Original Article

Unlocking Potential: The Amplifying Power of Perceived Organizational Support on Job Design

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Abstract

The effectiveness of job design in Pakistan's telecom sector is examined in this study as a boundary condition influenced by perceived organizational support, or POS. The study examines how POS moderates the connection between Multimethod Job Design (MMJD) and important outcomes using PLS-SEM analysis of data from 300 PTCL employees. The results demonstrate that while MMJD has a positive effect on job performance, POS significantly reinforces its detrimental effect on turnover intention. POS is therefore crucial to helping well-designed occupations reach their full potential and has strategic implications for human resource efficiency.

Keywords: Perceived Organizational Support, Job Design, Job Performance, Turnover Intention, Boundary Condition.

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Introduction

The structural design of work has long been a focus of efforts to improve employee performance and retention. Based on the Job Characteristics Model (JCM) (Hackman & Oldham, 1980), a few studies show that enriched occupations, which are defined by autonomy, task importance, and feedback, encourage positive outcomes and motivation (Sadiq *et al*., 2022; Sulistyo & Suhartini, 2019). However, the results of practical applications are sometimes uneven, indicating that there is neither a direct nor a universal relationship between work design and its intended consequences (Adamovic, 2023; Nalla *et al*., 2020). The organizational environment in which designed roles are embedded is an understudied aspect of this connection.

Perceived organizational support (POS), or how much employees believe their employer values their contributions and cares about their well-being, is a significant mediator, according to this study (Rhoades *et al*., 2002). POS provides resources and psychological safety that determine whether employees can fully utilize the opportunities that well-designed workplaces present. In essence, a supportive workplace culture fosters job design (Kurtessis *et al*., 2015a; Lee *et al*., 2022). Recent integrative models further suggest that POS acts in tandem with perceptions of fairness to unlock the full potential of job characteristics (Chen & Wang, 2024; Liu *et al*., 2023).

This paper addresses the following research question: How does POS impact the effectiveness of job design? It focuses on the idea that high POS increases the positive effects of Multimethod Job Design (MMJD) on performance and its negative implications on turnover intention, while low POS restricts these effects (Dawley *et al*., 2010; Soomro *et al*., 2022).

Literature Review

The Moderating Role of Perceived Organizational Support (POS)

The theoretical foundation for POS as a moderator rests on Conservation of Resources (COR) Theory and Social Exchange Theory. POS is an essential job resource from a COR standpoint (Park *et al*., 2019a). High POS gives workers the psychological and social tools (such as trust, security, and support) they need to handle the challenging and independent duties that come with MMJD. Instead of viewing job problems as crippling demands, this resource pool enables employees to view them as chances for mastery (Huang *et al*., 2022; Liu *et al*., 2022). On the other hand, workers in low-POS settings take a defensive, resource-conserving approach, viewing complexity and autonomy as unjustified constraints that reduce benefits and engagement.

From the standpoint of social exchange, POS satisfies the organization's socio-emotional responsibilities (Rhoades *et al*., 2002). According to Soomro *et al*. (2022) and Wolter *et al*. (2019a), the norm of reciprocity encourages employees to enhance effort, dedication, and organizational citizenship in return for perceived support. Higher performance in well-designed positions is a result of this mutual goodwill. Additionally, POS reduces turnover intentions by enhancing affective commitment and highlighting the intrinsic benefits of employment (Dawley *et al*., 2010; Li *et al*., 2020). The effectiveness of work design initiatives is thus determined by the relational and resource-based contexts that POS provides, a dynamic that is often intertwined with perceptions of organizational justice (Adamovic, 2023; Nazir & Islam, 2022). Studies have shown that procedural justice and POS jointly influence critical behaviors like innovative work by fostering psychological ownership (Park *et al*., 2023). Furthermore, in modern work arrangements like remote work, the interplay between job characteristics, distributive justice, and POS is crucial for employee well-being (Zhao & Chen, 2024). The following moderation theories result from this:

H$_1$: POS moderates the relationship between Multimethod Job Design (MMJD) and Job Performance (JP). The positive relationship between MMJD and JP will be stronger when POS is high.
H$_2$: POS moderates the relationship between Multimethod Job Design (MMJD) and Turnover Intention (TI). The negative relationship between MMJD and TI will be stronger when POS is high (Soomro *et al*., 2022).

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Methods and Materials

Research Design and Sample

A quantitative cross-sectional survey design was employed. Data were collected via a structured questionnaire from 300 full-time employees of Pakistan Telecommunication Company Limited (PTCL). Purposive sampling ensured representation across functional departments, including technical, sales, customer service, and administration.

Measures

All variables were measured using validated multi-item scales on a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree).

Multimethod Job Design (MMJD): Adapted from Hackman and Oldham's (1980) Job Diagnostic Survey to assess core job characteristics.

Perceived Organizational Support (POS): Measured using Eisenberger's 8-item short-form scale (Kurtessis *et al.,* 2015a; Rhoades *et al*., 2002).

Job Performance (JP): Assessed via a self-report performance scale.

Turnover Intention (TI): Measured using a three-item scale capturing the likelihood of leaving the organization (Dawley *et al.,* 2010; Li *et al*., 2020).

Analytical Approach

Data was analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) in SmartPLS 4.0, suitable for modeling complex interactions and predictive analysis. The analysis proceeded in two stages:

Measurement Model Evaluation: Assessing reliability (Composite Reliability), convergent validity (Average Variance Extracted), and discriminant validity (Heterotrait-Monotrait ratio).

Structural Model and Moderation Testing: A latent interaction term (MMJD × POS) was created using the product indicator approach. The significance of interaction effects was tested via non-parametric bootstrapping with 5,000 resamples.

Results and Findings

Measurement Model

The measurement model demonstrated strong reliability and validity. All Composite Reliability (CR) values exceeded 0.70, and Average Variance Extracted (AVE) values were above 0.50, confirming convergent validity. Discriminant validity was supported as all Heterotrait-Monotrait (HTMT) ratios were below 0.85.

Table 1
Measurement Model Assessment

Construct	Composite Reliability (CR)	Average Variance Extracted
Multimethod Job Design (MMJD)	0.814	0.512
Perceived Organizational Support (POS)	0.911	0.583
Job Performance (JP)	0.939	0.521
Turnover Intention (TI)	0.879	0.533

All CR values exceed the recommended threshold of 0.70, and all AVE values exceed 0.50, confirming adequate

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reliability and convergent validity.

Hypotheses Testing: Moderation Analysis

Both moderation hypotheses were strongly supported.

Table 2
Results of Moderation Analysis for Interaction Effects

Hypothesis	Path	β	t	p	Result
H1	MMJD × POS → Job Performance	0.192	2.879	0.004	Supported
H2	MMJD × POS → Turnover Intention	-0.238	2.755	0.006	Supported

Note. β = standardized path coefficient. Bootstrapping was performed with 5,000 resamples.

Interpretation of Interaction Effects (Simple Slope Analysis)

For H_1, the relationship between MMJD and job performance was positive at both high and low POS levels, but significantly steeper in the high-POS group. This indicates that POS amplifies the performance benefits of job design (Huang *et al*., 2022; Lee *et al*., 2022). For H_2, MMJD is negatively related to turnover intention at both POS levels, with a steeper decline in the high-POS condition. This suggests that POS enhances the retentive effect of well-designed jobs (Li *et al*., 2020; Soomro *et al*., 2022).

Discussion

Summary of Key Findings
This study provides robust empirical evidence that Perceived Organizational Support acts as a critical boundary condition for job design effectiveness. The significant interaction effects confirm that the impact of Multimethod Job Design on performance and retention is contingent on the level of organizational support (Kurtessis *et al*., 2015a). High POS transforms job design from a structural feature into a powerful motivational and retention tool (Wolter *et al*., 2019a), a finding consistent with research showing how support and fairness perceptions jointly unlock potential (Alfes & Shantz, 2024).

Theoretical Contribution

The research shifts the theoretical focus from a main-effects model of job design to a contingency framework. By integrating JCM (Hackman & Oldham, 1980) with COR (Park *et al*., 2019a) and Social Exchange theories (Rhoades et al., 2002), it explains why and how context matters. The study addresses the call for more nuanced models specifying the conditions under which job design interventions succeed or fail (Adamovic, 2023) and aligns with emerging integrated social exchange views (Liu *et al*., 2023).

Practical and Strategic Implications

HR and management should align job design initiatives with efforts to build a supportive and fair culture, as their effects are multiplicative (Lee *et al*., 2022; Nazir & Islam, 2022). Organizations investing in job enrichment must concurrently foster POS through fair practices, recognition, leadership support, and genuine concern for employee well-being (Rhoades *et al*., 2002). If well-designed roles fail to yield expected benefits, organizations should evaluate their POS level, as the contextual climate may be the limiting factor (Liu *et al*., 2022; Chen & Wang, 2024).

Conclusion and Recommendations

This study concludes that the prescription to "design better jobs" is incomplete. The full imperative is to "design better jobs within a supportive organizational environment." Perceived Organizational Support is the catalyst that unlocks the potential of well-designed work, providing employees with the resources, security, and reciprocal commitment needed to excel and remain engaged (Huang *et al*., 2022; Soomro *et al.,* 2022). For leaders and organizations, the path to sustained performance and retention lies in synergizing thoughtful job design with substantial organizational support (Kurtessis *et al*., 2015a; Rhoades *et al.*, 2002), an approach increasingly validated across diverse work contexts (Zhao & Chen, 2024).

Limitations and Future Work

The cross-sectional design and single-industry focus limit generalizability and causal inference. Future research should employ longitudinal designs to examine how changes in POS influence job design outcomes over time. The moderated model must be tested across diverse industries and cultural settings. Finally, it is also critical to explore interactions between POS and other moderators (e.g., leadership style, proactive personality) and to further investigate its interplay with dimensions of organizational justice, as suggested by recent studies (Park *et al*., 2023; Alfes & Shantz, 2024). The study is controlled by its cross-section strategy, sample taken from only one organization, and dependance on self-described information, thus restraining its applicability. The unique emphasis on POS as a moderator oversees further appropriate constructs, and the limited sample limits rational strength. In future the same model may be tested in other organizations also and it should also examine how various leadership styles interact with perceived organizational support for affecting the job design.

Declarations

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