

Assessing The Mediating Effects Of Job Satisfaction On Employee Performance In Work Place Environment, Social Support, And Cultural Diversity Contexts: A Structural Equation Modeling Analysis

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Abstract

The purpose of this study is to examine how work environment elements affect employee performance while taking job satisfaction into account as a mediating factor. A sample of 471 respondents was selected using a random sampling method. This study is descriptive and uses a quantitative research design to collect data appropriately for analyzing the relationship between independent and dependent variables. The data analysis included factor analysis, Cronbach's alpha, and structural equation modeling (SEM). To test the hypothesis, the current study employed self-report questionnaires from a sample of Indian industrial workers. Social support and the workplace environment had a favourable impact on job-related behaviors (e.g., job satisfaction, employee performance), according to the results of structural equation modeling (SEM) utilizing the AMOS and IBM SPSS 20 program. Measurement and structural models served as the foundation for the SEM. The primary conclusions of this study showed that, aside from cultural diversity, which has little bearing on employees' overall effectiveness, social support and the workplace environment are crucial. The findings showed that social support and a positive work atmosphere could boost employee performance. It suggested that in order to lower workplace stress and enhance job-related behaviors, businesses must have a positive work environment that promotes psychological well-being and have appropriate policies to increase social support between managers and staff.

keywords: Social Support; Cultural Diversity; Work Place Environment; Job Satisfaction; Employee Performance

1. INTRODUCTION

Public and commercial sector workplaces, as well as those across national borders, rely on their labor force for optimum output, which will lead to efficiency. In the past, companies prioritized strategies for reducing costs and increasing sales. But study and practice in the last few decades have demonstrated that managing employees well is one of the most important components of great productivity. The validity and relevance of the models a manager uses to comprehend an issue or workplace directly affects how well they are able to address it. Most of the time, managers rely on their own implicit models that they have developed to handle employee management in the absence of precise wording. This is particularly valid for teams in management that have years of experience working in the same industry or company. In situations such as these, The implicit models of managers can accurately reflect certainty, giving the management group a reasonable foundation for addressing the types of routine problems that consistently caused problems for their firm. Adopting the tacit models, however, has unquestionably many potential drawbacks, since they can conceal significant differences in leaders' opinions and can fall short of offering a good handle on novel challenges. The insubstantial components of the tacit model, which are based on individual values, experiences, and beliefs, are not available as a text (Pan & Scarbrough, 1999).

Additionally, the ability and desire to deal with could bring about drastic change rather than progressive development may be restricted by tacit models. Additionally, the tacit models highlight employees' strengths without attributing blame to their flaws. Even if the tacit model represents the organization's abundant worth, it is by nature far more difficult to overcome and disperse (Nonaka, 1994). Davenport and Prusak (1998) illustrate the challenge of encoding the implicit model in their example of attempting to convert the world's top aerial photo specialist's knowledge into a proficient system by a professional in computers. The deft system did not work. The necessity of using clear structured frameworks that leaders may use to communicate their expertise and converse regarding the issue tends to grow as workplaces get larger and more complex. Factual claims regarding technical details, tool attributes, and material properties are implied by explicit knowledge. Employers who operate in environments that change quickly must also utilize explicit formal models to increase employee satisfaction and productivity.

The way someone approaches their employment, including their evaluative, affective, and cognitive reactions to it are referred to as fulfillment in one's work. Because it originates from employees' assessments of the various job characteristics that are formed every day, job satisfaction is a complicated issue. (Kinicki et al., 2002).

Additionally, the extent to which a work feature is meaningful to an employee as well as the extent that the work itself provides them with contentment related to that characteristic are both factors that support contentment in one's work. (Locke, 1970). The degree to which the task gives benefits that the employee deems significant is the primary determinant of job satisfaction. Due to the fact that it is an attitude based on personal experience, one's level of job happiness is subjective as opposed to the organizational environment that an average person experiences or the collective attitude of organization personnel toward their tasks (Schneider et. al. 2011). The idea of job happiness is attractive and crucial since it is believed to have a favorable impact about personal output (Judge et al., 2001). While empirical research has not provided as much support as expected for the general premise According to "a happy employee is a more productive employee," the observation main justification for studying job happiness has remained the productivity boost it provides. Kappagoda (2012) indicated that component influencing the growth of work Job happiness is a function of performance. The most of the elements affecting job performance and job happiness in business organizations, however, have not actually been addressed by these specialists. Locke (1970) defined as a pleasant emotional state or outcome that comes from one's employment or professional background. Locke's explanation implies the importance of thinking or cognition as well as emotion or impact. People will feel the effects of their thoughts while they think. However, when they experience emotions, they reflect on those feelings. Thus, effect and cognition are intrinsically linked in human minds even in the field of biology (Saari& Judge, 2004). An employee who is not happy with their work has a bad attitude about their job, whereas an employee who is more satisfied with their work has a positive attitude about their employment (Srivastav& Das, 2013). Contributory value is linked to intrinsic elements that are the source of job happiness (Watson, 2012). Numerous elements, including the nature of the work, the team members, the work environment, pay and benefits, prospects for advancement, and management, all have an impact on job satisfaction (Aziri, 2011). The idea of job happiness is attractive and crucial since it is believed to have a favorable impact about personal output.

While empirical research has not provided as much support as expected for the general premise According to "a happy employee is a more productive employee," the observation main justification for studying job happiness has remained the productivity boost it provides. A number of theoretical explanations have been offered to attempt and explain why contented workers produce better work. Positive emotions, for example, enhance employees' performance through action, boosting their personal resources. Moreover, motivated workers are healthier, allowing them to devote more time and effort to the tasks at hand. Kappagoda (2012) indicated that component influencing the growth of work performance is job satisfaction. Even though job happiness and how it affects output have been studied for decades, firms still find it difficult to consistently address and enhance job satisfaction, and the variables influencing this important link differ throughout studies. The growing body of research emphasizes the need to refocus emphasis from individual issues to sociocultural ones, which are essential for maintaining employee engagement and performance inside the company. Therefore, by analyzing individual, social,

environmental, and cultural elements and how they interact to affect the connection between satisfaction at work and job performance.

2. LITERATURE REVIEW

2.1 Job Satisfaction

The extent to which a worker feels that their work environment meets their needs determines how satisfied they are with their jobs. The attitudes and sentiments that workers have about their employment is known as "job satisfaction." Positive and uplifting views toward one's work indicate contentment, whilst negative and gloomy attitudes toward one's work indicate discontent. Luthans (1985) reiterates a thorough explanation that Locke provided: a joyful or upbeat emotional state as a consequence of evaluating an employee's employment or previous experience. A person's perception of how effectively their employment provides the important things in life determines their level of job satisfaction. Another way to define job satisfaction is the rebuilding of affect brought about by an employee's perception of meeting his needs in connection to his environment and place of employment. Organ et al. (1991) emphasized that an intricate combination of feeling, thought, and disposition is represented by job satisfaction. Smith & Hume (1968) suggested that emotional responses or mental states are aspects of the illness that affect contentment at work. The degree which employees are content with the intrinsic motivational benefits of their jobs can also maybe understood as job satisfaction (Statt, 2004).

In the world of organizations, job satisfaction is attributed to an assortment of elements, including salary, advancement, supervision, working circumstances, coworkers, and the actual work itself. (Nash, 1985). A sense of accomplishment from completing various tasks, rewards, and activities at work is known as job satisfaction (Peretomode, 2006). Workplace contentment and discontent rely not only based on how the position however, on the worker's perception of the potential benefits. ALHussami, (2008) stated that a collection of attitudes about various aspects of the employment or an overall sentiment toward the job might be considered job satisfaction. Workplaces with happier workers are more successful than those who disgruntled workers. (Robbins, 2003).

2.2 Employee Performance

Numerous academics examine two types of employee job performance: contextual effectiveness, in addition known as well as corporate citizenship (OCBs), and labor execution, also known as in-role performance. Employee performance is a symbol of their complete acceptance of their behavior and contributions to the organization's success. Employee performance is influenced by benefit plans, performance reviews, and advancement procedures (Ahmad & Shahzad 2011). Similarly, performance is defined as an employee's demonstration of financial or other results that are directly related to the success of the company and how well it performs. Other important factors that influence employee performance include the working environment, relationships with coworkers, leadership and professional advancement and instruction, compensation systems, policies, as well as staff participation. Examining how employee engagement and organizational structures relate to enhancing employee output emphasized the value of education and training.

2.3 Social support

Behaviors that take place during interpersonal messages that give their recipients a sense of being valued, cherished, and cared for are referred to as social support. Social connections with varying levels of connection strength give and receive social support. It can be used to express personal concerns, offer information, help with issues, offer counsel, and, if required, console and uplift (Agneessens et al., 2006). Mack and claim that social support is a result of relationships at work that are interpersonal and can benefit the receiver's coping skills or general well-being. It has also been described as other individuals' beneficial deeds (Deelstra et al., 2003). Peer relationships within an organization, superiors, and subordinates supply the social assistance. First-line workers make up the majority of study participants. As a result, the study's definition of social support exclusively includes assistance from managers and coworkers. Subordinate support has ceased to exist.

According to Vuong and Suntrayuth (2020), There is reciprocity in the relationship between the organization and its personnel. Therefore, the interaction between employee wants and expectations as well as those of a company may result in job satisfaction. The company provides the means for workers

to fulfill a variety of demands and achieve their individual goals. Workers supply the organization with the resources it needs to accomplish its goals. Job satisfaction is frequently regarded as a critical essential element in enhancing an organization's performance and competitiveness, it is imperative to investigate it. Employee productivity and the performance of the company as a whole will rise in companies with highly satisfied workers. An increased degree of Increased job satisfaction results in level of job execution for a banker.

H1: Job satisfaction among employees is greatly and favourably impacted by social support.

2.4 Cultural Diversity

In many nations today, businesses and organizations give careful thought to cultural diversity in the workplace. Proponents of diversity assert that an inclusive workplace benefits both companies and employees. They contend that in order to compete in the modern, international economy, it is imperative to bring together diverse worldviews. Interaction between divergent viewpoints in multicultural teams frequently sparks creativity and produces fresh ideas (Smirnova & Yachin, 2015). The direct result of this creativity is organizational innovation, which is a sign of long-term success and is less frequent in workplace environments with greater uniformity.

Additionally, diverse organizations have superior problem-solving ability compared to non-diverse environments. This could be the outcome of how valuable the labor was. Although diverse work groups don't always produce more, their work is frequently of a higher caliber. Because employees from different cultures think differently and can approach problems from diverse perspectives, there is a higher level of creativity among them. Diversity in culture fosters the development of novel concepts, approaches, and fashions.

Diversity proponents emphasize that these elements make global teams more valuable than national teams in the modern workplace (Winkler, V. A., & Bouncken 2011). According to this viewpoint, an inclusive workplace that integrates other viewpoints into its guidelines and practices is better equipped to handle the intricate difficulties of engaging with people in a world that is becoming more varied and linked by the day.

Diversity sceptics pointed out that people often collaborate best with those who have similar backgrounds and ideas. This viewpoint holds that workers who are surrounded by other like-minded individuals feel more liberated to discuss ideas and opinions pertaining to their jobs than do workers in diverse environments. The ultimate indicator of an organization's success is continuous production, which is fostered by mutual understanding and support in homogeneous contexts. As a result, cultural diversity is a complicated and dynamic sociological phenomena that has an impact on Saudi Arabia and much of the world. According to research, diversity may not always have benefits or drawbacks that are relevant to every workplace in every nation. One thing that both proponents and opponents of diversity seem to agree on is how important it is for employees and businesses to stay in constant communication with one another (Umans, 2011). Regardless of their focus on cultural diversity, organizations that prioritize communication stand a better chance of long-term success. In order to promote a better understanding of disparate cultural backgrounds, a differentiation between high-context and low-context cultures is made. Previous experiences and cultural norms were shown to have an influence on changing culturally.

H2: Gaining the ability to handle cultural diversities have a favourable and noteworthy impact on workers' job satisfaction

2.5 Workplace Environment

Workers devote a large amount of time to work, and there are multiple ways in which their working environment affects their performance (Wang X, 2022). Positive output at work increases the likelihood that come from workers who are content with their environment. A previous study found that factors affecting the work environment have an effect on workers' performance (Awada M, et al 2022). They suggested that further research be done on these kind of connections in between shows evaluation and the work surroundings. A few scholars additionally urged later researchers to compare working settings at the public and private organizational levels in order to determine how they impact employees' productivity. The study discovered that workplace The environment is crucial since happy workers may produce more environment, which enhances output and worker effectiveness.

Encouraging workers to create objectives is another sensible method used at work. This type of reward program increases efficiency inside the organization and improves worker performance (Ahmed M, et.al 2021). A few Empirical research has been conducted recently in various contexts based on the tactics of giving employees a better work setting. These results indicated that additional investigation be done on this kind of interaction To be able to establish its association as a predetermined measure for achieving increased efficiency from employees. Consequently, we proposed the theory as stated below:

H3: Employee Positive and substantial effects on job satisfaction are caused by a supportive work place environment.

2.6 Job Satisfaction and Performance

The connection between these two crucial variables—performance and satisfaction—was questioned in some previous research. Katzell, Barret and Porker (1952) asserted that there was no connection between employment happiness and manufacturing quality or revenue. As stated by Brayfield and Crockett (1955), The connection between worker performance and contentment at work was categorized as having "little or no connection" since it was not very strong. At that time, only a very limited quantity of published research were available for examination due to restrictions on the Brayfield and Crockett analysis. Only nine research, specifically, that discussed a the connection between a worker's job performance as well as contentment at work were examined. In 1985, Brayfield and Crockett's work was arguably the most frequently cited in this field of study, notwithstanding all misgivings. Since the Numerous more well-produced narrative analyses exist. The comprehension and, to some extent, the positivism displayed by these assessments of the relationship between performance and satisfaction varied greatly, and they were not all the most optimistic. (Locke, 1970), raised a significant awareness for theory-driven research on the connection between employment happiness and output. In response to these results, scholars began to discuss the connection's relevance more thoroughly, paying close and output. In variables that might mediate or mitigate the relationship.

While unsatisfied employees could be a burden to any business, contented workers are invaluable to theirs since They contribute to the overall objectives and perform better. achievement of the firm (Shmailan, 2016). Even so, it has been challenging To clarify the intricate details of job happiness in terms of objective and explicit elements. To take a more comprehensive approach to job satisfaction, a growing number of studies examine other, less obvious and more implicit factors. In light of the conversation above, the following theories are proposed:

H4: There is a positive and substantial correlation between job satisfaction and employee performance.

3. CONCEPTUAL FRAMEWORK

In the proposed model (Figure 1), influencing and dependent factors include Social Support (SS), Cultural Diversity (CD), Work Place Environment (WPE), Job Satisfaction (JS), and Employee Performance (EP). According to the parameters taken into account for this inquiry, we measured each factor.

Conceptual model

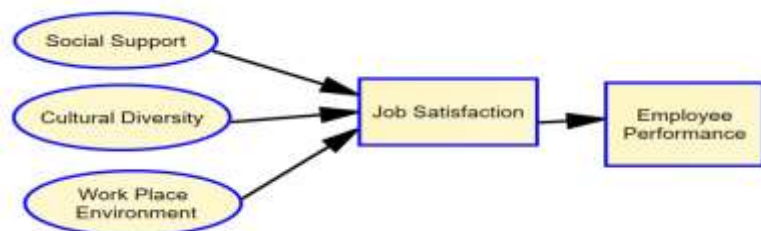


Figure 1: Proposed model showing the relationship between influencing and dependent factors

4. RESEARCH METHODOLOGY

4. 1. Sample and procedures

A cross-sectional survey of employees is used as part of the study's methodology to determine how social support, cultural diversity, and the workplace environment affect workers' job satisfaction and productivity. Five items were included in a structured questionnaire that focused on employee

performance, perceived relevance of adopted criteria, and observed impact on satisfaction. A sample of 471 respondents was selected using a random sampling method. In order to improve employee performance, the study intends to provide light on the connections among job satisfaction, work environment, cultural diversity, and social support.

A number of organizations were emailed to request their voluntary participation in the current study. We ask for permission to give the form to the staff members. For convenience, the sample process was conducted. The Google Forms program was used to complete the survey. The confidentiality and anonymity of their contributions were explained to the participants. Participants were also briefed on the likelihood of abandonment as well as voluntary abandonment. There were no restrictions on involvement, and since we distributed the research link, it was impossible to get information on the rate of participation.

4.2. Measurements

First, the data were obtained from the Google Forms platform, and by making every question necessary, it was made sure that no data was missing. Descriptive statistics, frequency tables, and cross-tabulations were then calculated following the sorting of the variables and the computation of the questionnaire means. Lastly, the presumptions required for regression models were examined. On a five-point Likert scale, with 1 denoting strongly disagree and 5 denoting strongly agree, each responder was asked to rate how much they agreed or disagreed with each statement in the finalized questionnaire. Simple random sample was used to distribute the surveys to employees, and 500 questionnaires were distributed among the businesses based on proportional sampling. Analysis of the 471 returned questionnaires with a 94.20% response rate is appropriate.

4.3. Validity and reliability

Confirmatory factor analysis (CFA) and exploratory factor analysis (EFA) were employed to verify construct validity. Principal component analysis and the Promax rotation method were used to carry out EFA. Additionally, in order to assess internal consistency dependability, composite reliability (CR) was investigated in accordance with Hair et al. (2010) standards. The measurement model's internal consistency dependability was confirmed by the CR value above 0.60 for each of the constructs. Additionally, the average variance extracted (AVE) was used to evaluate convergent validity. Excellent convergent validity was demonstrated by each construct's AVE value over 0.50 (Hair et al. 2010). Cronbach's α tests were performed on each measuring scale to verify its reliability. Each scale's Cronbach's α coefficient was greater than 0.70, indicating sufficient internal consistency (Hair et al. 2010). Table 2 displays the finished construct elements. To make sure that the square root of each AVE value was greater than the absolute correlation value between that concept and other components, discriminant validity and inter-construct correlations were computed.

5. RESULTS AND ANALYSIS

5.1. Demographic profile

The socio-demographic data for every person is displayed in table. In Table 1, it is showing the respondents identity in terms of gender. A total of 471 responses collected in which 398 are male (84.50%) whereas remaining 73 are female which comprises of 15.50 %. Further, it is showing the respondents with reference to age brackets. Out of 471 respondents, a total of 133 (28.20 %) responses are from age bracket of 30-39, 111 (23.60 %) responses are from 50 to 59 age group and about 95 (20.20 %) responses are from 40 to 49 years age group. In the table, it is showing the respondents with reference to their education level, work experience and income. Out of 471 respondents, 201 (42.70%) had postgraduate degrees, with 11 to 20 years of work experience (246, 52.20%) and an average salary of roughly 40,000 rupees (170, 36.10%).

Table 1. Descriptive Statistics of Demographic Profile

		Frequency	Valid %
Gender profile	Male	398	84.5
	Female	73	15.5

Age profile	20-29 years	61	13
	30-39 years	133	28.2
	40-49 years	95	20.2
	50-59 years	111	23.6
	60 years and above	71	15.1
Highest education level	Bachelor Degree	54	11.5
	Masters Degree	129	27.4
	Professional Education	201	42.7
	Other	87	18.5
Working experience in years (total)	Less than 10	135	28.7
	11 to 20	246	52.2
	21 to 30	83	17.6
	31 to 40	7	1.5
Income	10,000- 20,000	102	21.7
	20,001- 30,000	166	35.2
	30,001- 40,000	170	36.1
	More than 40,000	33	7

5.2. Assessment of Data Normality

Skewness, according to Hair et al. (2022), gauges how symmetrical a variable's distribution is. It is skewed if the distribution extends toward either the left or right tail. Positive skewness denotes more smaller values, whereas negative skewness denotes more larger values. While a skewness value of -2 to +2 is usually good, one between -1 and +1 is ideal. Substantial non-normality is suggested by values greater than -2 and +2. Kurtosis similarly shows whether the distribution is too flat or excessively peaked in relation to a normal distribution. A distribution with positive kurtosis is more peaked than one with negative kurtosis. If the kurtosis is less than -2, the distribution is too flat; if it is larger than +2, the distribution is too peaked. A distribution is deemed normal when its skewness and kurtosis are near zero. Table 2 shows that all of the variables' descriptive statistics show a kurtosis of -0.7 and a negligible skewness of 0.5, indicating a distribution that is largely symmetrical with mild tails. All of the results point to a somewhat regularly distributed set of data, which supports the validity of parametric statistical analysis used to examine these variables in later research.

Table 2: Data Normality

Variables	Skewness	Kurtosis
Social Support	-0.849	0.279
Cultural Diversity	0.481	0.094
Work Place Environment	-0.521	-0.611
Job Satisfaction	-0.480	-0.714
Employee Performance	-0.535	-0.758

5.3. Convergent Validity and Descriptive Analysis Internal Consistency (Reliability) (composite reliability (CR) and cronbach's alpha)

Confirmatory factor analysis (CFA) and exploratory factor analysis (EFA) were employed to verify construct validity. Principal component analysis and the Promax rotation method were used to carry out EFA. A CFA was conducted in light of these EFA findings (see Table 3). The results showed a satisfactory fit: root mean square error of approximation (RMSEA) = 0.991; comparative fit index (CFI) = 0.978; goodness-of-fit index (GFI) = 0.721; and chi-square to degrees of freedom (CMIN/DF) = 1.738 (figure 2). The measurement model's internal consistency dependability was confirmed by the CR value above 0.60 for each of the constructs. Additionally, the average variance extracted (AVE) was used to evaluate convergent validity. Excellent convergent validity was demonstrated by each construct's AVE score over 0.50. Cronbach's α tests were performed on each measuring scale to verify its reliability. Each scale's Cronbach's α coefficient was greater than 0.70, indicating sufficient internal consistency. Table 3 displays the finished construct elements.

Table 3: Convergent Validity and Descriptive Analysis Internal Consistency

VARIABLES	ITEMS	MEAN	STANDARD DEVIATION	CRONBACH ALPHA	LOADINGS (EFA)	LOADINGS (CFA)	COMPOSITE RELIABILITY	AVERAGE VARIANCE EXPLAINED
Social Support	SS1	3.6921	0.83452	0.844	0.860	0.822	0.848697	0.5348196
	SS2				0.852	0.817		
	SS3				0.839	0.790		
	SS4				0.728	0.651		
	SS5				0.626	0.532		
Cultural Diversity	CD1	2.7299	0.89296	0.927	0.840	0.785	0.92768	0.7198334
	CD2				0.891	0.863		
	CD3				0.883	0.853		
	CD4				0.887	0.858		
	CD5				0.900	0.880		
Work Place Environment	WPE1	3.6348	1.00643	0.787	0.791	0.727	0.786703	0.48104175
	WPE2				0.766	0.643		
	WPE3				0.803	0.755		
	WPE4				0.766	0.642		
Job Satisfaction	JOB S1	3.5568	1.03043	0.879	0.842	0.711	0.867241	0.6226675
	JOB S2				0.875	0.899		
	JOB S3				0.891	0.822		
	JOB S4				0.817	0.708		
Employee Performance	EMP1	3.6787	1.05077	0.843	0.881	0.694	0.813954	0.597303
	EMP2				0.878	0.697		
	EMP3				0.862	0.908		

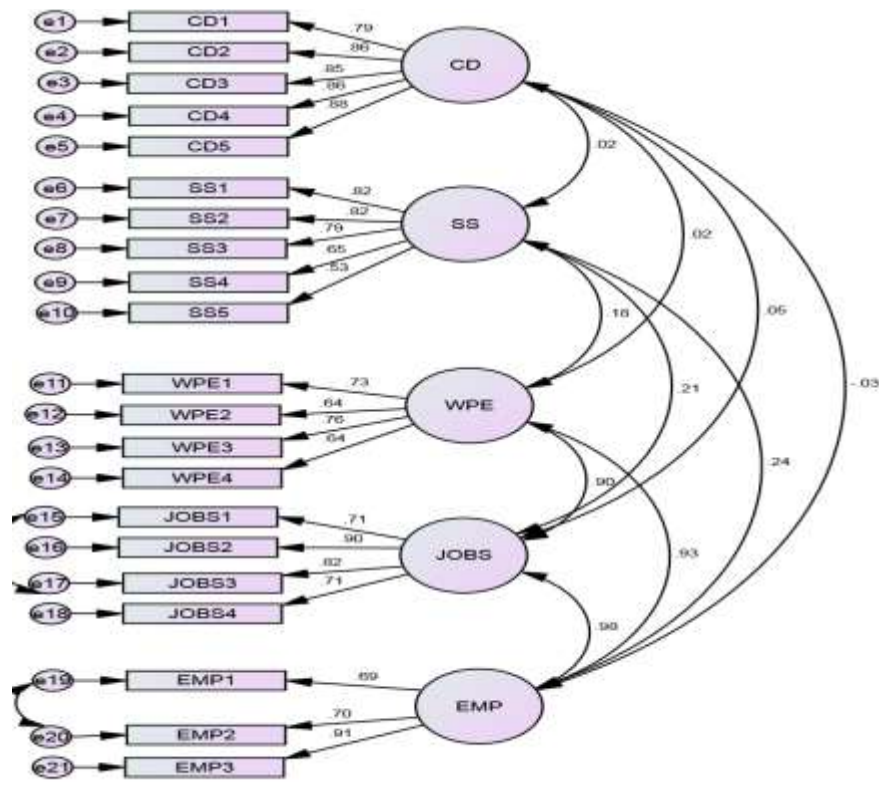


Figure 2: CFA measurement model

Additionally, we used structural equation modeling (SEM), a multi-variate data analysis technique, to assess the hypotheses in this study. Two approaches or methodologies are used to assess SEM: the measurement model is the basis for the first approach, and the structural model is the basis for the second. The results showed a satisfactory fit: root mean square error of approximation (RMSEA) = 0.876; comparative fit index (CFI) = 0.971; goodness-of-fit index (GFI) = 0.746; and chi-square to degrees of freedom (CMIN/DF) = 1.957 (Figure 3).

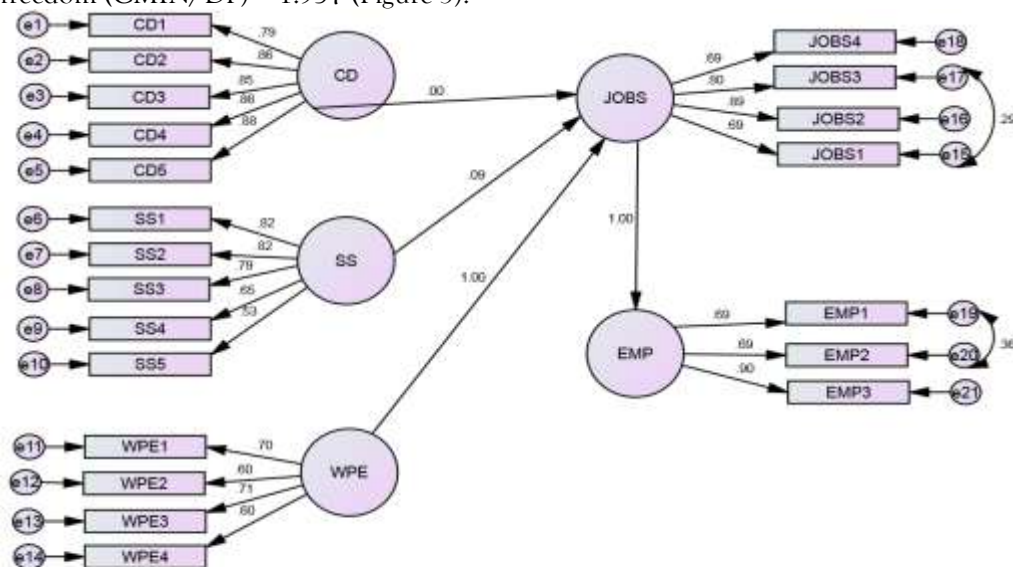


Figure 3: SEM assessment

5.4. Discriminant Validity

To make sure that the square root of each AVE value was greater than the absolute correlation value between that concept and other components, discriminant validity and inter-construct correlations were computed. We have adhered to the established criteria, the Heterotrait-Monotrait (HTMT) ratio of correlations ratios, while examining the opposite side of validity (discriminant validity). The discriminant validity is evaluated using the HTMT ratio. Since the HTMT ratio values in every column are less than 0.90 and 0.85, the requirements were satisfied. HTMT ratios are used in Table 4 to demonstrate discriminant validity.

Table 4: Discriminant validity

	SS	CD	WPE	JS	EMP
Social Support		0.029898	0.201099	0.193468	0.269365
Cultural Diversity			0.015965	0.063379	0.004165
Work Place Environment				0.869147	0.865269
Job Satisfaction					0.924526
Employee Performance					

5.5. Results of Hypotheses Testing

The un-standardized regression weight (URW) is divided by its standard error (SE) to determine the crucial ratio (CR) in the conceptual research framework. At the 0.05 level, statistical significance is shown by CR values greater than + 1.96 and probability (P) values less than 0.05 (Byrne, 2010). The CR for the regression coefficient JOBS \leftarrow SS is 3.239 (3.239 > + 1.96). When the regression coefficient has a P value that is extremely close to zero (the P value is displayed in *), it means that the path should stay in the model because it is considerably different from zero (Byrne, 2010). Four hypotheses were first put forth in this study, and as table 5 illustrates, all but one of them have been accepted.

Table 5: Summary of Hypotheses Testing

Hy. No.	Structural relationship	SRW	URW	SE	CR	p Value	Status of Hypotheses
H1	JOBS \leftarrow SS	0.092	0.080	0.025	3.239	0.001	SUPPORTED
H2	JOBS \leftarrow CD	-0.004	-0.004	0.026	-0.163	0.870	REJECTED
H3	JOBS \leftarrow WPE	0.996	1.019	0.082	12.478	***	SUPPORTED
H4	EMP \leftarrow JOBS	1.000	0.977	0.069	14.091	***	SUPPORTED

5.6. Discussion

Using job satisfaction as a mediating variable, this study put forth four hypotheses to investigate how work environment characteristics affect employee performance. Consistent with previous research, the study's findings show that work environmental elements have a favorable impact on employee performance and job satisfaction (Garmendia et al., 2023). This study emphasizes how crucial work environment elements—such as social support, cultural diversity, and workplace atmosphere—are to fostering job happiness and improving worker performance.

According to research findings (H1), social support significantly improves employee performance and has a good association with job satisfaction. It has been shown that social support has a crucial role in determining job satisfaction (Steed et al., 2021). Given the importance and complexity of job happiness, knowing how social support contributes to job satisfaction promotes healthy organizations. We can first

state that our study is consistent with earlier studies that link social support to job satisfaction (Madigan and Kim, 2021) and improve employee performance (Wu et al., 2020). Increased recreation is linked to the good experience of social support, which may lessen emotional exhaustion and boost job satisfaction. Fostering thriving and long-lasting organizations requires taking this strategy into account (Katebi et al., 2022).

There was no discernible positive link ($p\text{-value} = 0.870$) between employee performance, job satisfaction, and cultural diversity, according to the empirical analysis of hypothesis 2. According to studies, cultural diversity increases employee engagement by promoting a feeling of belonging, acceptance, and identity. Employees in culturally diverse teams reported better levels of commitment, according to a study by Jehn and Bezrukova (2020), highlighting the significance of fostering a workplace that celebrates diversity and fosters healthy interpersonal interactions. Here, however, no such association was discovered.

A significant positive correlation was found between all the variables when the relationship between Workplace Environment, Job Satisfaction, and Employee Performance was independently analyzed. Hypothesis 3 is supported by this outcome. Work environment and job satisfaction, the two factors examined in this study, were found to be highly directly associated. About 55% of the variation in job satisfaction was shown to be influenced by the work environment (Ishrat and Afridi, 2022). Job happiness is significantly impacted by the workplace (Taheri et al., 2020). Additionally, both job happiness and the work environment have a significant and favorable impact on employee performance, often concurrently (Badrianto and Ekhsan, 2020). Furthermore, the work environment has a favorable impact on both job happiness and employee performance, with job satisfaction favorably influencing employee performance (Sarwar et al., 2022).

Additionally, in a number of professions, including nursing (Adamopoulos and Syro, 2022), teaching (Soliman, 2022), tourism (Anis and Emil, 2022), and others, it has been noted that job satisfaction is dependent on the working environment (Taheri et al., 2020). Job satisfaction and a positive work environment are positively connected (Basalamah and As'ad, 2021).

The empirical study of hypothesis 4 revealed a strong positive association between employee performance and job satisfaction. According to studies, job happiness and productivity are correlated, therefore lowering stress levels can improve output (Alrazehi et al., 2021). Additionally, contented employees are more eager and productive at work (Katebi et al., 2022; Muhammad et al., 2022). Conversely, contented employees are more inclined to go above and above in their employment. This positive attitude could influence one's teammates and increase output. As a component of job behaviors, job satisfaction has been shown to have an impact on job performance in a number of studies (Gazi et al., 2022). High performance as a behavior on the job is significantly impacted by job happiness, citing research by Bjaalid et al. (2020). The goal of all firms, as well as modern managerial practices, is to maximize employee satisfaction in order to increase workplace productivity (Thang and Nghi, 2022). However, in order to ensure work performance, components and materials that offer a higher level of enjoyment are required. Numerous experts believe that when workers are content with their occupations, they will perform work that is deserving of compensation. In addition to ensuring the best level of job happiness, it fosters enduring loyalty among employees (Gazi et al., 2024).

6. CONCLUSION

Finding out how contented employees' attitudes and behaviors impact their performance as part of their workplace behavior is the aim of this study. Studies show that contented workers are more productive and add to the success of the business as a whole. Our study provides a more comprehensive understanding of the relationship between job happiness and performance in an industrial context. Our article has scholarly value because of the thorough investigation and empirical data that back up these conclusions. By rejecting and accepting hypotheses based on our data, we were able to gain a better knowledge of job performance, personal traits, job-related aspects, and job happiness. These results have broader ramifications for industrial human resource management, assisting businesses in raising worker performance and happiness.

The results of this study show that, as a component of workplace behavior, employee happiness and satisfaction are directly correlated with employee performance. The various elements of job satisfaction are influenced by organizational and individual factors that have an impact on productivity in one's field of work. The most significant factor has been shown to be vocational considerations. In summary, our study contributes to the body of knowledge by shedding light on the intricate relationships that exist between worker job satisfaction and job performance in the industrial setting. Our results stimulate additional research and provide useful guidance for raising employee performance and happiness under similar conditions.

7. FUTURE PROSPECTS

Most importantly, a number of exciting directions for further study are delineated from the gaps found. For starters, researchers may create and evaluate focused treatments aimed at increasing job happiness across many industries to determine precisely what increases worker productivity. Second, given that its workforce is becoming more diverse, an examination of the effects of diversity, inclusion, and equality interventions on workers' behavioral outcomes and job satisfaction can provide useful suggestions. Furthermore, to give a more complete picture of the employee experience, future studies could develop or apply broader metrics that incorporate both subjective and objective job satisfaction indicators. As corporate social responsibility becomes a more important concern in the industrial world, it may also be worthwhile to investigate how environmentally conscious work affects job satisfaction and productivity. Lastly, a more comprehensive understanding of how external economic and political factors impact job satisfaction and performance in diverse industrial settings may be achieved by comparative studies between regions or nations.

8. LIMITATIONS

The number of the research population is another drawback. Insufficient sample sizes, which were required by a lack of funding, time, and resources, hindered researchers' attempts to produce high-quality conclusions. It is believed that future researchers would be able to produce trustworthy results using state-of-the-art research methodologies, taking into account the constraints of the current study, the comparatively large sample size, and the industry as a whole. Another restriction is the likelihood of approximation bias in some processes. In addition to using some older methods of analysis, we relied on two well-known measures in our research. A bigger sample size will be able to create an emerging research framework in later investigations using the enhanced technique. A broader variety of socioeconomic and vocational factors might need to be taken into account in such a situation. If researchers wish to obtain a comprehensive picture of how employee pleasure at work influences their activities nationwide, the entire industrial sector should be included in the study. Future research could be far more reliable with the use of more latest versions of data processing tools and more thorough measurement scales and questionnaires. Further investigation on the relationship between job performance and workplace satisfaction is crucial for future scholars.

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