluchistan Provinces of Pakistan. Punjab was selected because it is the largest province of Pakistan in terms of population and due to limited number of hospitals for a large population, physicians always face challenges to deliver quality care to a huge influx of patients. On the other hand, Baluchistan is the largest province of Pakistan in terms of area. There are a few hospitals in Baluchistan and working conditions are not ideal due to the lack of basic amenities as well as law and order situation (Shah et al., 2016).

Following ethics approval from both the hospital and supporting university human ethics committees, data were collected from physicians working across all wards/departments of selected hospitals in Pakistan. Appropriate ethical guidelines on human research were followed; the work was reviewed and approved by an Institutional Review Board (IRB) according to NIH regulations relating to research involving human subjects; and that written informed consent was obtained from all subjects as approved by the IRB. Participants' voluntary and confidential return of their questionnaires was treated as informed consent. They were assured that participation in this study was voluntary and anonymous and declining to participate would not have any impact on their work and life. All data were held secure, confidential, and accessed only by the research team. According to Pakistan Medical and Dental Council (PMDC), there are 83,338 registered hospital physicians working in these two provinces (Council, 2015). For the present study, the total population was segregated geographically, 5,447 for Baluchistan and 77,891 for Punjab. Following on this, simple random sampling technique was used for primary data collection due to homogeneity and heterogeneity in the job roles and characteristics of the hospital physicians. Random numbers tables were generated to select the target sample for the study, respectively (Leedy & Ormrod, 2005). As per Krejcie & Morgan's (1970), table outlining the sample size from the given population, the sample size for 83,338 should be 361 respondents. In doing so, self-administered questionnaire approach was used for first-hand data collection as the approach is empirically found to be significant in collecting data from larger audience pool that potentially cannot be interacted on one to one basis (Keeter, 2005; Tanur, 1982). After excluding the incompletely filled questionnaires with more than 70% missing values and deleting outliers, the

number of valid questionnaires for used for this study accounted to 275. The demographic representation of the respondents has been provided in Table 1.

3.2 | Measures

Job performance was measured through six items developed by Rehman (2011). The items measure the extent to which physicians agree that they perform better or worse in their jobs. Job security was assessed by six items by Kraimer Wayne Liden and Sparrowe (2005). Moreover, organizational support was assessed through five items by Eisenberger et al. (2002), and job satisfaction was measured through seven items by Rehman (2011). A 7-point Likert scale was used, 1 referring to strongly disagree and 7 to strongly agree.

TABLE 1 Demographics

Item	Frequency	Percentage
Gender		
Male	185	67.3
Female	90	32.7
Age		
20–24	05	1.80
25–29	93	33.8
30–34	86	31.2
35–39	42	15.2
40 and above	49	17.8
Marital status		
Single	139	50.5
Married	136	49.5
Qualification		
MBBS	275	100
Job tenure		
Less than a year	0	0.00
1–5 years	157	57.0
6–10 years	86	31.2
11 and above	32	11.6
Department		
Dermatology	19	6.9
Gastro	78	28.3
Gynecology	35	12.7
Surgery	81	29.4
Oncology	11	4.0
Anastasia	07	2.5
Cardiology	13	4.7
Nephrology	11	4.0
ENT	15	5.4
Radiology	04	1.4
Neurology	01	0.4

TABLE 2 Measurement model

Latent variable	Item	Loadings	AVE	CR
Job performance	JP1	0.676	0.53	0.846
	JP2	0.887		
	JP3	0.820		
	JP5	0.600		
	JP6	0.611		
	Job satisfaction	JS1		
	JS2	0.567		
	JS3	0.676		
	JS4	0.728		
	JS5	0.841		
	JS6	0.815		
	JS7	0.670		
Job security	JSEC1	0.640	0.514	0.84
	JSEC4	0.752		
	JSEC5	0.763		
	JSEC6	0.680		
	JSEC7	0.742		
Organizational support	OS1	0.651	0.516	0.839
	OS4	0.788		
	OS5	0.524		
	OS6	0.841		
	OS8	0.745		

4 | FINDINGS

4.1 | Partial Least Squares path modeling

We used structural equation modeling (SEM) through partial least squares (PLS) to test the hypothesis. PLS-SEM is a variance-based technique which is useful for the assessment of structural path models. This approach offers numerous advantages including the potential to deal with both small and large samples and can also forward robust results in exploratory research, aiming to test and validate a research model(s) (Hair, Ringle, & Sarstedt, 2011; Hair, Sarstedt, Ringle, & Mena, 2012; Henseler, Ringle, & Sinkovics, 2009). In a scenario, when the research model and its settings are exploratory in nature, they require soft modeling approach (Hair et al., 2012). On the ground of these elaborations, we employed PLS-SEM approach. Accordingly, a two-step analytical approach was applied in this study where, the measurement model was assessed followed by the assessment of structural model (Hair et al., 2012; Hulland, 1999). The Smart PLS 3.0 was used for analysis of the data (Ringle, Wende, & Becker, 2015).

4.2 | Measurement model results

We assessed the measurement model of all the latent variables for reliability, convergent validity, and discriminant validity before testing the proposed hypothesis. The score provided in Table 2 were obtained from the analysis of

measurement model. Based on the values, provided in Table 2, it is evident that all the loadings were greater than the suggested threshold of 0.5 (Barclay, Higgins, & Thompson, 1995; Chin, 1998). The threshold for average variance extracted (AVE) is 0.5 (Bagozzi & Yie, 1988). Accordingly, the composite reliability should be of a minimum value of 0.7 (Hair, Hult, Ringle, & Sarstedt, 2013). Therefore, we conclude that the present study has achieved reliability and convergent validity. The discriminant validity was assessed following the recommendations of Fornell and Larcker (1981). According to them, the AVE of each construct should be greater than the correlations among all constructs of the model. The results in Table 3 suggest that all the constructs meet the criterion for discriminant validity.

4.3 | Predictive power of the model

We assessed the R^2 in order to determine the predictive strength of the model. In doing so, we used PLS Algorithm function in Smart PLS 3.0. The R^2 was computed for job performance (0.379) and job satisfaction (0.222). Looking at the international and industrial research perspectives, the obtained R^2 values are greater than the acceptable threshold of 0.1 (Fornell & Larcker, 1981). Next, we obtained the effect size using f-square option in PLS algorithm. The f-square analysis compliments with R^2 in the total sizes of the impact of specific latent variables upon the dependent variable can be examined (Chin, 2010). The f-square values of 0.02, 0.15, and 0.35 are considered small, medium, and large, respectively (Cohen, 1988). The effect size of job security ($f^2 = 0.072$), organizational support ($f^2 = 0.062$), and job satisfaction ($f^2 = 0.126$) was found small on job performance. Similarly, the effect size of job security ($f^2 = 0.098$) and organizational support ($f^2 = 0.064$) have also resulted small on job satisfaction.

In addition to determining the effect size, we also assessed the predictive relevance of the dependent latent variables using the blindfolding approach in SmartPLS. We computed the Q^2 for cross-validated redundancy (Fornell & Cha, 1994). The scores provided in Table 4 suggest that the Q^2 values for both of the dependent variables are greater than zero. Therefore, it suggests that the model has predictive relevance (Chin, 1998).

4.4 | Structural model results

For the purpose of estimation of structural model, a bootstrapping procedure with 5,000 re-samples was executed to generate the t values for 275 cases (Hair et al., 2012; Hensler et al., 2009) as the bootstrapping technique

TABLE 3 Discriminant validity

Variables	1	2	3	4
Job performance	0.728			
Job security	0.476	0.717		
Organizational support	0.454	0.438	0.718	
Job satisfaction	0.506	0.415	0.382	0.720

Note: The bold values in the table are the square root of AVE.

TABLE 4 Blindfolding results

	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Job-Per	1,375.000	1,120.510	0.185
Sat	1,925.000	1,729.033	0.102

TABLE 5 Path coefficients

Hypothesis	Relationship	Beta	SE	t-statistics	p	Decision
H1	Job-Sec -> Job-Per	0.246	0.065	3.771	0.00	Supported
H2	Org-Support -> Job-Per	0.224	0.067	3.36	0.00	Supported
H3	Org-Support-> Sat-> Job-Per	0.079	0.037	2.158	0.03	Supported
H4	Job-Sec-> Sat-> Job-Per	0.097	0.033	2.965	0.00	Supported

produces more reasonable standard error estimates (Tenenhaus, Vinzi, Chatelin, & Lauro, 2005). Table 5 presents the results of the hypothesis.

The results of Table 5 have indicated that the relationship between job security and job performance is significant ($\beta = 0.246, p < 0.00$); therefore, hypothesis 1 is supported. Moreover, the statistical link between organizational support and job performance has also proved to be statistically significant ($\beta = 0.224, p < 0.00$); hence, hypothesis 2 is also supported.

4.5 | Mediation results

The literature proposes numerous robust approaches toward determining mediations. Among the early advocates are Baron and Kenny (1986, p. 1,176). According to them, "a mediator is a variable that accounts for all or part of the relationship between a predictor and an outcome." The Baron and Kenny (1986) approach for mediation suggests that the direct relationship between proposed independent and the dependent variable in the absence of mediating variable should be significant. However, the recent literature on the topic suggests that it is no longer necessary (Shrout & Bolger, 2002; Zhao, Lynch, & Chen, 2010). For instance, a significant relationship may not be identified because of a small sample size or other extraneous factors such as moderation, or there may not be enough power to predict the effect that in reality exists. The literature on mediation also recommends the use of Sobel test but, it is not appropriate in situations where distributional assumptions do not hold for indirect effect. Additionally, the test also requires unstandardized path coefficients and above all, it lacks statistical power when used with small sample size (Hair, Hult, Ringle, & Sarstedt, 2014, 2016). On the contrary, the bootstrapping approach does not require any distributional assumptions and provides promising results to any length of sample sizes. Therefore, bootstrapping approach is employed to test the mediation in the present study.

Drawing upon the recommendations of Hair et al. (2014, 2016), when the indirect effect in a mediated model is found significant then there exist a mediating effect. Besides this, the authors have additionally advised to look into the confidence intervals, where the range of the confidence intervals should be low and the bias should be small Hair et al. (2014, 2016). In doing so, the indirect link between organizational support and job performance is found significant ($\beta = 0.079, p < 0.00, CIL = 0.016, CIU = 0.157$) and the confidence interval range is small. Therefore, hypothesis 3 is supported and, thereupon, we interpret that the relationship between organizational support and job performance is mediated by job satisfaction. Furthermore, the relationship between job security and job performance is also mediated by job satisfaction ($\beta = 0.097, p < 0.00, CIL = 0.036, CIU = 0.162$); also the confidence interval range is small. Thus, hypothesis 4 is also supported statistically. Based on this empirical evidence it can be implied that, job security and organizational support of hospital physicians can significantly boost their job performance. Interestingly, satisfaction with the job can also foster doctors' performance. According to Judge, Thoresen, Bono, and Patton (2001), there is a critical link between attitudes and behaviors in the relationship between job satisfaction and job performance. Authors have argued that the job satisfaction highly influences the employee attitudes and behaviors toward organization. Hence, employees holding greater level of satisfaction toward their job roles are found to be more productive.

Next, Hair et al. (2014, 2016) have recommended determining the strength of the mediating relationship using VAF. We therefore determined the strength of job satisfaction as a mediator in the relationship between job security and organizational support with job performance by evaluating the Variance Accounted For (VAF) by dividing the indirect effect with the total effect by following Hair et al. (2016). The VAF score for job security–job performance relationship is mediated by job satisfaction is 0.28 which explains mediation of 28%. The VAF scores of <20%, ≤20%–≤80%, and >80%, respectively, suggest no, partial, and full mediation based on which, the link between job security and job performance is partially mediated. Similarly, the relationship between organization support and job performance is partially mediated by job satisfaction as the determined VAF values for this relationship are 0.26, explaining 26% of mediation.

5 | DISCUSSION

In this paper, we studied the direct impact of job security, organizational support, and job satisfaction on job performance. Accordingly, the direct relationship between job security, organizational support, and job satisfaction was also assessed. Additionally, we also attempted to investigate the mediating role of job satisfaction in boosting the relationship between organizational support and job security on job performance. The results of the study support all the direct and mediated relationships. The results of present study are in line with previous studies, supporting the direct and significant link between job security and job performance (Eisenberger, et al., 2002; Loi et al., 2011; Probst et al., 2007), and organization support and job performance (Eisenberger et al., 1990; Gillet et al., 2013; Miao, 2011; Randall et al., 1999). The results of the study suggest that the job satisfaction mediates the relationship between job security–job performance and organizational support–job performance. This is consistent with the suggestions of Wood et al. (2012) that suggested that numerous individual and organizational elements can be prominently mediated by job satisfaction.

Importantly, the present study contributes to the body of knowledge by examining the R^2 values, effect size, and predictive relevance of the model using SmartPLS. The R^2 values have suggested that these variables (job security, organizational support) contribute significantly to job satisfaction and job performance. There is a paucity of studies, assessing, and reporting the effect size of each of these latent constructs. Thus, present study contributes to the existing literature on job satisfaction and job performance by reporting that the effect of each of these latent constructs on the dependent variables (job satisfaction, job performance) is small. Correspondingly, present study has also added to the body of knowledge by assessing the predictive relevance of the model which has not been tested until this.

5.1 | Implications for theory and practice

The present study has addressed notable theoretical, methodological, and practical implications. First, the study provided implications for theory by adding empirical evidence for testing the hypothesized relationship under the domain of social exchange theory (Homans, 1958) which posits that psychological and sociological aspects of people at work and elaborates that individuals experiencing sufficiency at work enabling components, experience an obligation to reciprocate, respectively. Therefore, the present study extended the theory by examining sociological aspects including job security, organizational support with job performance. It additionally enhances the body of knowledge by further investigation of postulated relationship between job security, organizational support, and job performance with the mediating effect of job satisfaction. Importantly, the current study is prominently among the earliest empirical studies, using the latest mediation approach suggested by Hair et al. (2016), which leads toward a significant methodological contribution. This study would potentially direct forthcoming researchers with regards to understanding and application of the latest mediation approach.

These results conclusively suggest that job security, organizational support, and job satisfaction of employees can notably contribute toward their job performance. Accordingly, job security and organizational support also fosters the job satisfaction of employees which in turn boosts job performance. This extends implications for managers and top executives to recognize the imparity of psychological and sociological factors of employees in order to maximize their productivity and performance at work. The results also underscore the strategic importance of organizations to comprehend with the individual employee aspects that can considerably highlight the employee level of performance in their respective job roles. Dissatisfied doctors may be unable to offer a caring and affectionate treatment to their patients; they may also neglect patients due to lack of focus or interest in job. A national study revealed that 26% family physicians in Pakistan were dissatisfied with their profession (Shah et al., 2016). In order to improve job performance of physicians, a pragmatic and institutionally embedded human resource strategy is needed to satisfy and retain physicians at hospital facilities. These call for revisiting the number physicians needed in hospitals, task shifting from physicians to other frontline staff, introducing a mix of incentives and performance checks for physicians, and improving work environment to give them support and care.

5.2 | Limitations and future research

The direct and indirect relationship between job security, organizational support, and job satisfaction with job performance was examined in this study among the hospital physicians of public and private hospitals of Pakistan. On the grounds of social exchange theory, it was argued that the sociological factors contribute significantly toward increasing job satisfaction and job performance. The results have supported the hypothesized relationships; however, further studies may be initiated to investigate the impact of these factors on job performance in other occupational settings. Moreover, the study also encourages organizational scientists to assess the extent to which, factors could add value in boosting job performance in depth.

Although the present study provides much useful insights into the role of sociological factors contributing to job performance, the study is not without the limitations. Initially, the study adopted the cross sectional design due to which, the casual inferences cannot be established. Thus, it is suggested for future potential researchers to investigate the said phenomenon with a longitudinal approach. This will also help to identify the changes occurring over the period of time could be observed. Moreover, the researchers adopted self-reported measure and the literature suggests that these self-reported measures could possibly influence the feelings, attitudes, and behaviors of the participants (Dodaj, 2012; Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Hence, it could cause the social desirability and/or common method variance. The researchers have tried their best for reducing these issues by improving each of the items of the adopted scale and ensuring confidentiality (Dodaj, 2012; Podsakoff, MacKenzie, & Podsakoff, 2012). But, still it is possible that these issues can take place; therefore, we recommend future researchers to use other mechanisms for using these hypothesized relationships. Finally, as observed job security, organization support, and job satisfaction collectively explain 37% of the variance in the job performance, whereas organizational support and job security explain 22% of variance in the job satisfaction. This means that 63% and 78% variance of each of these relationships is yet to be explained through further empirical attention. Therefore, we suggest that other sociological and psychological components of job and individuals may also be studied in relation with job performance.

6 | CONCLUSION

Despite of these limitations, the present study has responsively found that job security, organizational support, and job satisfaction contributes significantly toward improving job performance; job security and organizational support toward job satisfaction; and job satisfaction mediates the job security–job performance and organizational

support–job performance relationships. Therefore, organizations that are investing on improving the sociological elements could notably enjoy better employee performance.

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