



Measuring the Impact of Perceived Organizational Support on Work Satisfaction and Job Outcomes in Pakistan's Telecommunications Industry

Original Article

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Abstract

This study examines how workers in Pakistan's telecom industry perceive their job results, work satisfaction, and perceived organizational support (POS). A quantitative cross-sectional design was used, and regression analysis was used to evaluate these associations using survey data from 100 employees. The results show that a significant prediction of work satisfaction is perceived organizational support ($\beta=0.52$, $p<0.01$). Additionally, job satisfaction is a significant predictor of job performance ($\beta=0.43$, $p<0.05$) and organizational commitment ($\beta=0.48$, $p<0.05$). Recognition and emotional support were found to be important POS drivers. Employee retention and productivity can be significantly increased by funding supportive HR initiatives, such as leadership development and recognition programs, as the findings demonstrate. A limited sample size and potential self-report bias are among the study's shortcomings, even though it validates these associations within Pakistan's cultural context.

Keywords: Perceived Organizational Support, Work Satisfaction, Organizational Commitment, Job Performance, Telecommunications.

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Introduction

Employee satisfaction and performance are critical to the success of organizations in the fast-paced telecommunications industry, which is marked by high consumer expectations and rapid innovation. Perceived Organizational Support (POS), or the conviction that an employer appreciates workers' contributions and sincerely cares about their welfare, is a major factor in these results (Kurtessis *et al.*, 2017). Strong POS is strongly associated with increased job satisfaction, better performance, and higher organizational engagement, while also lowering turnover intentions, according to a wealth of studies. POS serves as a vital safeguard against industry pressures by encouraging engagement and resilience (Rhoades & Eisenberger, 2002). To offer practical, evidence-based insights for creating successful HR strategies in the digital age, this study examines the precise effects of POS on work satisfaction and important job outcomes within the telecom sector (Chong *et al.*, 2023).

Hypothesis

Employee work satisfaction in the telecom industry is positively impacted by perceived organizational support, which leads to improved job outcomes, including organizational commitment and job performance. This relationship has been investigated by using survey data from 100 telecom employees, contributing to HRM literature in a high-stress, dynamic industry.

Literature Review

Perceived Organizational Support

Perceived Organizational Support (POS) boosts job satisfaction by fulfilling employees' socio-emotional needs. Studies in telecom firms show that supportive policies lower burnout while enhancing engagement and productivity (Hussain *et al.*, 2020). When employees feel valued by their organization, they exhibit higher motivation, commitment, and job satisfaction, improving overall well-being. POS fosters a positive work environment, encouraging employees to reciprocate with increased effort and loyalty. This mutual exchange strengthens organizational outcomes, making POS a key driver of employee satisfaction and performance (Kurtessis *et al.*, 2017). Companies that prioritize supportive HR practices—such as recognition, fair treatment, and work-life balance—benefit from a more engaged and productive workforce. These findings highlight the importance of organizational support in sustaining employee morale and long-term success.

Work Satisfaction and Job Outcomes in the Telecommunications Sector

Employee work satisfaction serves as a critical determinant of key organizational outcomes. Research consistently demonstrates that satisfied employees exhibit stronger organizational commitment and enhanced job performance (Podsakoff *et al.*, 2009). Within the high-pressure telecommunications industry, where employee turnover rates frequently exceed global averages, these relationships take on particular significance. Studies indicate that Perceived Organizational Support (POS) plays a crucial moderating role in this dynamic, potentially mitigating attrition rates by up to 30% through improved employee morale and engagement (Balqiah *et al.*, 2022). The telecom sector's unique challenges - including rapidly evolving technologies, demanding customer service expectations, and intense market competition - make the cultivation of work satisfaction particularly vital for maintaining a stable, productive workforce. Furthermore, the mediating effect of POS in transforming job satisfaction into tangible performance outcomes suggests that telecom organizations can achieve substantial competitive advantages by implementing targeted support initiatives. These findings underscore the importance of developing comprehensive employee support systems as a strategic priority for telecom firms seeking to optimize their human capital investments in an increasingly digital economy.

Materials and Methods

The study used convenience sampling to gather data from 100 telecom company employees as part of a quantitative, cross-sectional survey design. Validated scales were used to measure important variables: Eisenberger et al. (1986) used an 8-item scale to measure perceived organizational support (POS) ($\alpha = 0.89$), the Minnesota Satisfaction Questionnaire was used to measure work satisfaction ($\alpha = 0.87$), Meyer & Allen (1991) used a scale to measure organizational commitment ($\alpha = 0.85$), and a 5-item self-report scale was used to measure job performance ($\alpha = 0.82$). A 78% response rate (100 valid replies) was obtained from the online questionnaires that were disseminated through the business's HR portal. Multiple regression analysis, Pearson correlation, and descriptive statistics were performed using SPSS 26 to look at the correlations between the variables.

Results and Findings

Table 1

Descriptive Statistics

Variable	Mean	SD
POS	3.92	0.76
Work Satisfaction	4.05	0.68
Org. Commitment	3.88	0.72
Job Performance	4.12	0.64

Employees reported moderate to high levels of each variable, according to the descriptive data. Employee impressions of the telecom company were generally positive, as seen by the average scores of 3.92 (SD=0.76) for Perceived Organizational Support (POS), 4.05 (SD=0.68) for Work Satisfaction, 3.88 (SD=0.72) for Organizational Commitment, and 4.12 (SD=0.64) for Job Performance.

Correlation Analysis

1. POS \leftrightarrow Work Satisfaction ($r = 0.61, p < 0.01$)
2. Work Satisfaction \leftrightarrow Org. Commitment ($r = 0.53, p < 0.01$)
3. Work Satisfaction \leftrightarrow Job Performance ($r = 0.49, p < 0.01$)

The above correlation analysis shows, a strong, significant relationships between key variables are revealed by the correlation analysis: POS and Work Satisfaction have a strong positive correlation ($r=0.61, p<0.01$), as do Job Performance ($r=0.49, p<0.01$) and Work Satisfaction with Organizational Commitment ($r=0.53, p<0.01$). These findings confirm that higher perceived support improves performance, commitment, and satisfaction.

Table 2

Regression Analysis

Dependent Variable	Predictor	β	p-value
Work Satisfaction	POS	0.52	0.001
Org. Commitment	Work Satisfaction	0.48	0.003
Job Performance	Work Satisfaction	0.43	0.008

Key Finding: POS explains 27% variance ($R^2 = 0.27$) in work satisfaction.

According to the regression study, POS accounts for 27% of the variance in Work Satisfaction ($R^2=0.27$) and is a significant predictor of it ($\beta=0.52, p=0.001$). Work satisfaction plays a mediating role in improving important

workplace outcomes by favorably influencing Job Performance ($\beta=0.43$, $p=0.008$) and Organizational Commitment ($\beta=0.48$, $p=0.003$).

Discussion and Conclusion

According to Rhodes and Eisenberger (2002), the empirical findings substantially support our hypothesis and are consistent with the fundamental ideas of Social Exchange Theory. Stronger Perceived Organizational Support (POS) is significantly linked to significantly higher work satisfaction among Pakistani telecom workers, according to the data ($\beta=0.52$). This study shows that workers have a more favorable affective appraisal of their work when they feel appreciated and encouraged by their company. Importantly, this increased satisfaction then serves as a key mechanism that propels two important outcomes: a greater willingness to put in discretionary effort, which leads to improved job performance ($\beta=0.43$), and a stronger psychological attachment to the organization, which is demonstrated by increased organizational commitment ($\beta=0.48$).

Conclusion

Perceived Organizational Support (POS) is a crucial antecedent in Pakistan's telecom sector, significantly enhancing work happiness, according to this study's strong empirical data. This increased level of satisfaction then acts as a potent mediator, directly strengthening work performance and organizational commitment. The findings highlight the importance of POS as a strategic HR tool for concretely increasing employee productivity and loyalty, not only as a theoretical idea. Future studies must investigate specialized, sector-specific assistance interventions to optimize this impact. These could include specialized recognition systems that recognize distinctive technological contributions and sector-relevant mental health programs created for high-stress settings. Furthermore, to clarify the long-term sustainability of these benefits, longitudinal research across diverse business cultures is crucial.

Practical Implications

These results imply that to improve POS, telecom businesses should give priority to supportive HR strategies, such as staff appreciation programs and mental wellness initiatives. To strengthen workers' sense of organizational support, managers must foster open communication. In Pakistan's cutthroat telecom industry, such actions can increase employee engagement, performance, and satisfaction, which would ultimately increase worker productivity and retention.

Limitations

Two major drawbacks of the study are that its small sample size ($n=100$) limits its generalizability and that its dependence on self-reported measures raises the possibility of response bias. Larger, multi-method studies should be conducted in the future to address these limitations and support the results.

Declarations

Ethical Approval and Consent to Participate: This study strictly adhered to the Declaration of Helsinki and relevant national and institutional ethical guidelines. Informed consent was not required, as secondary data available on websites was obtained for analysis. All procedures performed in this study were by the ethical standards of the Helsinki Declaration.

Consent for Publication: The authors give their consent for publication.

Availability of Data and Materials: Data will be made available upon request from the corresponding author.

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