



The Mediated Moderating Role of Supervisory Support in the relationships among Perceived Procedural Justice, Job Satisfaction and Job Performance on Public Sector Employees

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Abstract

This study aimed to investigate the mediated moderating role of supervisory Support in the relationships among perceived procedural justice, job satisfaction, and job performance at public sector employees of Pakistan. The research design of this study implied was explanatory, cross-sectional. The data was collected through a merged procedure and method, including an adapted self-administered survey closed-ended questionnaire in person and digital means like google docs. A total of 500 (five Hundred) respondents was the sample size comprising the public sector employees of Baluchistan province, Pakistan. The data was analyzed with the help of partial least square structural equation modeling (PLS-SEM). The findings show that the seven (07) out of nine (09) hypotheses were supported along with the mediating role of supervisory support and see (Table 5) for a ready reference. The moderating role found an insignificant relationship among the latent construct as these two hypotheses were not supported.

Keywords: Perceived Procedural Justice, Job Satisfaction, Job Performance, Supervisory Support, PLS-SEM.

Introduction

Employees may develop a sense of job satisfaction, as proposed by numerous researchers through fulfilling the socioemotional needs of the supervisors besides meeting employees' reward for performance expectations and indicating the convenience of the needed Support, the workers' job satisfaction may be enhanced (Jiang & Klein 1999/2000). Valuing the subordinates' contributions, if perceived by the employees that supervisors care and are concerned about their wellbeing, they

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also formulate common thoughts of their contributions by the employers (Stinglhamber & Vandenberghe 2003). The laborers/workforce may form the concept of giving and taking relationships with their supervisors, although they may be perceived as agents of the firms as suggested by researchers (Arnéguy, Ohana, & Stinglhamber, 2021). The research on supervisor and subordinates' interactions has produced several conclusions regarding interpersonal social behaviors (Gatner, Douglas, Hart, & Kropp, 2021). The authors of the study of the actionist theory agree that the change in behavior of the supervisor may affect the adaptation process of the new entrants in the socialization stage of the newly hired ones (Jokisaari & Nurmi, 2009). Meeting essential socio-emotional situations of the employees, a favorable boss, and subordinates' association may increase workforce wellbeing as revealed by several constructs like well-mood, job satisfaction, and reduced strain (Baran, Shanock, & 2012).

Since both the individuals and organizations contribute to the organization's performance management system, and as a result, they are accountable for monitoring and measuring performance (Kagaari, 2011). The organizational hierarchy consists of different levels of managers/supervisors and their subordinates/workers ranging from top-level management to middle and then bottom/operational level. These supervisors, when willing and able to adopt and implement an appropriate performance management system (PMS) that gives fair-based appraising and timely feedback to the workers, would result in high employees' job satisfaction to laborers that may also result in high and favorable /desirable job performance (Baran et al., 2012). This study will be critical in enhancing job satisfaction and job performance while considering the positive mediated moderating role of Supervisory Support and the impact of perceived procedural justice on the employees' job satisfaction and job performance. To conclude, this research study will have findings supporting the development of appropriate supervisory Support as mediated moderating supervisory Support. There is past evidence that procedural justice is related to employee satisfaction and turnover intention (Cobb & Frey, 1996). Job satisfaction reflects employees' reactions toward their opportunity for within-organizational advancement (Erben, Schneider, & Maier, 2019) partly. Therefore, when employees perceive their performance ratings, and hence pay increase and promotion, to be determined by political considerations rather than performance factors (Konovsky & Cropanzano, 1991), they are likely to experience reduced job satisfaction and the research study where the authors derive that the role of performance or merit pay performance management system is positive in increasing output and struggles and job satisfaction of the workers (Green, Heywood, & Theodoropoulos, 2017).

The human resource activity, namely performance management system, exists in organizations of the gov't; they may follow a predetermined procedure of following performance appraisal of the employees (Baran et al., 2012; Mohammed & Rashid, 2012). On the contrary, here, the research problem is to explore the actual performance management system as Supervisory Support, which identifies, measures, and presents on-time performance outcomes of the organizational human resources, especially in public sector organizations of Baluchistan, Province of Pakistan. The reasons behind this system would be to identify the true performance of the workers based upon modern tools and techniques. Secondly, the supervisors who are prone to developing and encouraging the employees /subordinates will appreciate such a performance management system. They will be willing to install such a system in their respective firms/organizations. Third, currently, employees in public sector organizations are working and putting either their full potential or moderately working or consume very little and low energies (Kagaari, 2011; Kawalya et al., 2019). These variations may be caused by the non-existence of such an efficient and effective



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system of performance management which gets maximum / optimum benefits of the human resources skills and energies.

Therefore, very low studies have been conducted in this area of research. The studies so far conducted have not truly explored the area which they were supposed to do. So much potential exists in this area of study, which will be fundamentally explored to get laborers to realize the worth of prevailing such an interesting performance management system like a supervisory support system. The supervisors who will be the focal person of measuring the workers' performance if they become knowledgeable and proficient in the system (PMS) would be in a good position to talent hunt and retain the specified skills and abilities. This study will also reveal the mediating and moderating role of supervisory support in the relations between perceived procedural justice, job satisfaction, and job performance of public sector employees. It is very important for the workers what kind of supervisors they will be having in the organizations. They will be performing high and meeting the departments' expectations if their supervisors are supportive and cooperative.

Literature Review

Information acquired from the available broad review of the material includes textbooks, research journals, conference proceedings, online resources, websites such as the Ministry of Finance, Pakistan (Finance, 2020-21). Among human resource management functions, Supervisory Support as a performance management technique is essential and vital in any organization (Hanif, Jabeen, & Jadoon, 2016). Demarcation of good and not so good performers is possible with the help of the performance evaluation and management with the help of the Supervisory Support while determining the overall organizational efficiency and effectiveness as well as its broad contribution to the society and essential to measure and manage it (Hanif et al., 2016).

In the government and public sector, performance means capabilities for managing (Ingraham, Joyce, & Donahue, 2003). The government sector is directed towards achieving goals at the maximum (Finance, 2020-21). Supervisors and subordinates ensure the combined efforts and performance management to plan for the organization, decide job descriptions jointly, ensure alignment between organizational philosophy and jobs, and decide the procedure and overall performance management system (Clark, Tan, Murfett, Rogers, & Ang, 2019). In its most basic sense, Perceived Procedural justice can be seen as any type of formalized process that an organization uses to handle misconduct or complaint while yielding the most acceptable fair outcome (Röhl & Gärtner, 2021). Virtually in all organizations, in forms of some sort, the concept of procedural justice prevails and reflects most of the like processes and measures of controlling by all of them in the criminal justice system. Military code of conduct, internal rules of higher education, and large-scale regulation of corporations are examples of this system (Sunshine & Tyler, 2003).

Perceived Procedural Justice and Job Satisfaction

The workers' judgment toward the procedure of justice significantly affects the procedure's effectiveness (Campbell, 2009). This means that how justice is defined and followed within a process highly fascinates how they behave (Tyler, Callahan, & Frost, 2007). According to the procedural justice perspective, if the employees perceive the procedures of justice, and even the mediators of those procedures such as supervisors or managers (Snipes, Maguire, & Tyler, 2019), to be illegitimate, unfair, or morally mistaken, then probabilities are those workers will be



significantly not as much of willing to follow the rules and decisions made by that procedure and Supervisors (Tyler & Huo, 2002).

However, the same affiliation can be said for the perceived existence of the same potentials. If perceptions of fairness, legitimacy, and morality increase, individual employees' likelihood of rule observance will also increase (Folger & Shukla, 2019). Therefore, the efficiency of a social control process rests more with understanding employees' perceptions of procedural individualities rather than just the construction of the process itself. Meeting essential socio-emotional situations of the employees, a favorable boss, and subordinates' association may increase workforce wellbeing as revealed by several constructs like well-mood, job satisfaction, and reduced strain (Baran et al., 2012). Employees have a great deal of concern in (Montañez-Juan, García-Buades, Sora-Miana, Ortiz-Bonnín, & Caballer-Hernández, 2019) relation to the just and fair organizational human resource (HR) systems, including compensation, performance management (Schulte, Kay, Potosky, & Renard, 2018) and recruitment (Cropanzano, Bowen, & Gilliland, 2007). The research has generally found that the greater just or fair workers perceive such systems to be, the greater they will be satisfied and receptive of the result and outputs, irrespective of the fact that if these outcomes or rewards to be less than desired (Monika & Kaliyamurthy, 2017).

H₁: There is a positive relationship between Perceived Procedural Justice and Job Satisfaction.

Perceived Procedural Justice and Job Performance

Development of the prior theories of justice evolved from research in the legal area. Soon the researchers in the organizational setting explored its issues of justice as a construct (Donovan, 2020). As previously stated, Studies found that organizational justice is the workforce's perception regarding the fairness of their performance (Colquitt & Shaw, 2005) and their work-concerned variables influenced through that fairness as they determine (Montañez-Juan et al., 2019).

The fairness issues in the work setting are the main concerns of organizational justice (Tina Nabatchi, Bingham, & . Good, 2007). On the contrary, the employees experience feelings of anger, outrage, and resentment if they perceive that they are treated with unfair or unjust managerial actions, and decisions as illustrated by several studies (Colquitt, Scott, Judge, & Shaw, 2006; Sheppard, Lewicki, & Minton, 1992) and revenge or retaliation may be the consequences of such unjust behaviors (Kay & Skarlicki, 2020).

H₂: There is a positive relationship between Perceived Procedural Justice and Job Performance.

Perceived Procedural Justice and Supervisory Support

Though perceived Organizational Support (POS) is an essential part of the social exchange theory, an emerging theory in the relation between supervisor-supervisee (Takeuchi, Wang, Marinova, & Yao, 2009), Supervisory Support is an inevitable and vital phenomenon that influences public sector employees' job satisfaction and performance. This study investigates the relationships among perceived procedural justice, job satisfaction, and job performance are impacted through the mediation and moderation effects of Supervisory Support in the public sector to gain the stated goals (Takeuchi et al., 2009). It is concerned with the employees' perception of the fairness of their organizational performance measurement procedures when supervisory Support exists (Takeuchi et al., 2009).



H₃: There is a positive relationship between Perceived Procedural Justice and Supervisory Support.

The definition is even more revealing about the concept of the supervisor position: The concept of "Supervisor" is defined any person authorized, beneficial to the boss, to staff, to relocate, interrupt, lay off, restore, promote or demote, discharge, assign or reassign, reward, or punish other workers or responsibility for guiding, or resolve their grievances, or effectively to recommend such action if in connection with the preceding the exercise of such authority is not of a merely routine or clerical nature, but requires the use of independent judgment (The Taft-Hartley Act [Section 2 (11)]).

Job satisfaction is vital in knowing the actual organizational effectiveness, and it reflects how an individual feels about their job (Burney & Swanson, 2010). The degree to which the employees want their works (Swanson, Russell, & Anderson, 2021). Employees perceive that if their supervisors are fair and supportive and care about their overall wellbeing, they become satisfied. Employees are most likely to view their supervisory Support as a substantial impact because it increases their job satisfaction and, resultantly, job performance (Burney & Swanson, 2010).

Management can be controlled by predicting the performance management measures (Wilcox & Bourne, 2003). This Managerial's ratings have a specific contribution to workers' job performance (NG & FELDMAN 2009). Job performance is the fundamental goal of the procedural justice initiatives of the organizations (Carliner et al., 2015). One of the techniques for increasing the employees' job performance is to arrange the working schedule (procedures) properly and fairly by the supervisors utilize the available resources effectively and efficiently (Latan, Jabbour, de Sousa Jabbour, Wamba, & Shahbaz, 2018; Ropianto, Rukun, Hayadi, Utami, & Candra, 2017). An organization can best manage its human capital and generate synergies in increased job performance by consistently providing Support in different domains such as fair and just procedures to employees (Kim, Lee, Wang, & Mirus, 2015). Once recognized by the employees, they will reciprocate with attitudes, behaviors, and performance favorable to the organizations (Kim et al., 2015).

Supervisory Support and Job Satisfaction

In addition, positive job attitudes, e.g., job satisfaction, is correlated with productivity levels as proposed by job satisfaction literature (Hoboubi, Choobineh, Ghanavati, Keshavarzi, & Hosseini, 2017). Therefore, employees may not be more productive although having positive attitudes (Oyserman, Elmore, Novin, Fisher, & Smith, 2018). Thus, based upon numerous reasons, determining whether supervisors can distinguish between the employees' job performance and attitudes. Similarly, the research study focuses on supervisory Support as a single dimension of the broad concept of leadership. The encouragement and consideration extended by the supervisor is a central factor in determining job satisfaction in a broad and diverted work environment (Griffin, Patterson, & West 2001; Jawaad, Amir, Bashir, & Hasan, 2019).

The construct as studied by Julien, Somerville, and Culp (2011) the rate of absenteeism and turnover will be low while the performance is high as reciprocated by all those workers in an attempt to balance their work-life conflict as a result of the assistance by their supervisors. Supervisors who seek the difference between task and family as two different domains will probably support their subordinates in balancing their work-family activities and the vice-versa (Kossek, Lautsch, & Eaton, 2006). In addition to this, an employee will be able to lower his or her work-life conflict to reach a personal problem such as caregiving to elderly parents if it is



supervised by a supervisor who is relaxed and calm by letting an employee take off from the job earlier and this all will result in a high level of job satisfaction and job performance (Xu, Kee, & Mao, 2021).

H4: There is a positive relationship between Supervisory Support and Job Satisfaction.

Supervisory Support and Job Performance

The types and sources of social Support have been differentiated, such as instrumental and emotional support. As a result, these all will help workers perform their job efficiently and enhance their job satisfaction (Chou & Robert 2008). Objective measurements often conduct employees' work performance evaluations to examine their job performance (Diener, Oishi, & Tay, 2018; Killham, Mosewich, Mack, Gunnell, & Ferguson, 2018). According to Moscoso and Salgado (2021), a comparison has been made between the predictive validity of the objective and subjective supervisory evaluation of job performance and employees' self-rating and objective measures. However, getting the supervisors to differentiate between employee work performance and work attitudes would increase job performance by getting the supervisors to differentiate between the two dimensions of employees' behavior (Freitas, Silva, & Santos, 2019; Pawirosumarto, Sarjana, & Gunawan, 2017).

Although leadership may have less effect on satisfaction for employees working does not mean that a supervisor's support does not influence satisfaction (Khan, Khan, Moin, & Pitafi, 2021; Perry, Pearce, & Sims Jr, 1999). Leadership is acknowledged as important for the initiation (Campion, Medsker, & Higgs, 1993) and ongoing development of teams. It is often comprised as an important determinant of team satisfaction (Yuen, Loh, Zhou, & Wong, 2018). Duggan, Sherman, Carbery, and McDonnell (2020) in traditional work structures, supervisors have long been known to play a vital part in developing employees' expectations (Graen & Scandura, 1987).

H5: There is a positive relationship between Supervisory Support and Job Performance.

Supervisory Support as a Mediating Variable

As a central point of interaction with the workforce of an organization, supervisors are the low-level employees of the management hierarchy (Takeuchi et al., 2009). The supervisor, when extended solid Support helpful in career satisfaction, and advancement will be viewed as a contributing both at an individual or organizational level (Jung & Takeuchi, 2018; Van der Heijden et al., 2020). Facilitating an employee's career growth and greater job satisfaction proves to have considerable supervisory Support. It is stagnant if there is less frequent performance feedback provision and supervisory Support (Jiang & Klein 1999/2000). As a central point of interaction with the workforce of an organization, supervisors are the low-level employees of the management hierarchy (Arthanari et al., 2021; Dempsey et al., 2021), and in the process of HRM activities, it is the supervisor who plays a vital role in the initial hiring process. This is all because of their positions as representative of the top management while simultaneously taking a greater part in joint benefits under their supervision of the workers (Tse, To, & Chiu, 2018; Vullings, De Hoogh, Den Hartog, & Boon, 2020).

H6: Supervisory Support mediates the relationship between Perceived Procedural Justice and Job Satisfaction.

H7: Supervisory Support mediates the relationship between Perceived Procedural Justice and Job Performance.

Supervisory Support as a Moderating Variable

Supervisors who seek the difference between task and family as two different domains will probably support their subordinates balancing their work-family activities and vice-versa (Kossek & Lee, 2017). In addition, an employee will lower their work-life conflict to react to a personal problem such as caregiving to elderly parents if supervised by a supervisor who is relaxed and calm by letting an employee take off from the job earlier (Kossek & Lee, 2017). This will result in a high level of job satisfaction and job performance (Julien et al., 2011). Though limited evidence is known about the supervisor's role as a predictive variable in the models of the perceived procedural justice and job performance (Bhatti, Battour, & Ismail, 2013), the association is interesting (Ismail & Bongogoh, 2007).

A study found that the employees may develop a sense of job satisfaction as proposed by numerous researchers, for example, through fulfilling the socioemotional needs by the supervisors besides meeting employees' reward for performance expectations and indicating the convenience of the needed support, the workers' job satisfaction may be enhanced. Valuing the subordinates' contributions, if the employees perceive that supervisors care and are concerned about their well-being, they also formulate common thoughts of their contributions by the employers (Huyghebaert, Gillet, Audusseau, & Fouquereau, 2019; Vandenberghe, Bentein, & Stinglhamber, 2004).

H₈: Supervisory Support moderates the relationship between Perceived Procedural Justice and Job Satisfaction.

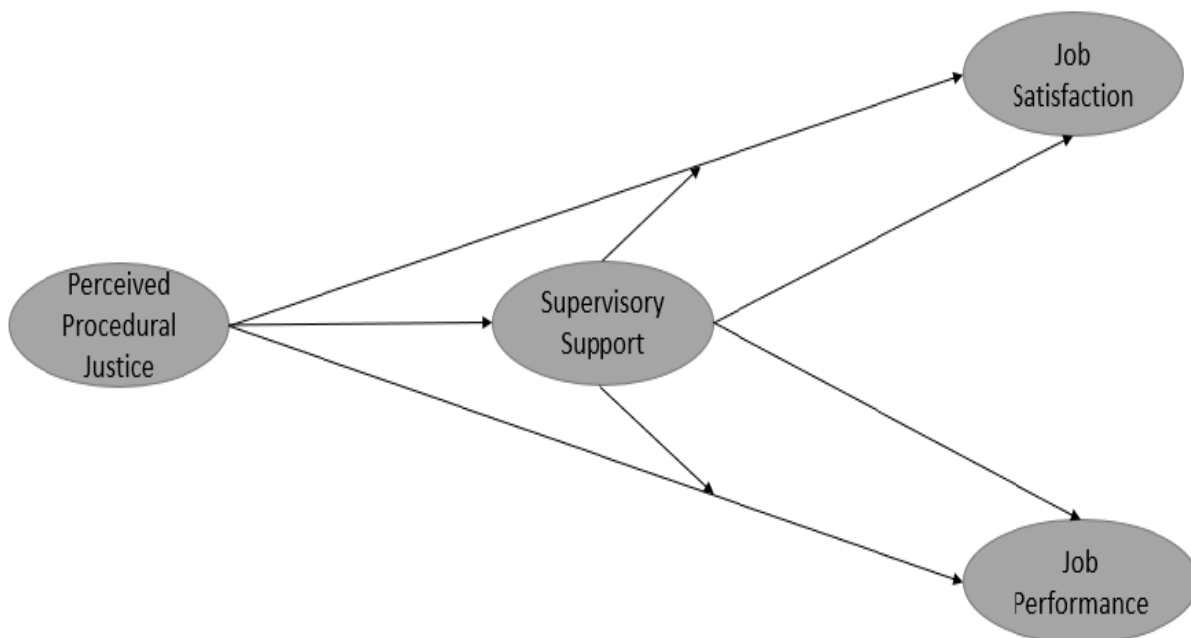


Figure: 1. Theoretical Framework

Research Methodology

Research Design

The explanatory and quantitative research approach, sample, and procedure included all the employees (From Grade BPS-14 to BPS-20 & above) working at the Public Sector of Balochistan, Pakistan, were surveyed using an adapted structured self-administered closed-ended



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questionnaire in person. The response rate was (72%). At the same time, (20%) responses were collected through questionnaires distributed via google docs technological approach to the employees due to covid-19 lockdown as they could not attend their offices regularly.

A response rate to be considered as accurate, the response rate between (20%) percent and (40%) percent should be representative of the target groups of the sample as suggested by numerous authors having claimed (Maione & Barbosa, 2019). The value of the pilot study exceeds the criterion to be above .70 (Holahan, Sears, & Cronbach, 1995), which is considered a threshold for any construct its items to qualify as a reliable instrument for the collection of the data and checking the testified results.

Measures

The Perceived Procedural Justice (PPJ) five (5) items by (Erdogan, Kraimer, & Liden, 2004), Supervisory Support (SS) scale (Erdogan et al., 2004; Shore & Tetrick, 1991), Job Satisfaction (JS) the scale "Generic Job Satisfaction" and the construct "Job Performance" (Wallace & De Chernatony, 2009; L. J. Williams & Anderson, 1991) were adapted. All four (04) constructs have measured the phenomena of interest with the help of a total of twenty (20) items using a five-point Likert scale was used ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). All of them loaded on their respective construct with a proven Cronbach alpha value (0.819, 0.809, 0.802, 0.769) except item of Job Satisfaction (JS1) deleted due to low factor loadings by checking its reliability with the help of conducting the pilot study. A Random Probability-based stratified random sampling (non-proportionate) method has been used to collect the data from the target population as a representative (Public Sector Employees of Balochistan Province, Pakistan). A total of five hundred (500) respondents were the sample size for this research study, and bootstrapping techniques were also applied in the sampling method.

Procedure

The collected data was analyzed using variance-based Partial Least Square-Structural Equation Modeling-3.3.3 (PLS-SEM Software, 2015). Statistically, interpretation was used as well as discussion of the results and followed by complex interpretation. The data of this research study was analyzed by testing the formulated hypotheses using structural assessment model (path analysis) and Fornell & Larcker and HTMT (Ratio) for testing discriminant validity, mediating, and moderation effects by using reflective measurement model.

Results

Data Screening

The potential of obtaining a maximum amount of data in the organizational science, the most common form of data collection is the self-report survey data with the minimum expense of time, effort, and money (DeSimone, Harms, & DeSimone, 2015).

Descriptive Analysis

The characteristics of the sample taken and considered include the following: experience, qualification, gender, and field of study. Their experience, on average, covers from 10 to 15 years of service length. On the other hand, their job categories range from grades BPS-14 to BPS-21 and above. Having qualified graduates and the majority are master's degree holders both in science and arts with diverse specialization. However, the sample characteristics' review clearly shows that the male and female ratio representing the gender characteristic is at the level by revealing that the



public sector is primarily male-dominated. The ratio of (95%:5%) is the apparent evidence of a male-dominated public sector.

Partial Least Square Structural Equation Modeling (PLS-SEM)

Partial Least Square Structural Equation Modeling (PLS-SEM) suggestions and terminologies may perhaps be elucidated if the constructs/ measurement models are known as "composites." Consequently, PLS methodologists began adopting that terminology (Hair Jr, Howard, & Nitzl, 2020). Similarly, in an article was published by (Sarstedt, Hair, Ringle, Thiele, & Gudergan, 2016), term composites were excessive. The discussion even extended as composites that estimate proxies' theoretical constructs considering and suggesting CB-SEM constructs and PLS-SEM. The confirmation of measurement theory is the objective as a statistical nature of both CCA and CFA. However, confirmation of theoretical constructs is the beginning of the CCA and CFA, and moving structural modeling confirms the composite measurement models (Hair Jr et al., 2020).

Table 1. Confirmatory Composite Analysis & Reflective Models.

Assessing Reflective Measurement Models	Assessing Structural Model Results
Estimate of Loadings and Significance	1. Evaluate structural model collinearity
Indicator Reliability (Items)	2. Examine the size and Significance of Path Coefficients
Composite Reliability (Construct)	3. R ² of Endogenous Variables (in-sample prediction)
Average Variance Extracted (AVE)	4. f ² Effect Size (in-sample prediction)
Discriminant Validity – HTMT	5. Predictive Relevance Q ² (primarily in-sample prediction)
Nomological Validity	6. PLSpredict (out-of-sample prediction)
Predictive Validity	

Confirmatory Composite Analysis

In PLS-SEM, for measurement model assessment as confirmatory composite analysis (CCA) steps are the topical basis, the researchers have referred for these phenomena (Schuberth, Henseler, & Dijkstra, 2018) confirmatory composite analysis (CCA) (Hair Jr et al., 2020).

Estimates of Loadings and Significance

They were assessing the indicator loadings and their significance. Accompanied with t-statistics above ± 1.96, the loadings being considered as standardized should have a value of at least 0.708 in a (two-tailed, 5%) level to qualify for the significant status (Joe F Hair, Christian M Ringle, & Marko Sarstedt, 2011). In this research study, the independent construct perceived procedural justice has five indicators as observed variables to measure it as a latent variable. All the five indicators have loadings values (0.716, 0.705, 0.738, 0.772, 0.700), meeting the standards set for 0.708 and is considered significant. Furthermore, Supervisory Support as a mediated moderating variable was measured by first item SS1(0.689), which is almost close to 0.708, so it merits the significance level. Similarly, (0.801, 0.805, 0.708, 0.868, 0.706) so subsequently considered to be significant indicators loading on the latent variable of Supervisory Support as a mediated moderating variable. The observed variable "Job Satisfaction" was also measured by adapting five items from the "Generic Job Satisfaction" to measure the first dependent variable.

**Table 2. Validity and Reliability Assessment Model**

Latent Construct	Loadings	Cronbach's Alpha	rho_A	CR	AVE
Job Performance		0.819	0.833	0.879	0.646
JP1	0.834***				
JP2	0.799***				
JP4	0.809***				
JP5	0.772***				
Job Satisfaction		0.774	0.788	0.855	0.597
JS2	0.712***				
JS3	0.831***				
JS4	0.736***				
JS5	0.804***				
Perceived Procedural Justice		0.744	0.758	0.836	0.561
PPJ1	0.718***				
PPJ2	0.727***				
PPJ3	0.768***				
PPJ5	0.781***				
Supervisory Support		0.822	0.844	0.882	0.653
SS2	0.790***				
SS3	0.795***				
SS4	0.886***				
SS5	0.755***				

Note: Item no. JP3, JS1, PPJ4, and SS1, are deleted because of poor loadings.

First is JS1, "I receive recognition for a job well done," which was deleted due to its low loading value. Values of (0.711, 0.829, 0.737, 0.806) are significant as these are above than 0.708. Similarly, to measure another phenomenon of interest, "Job Performance" as DV, the expected value of 0.708 for an item indicator loading and its significance level is over-weighted with 0.818 and 0.809, respectively as significant. However, to measure the same construct of the observed nature variable, item JP3 with the value of 0.593 and considered insignificant as it is less than the value of 0.708 set for the significance level of any indicator loadings. Loading values of 0.801 & 0.764 for items JP4 and JP5 qualify for the significance level.

Composite Reliability (Construct)

Measuring the reliability of the construct, Cronbach's alpha (α) and composite reliability (CR) are the tools (Joseph F Hair, Christian M Ringle, & Marko Sarstedt, 2011), and being above 0.70 is a rule of thumb for both reliability criteria. Therefore, CR (weighted) should be assessed and reported due to the non-equally reliable position of the indicators (Hair, Risher, Sarstedt, & Ringle, 2019). In Table 2. both values of rho, as well as CR, are suitable as rho values are more significant than 0.70 is a rule of thumb.

Average Variance Extracted (AVE)

Similarly, Average Variance Extracted (AVE) values for all concepts (constructs) are larger than the cut-off values of 0.50, as reflected in Table 3. The Average Variance Extracted (AVE) can measure convergent validity (Hair et al., 2019), and Averaging the indicator reliabilities

of a construct can obtain AVE, so the criterion 0.50 (50%) is the value or even greater should it be for AVE as this measure is a metric of the shared variance between the construct and its indicators on average.

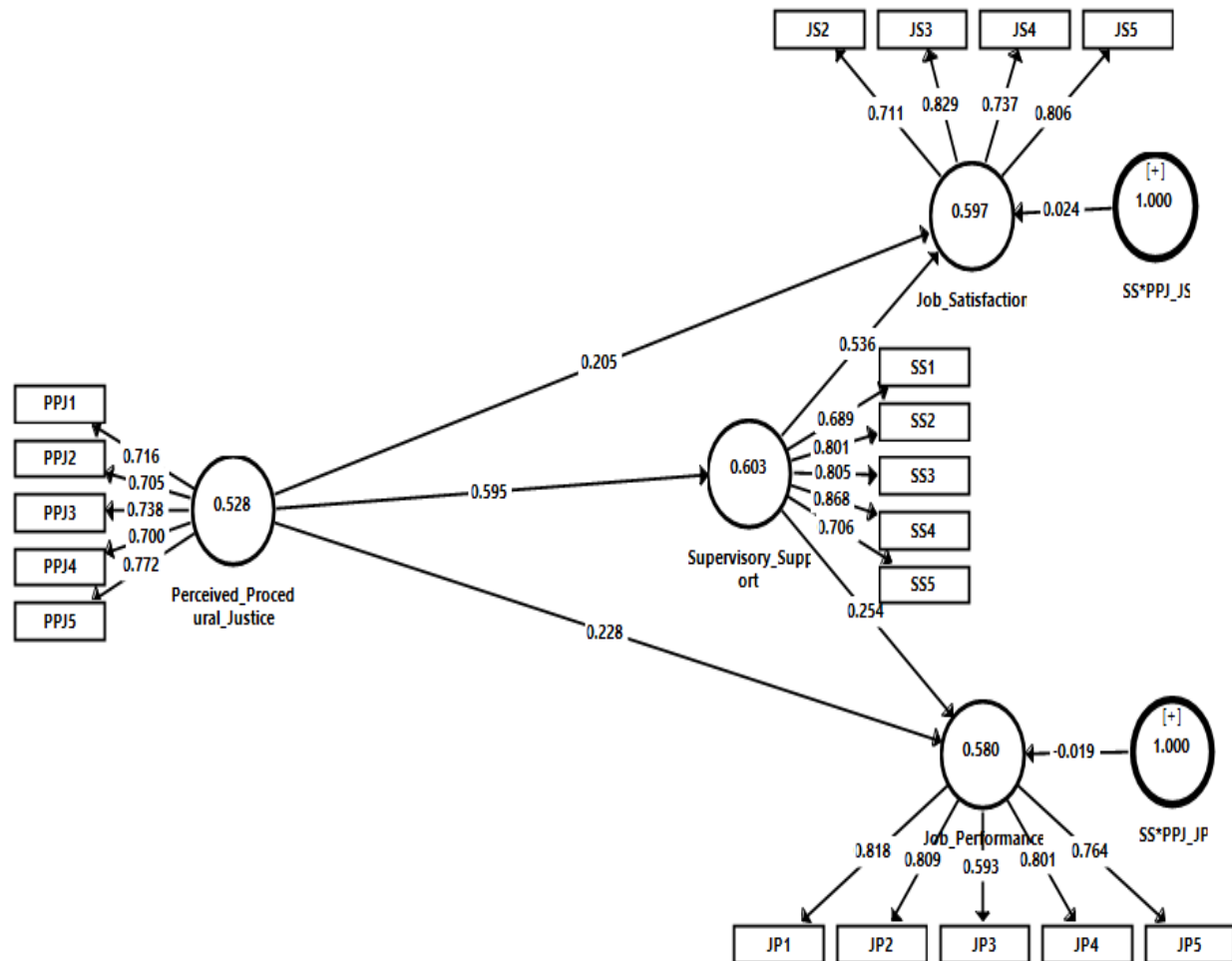


Figure 1. Measurement Model Assessment

Discriminant Validity – HTMT

The researchers refer to the discriminant validity for measuring the distinctiveness of a construct (Henseler, Ringle, & Sarstedt, 2015). The average variance within a construct (AVE) surpasses the shared variance between the constructs then discriminant validity is demonstrated (Henseler et al., 2015). Heterotrait-monotrait (HTMT) ratio is the method that should be used for correlations by applying (cutoff scores: 0.85 & 0.90) for results' interpretation (Henseler et al., 2015). Analyzing Table 3. discriminant validity, all values of HTMT for determination of discriminant validity among the constructs are below the standard value of 0.90, so the correlation between the constructs does not exist means there is the measurement of the distinctiveness of the construct.

Table 3. Discriminant Validity-HTMT (Fornell & Larcker):

Fornell & Larcker	JP	JS	PPJ	SS
JP	0.804			



JS	0.585	0.772		
PPJ	0.410	0.523	0.749	
SS	0.412	0.674	0.559	0.808
HTMT Ratio	JP	JS	PPJ	SS
JP	-			
JS	0.725			
PPJ	0.504	0.646		
SS	0.487	0.826	0.681	-

Nomological Validity

Nomological validity correlates with the score of the constructs' measurement (Hair et al., 2010). A representation of the constructs is the nomological net, and these constructs are the central theme of attention of a research study (Afifi, May, Donatello, & Clark, 2019; Ong & Puteh, 2017), Refer to table 3.

Predictive Validity

In assessing the predictive validity, similarity exists between the predictive and concurrent validity since correlation is the same term both are measured (Henseler, Ringle, & Sarstedt, 2016; Shmueli, Ray, Estrada, & Chatla, 2016; Shmueli et al., 2019).

Structural model assessment

Due to the significant recent developments in PLS-SEM, having a special focus on the concurrent (methodological improvement-PLSpredict) assessing the structural model, steps in Table 2. are followed.

Evaluate structural model collinearity

Determining if (increased multicollinearity) is a problem is the first step in evaluating the structural model constructs. A problem does not exist if the examined values of VIF are below 3.0 (Hair et al., 2019). However, if the bivariate correlations as an alternative approach are higher than 0.50, path coefficients' size and signs could be influenced (hair et al., 2020). Since all the constructs in Table 6. have VIF less than 3.0, multicollinearity is not an issue in this study.

Table 4. Multicollinearity Diagnostic:

	JP (VIF)	JS (VIF)	SS (VIF)
PPJ	1.481	1.481	1.000
SS	1.466	1.466	-

Examine size and Significance of Path Coefficients

Examining the size and significance of the path coefficients is the second step if multicollinearity does not become an issue. The hypothesized relations among the constructs are tested keeping in view the standardized values of the path coefficients ranging from +1 to -1. However, they rarely meet the absolute values on either side. Path values 0 and 1 are the weaker and stronger path coefficient values, respectively, in predicting dependent constructs (Joe F Hair et al., 2011; Hair et al., 2019).

Table 5. Hypothesis Assessment Model/Path Coefficient Analysis:



Hypothesis	β	S. E	T-Values	P-Values	Decision
H_1 : PPJ \rightarrow JP	0.253	0.061	4.116	0.000	Supported
H_2 : PPJ \rightarrow JS	0.217	0.058	3.705	0.000	Supported
H_3 : PPJ \rightarrow SS	0.559	0.040	14.136	0.000	Supported
H_4 : SS \rightarrow JP	0.261	0.067	3.900	0.000	Supported
H_5 : SS \rightarrow JS	0.558	0.052	10.777	0.000	Supported
H_6 : PPJ \rightarrow SS \rightarrow JP	0.146	0.039	3.744	0.000	Supported
H_7 : PPJ \rightarrow SS \rightarrow JS	0.312	0.040	7.710	0.000	Supported
H_8 : SS \times PPJ \rightarrow JP	-0.044	0.058	0.759	0.224	Not Supported
H_9 : SS \times PPJ \rightarrow JS	0.023	0.035	0.671	0.251	Not Supported

By analyzing the above Table 5, all the hypotheses are supported ($\beta=.312$, $t=7.71$, $p < 0.000$) and accepted as its path coefficients analysis meets the criteria by having p values less than 0.05 except the last two H_8 and H_9 as these are having values of 0.224 and 0.251. The path coefficient analysis reveals clearly that the latent variable Perceived Procedural Justice has a positive relationship with the endogenous variables Job Performance, Job Satisfaction. Similarly, the mediating variable Supervisory Support is a mediator among the relations of perceived procedural justice as a latent unobserved variable and Job Performance and Job Satisfaction as effects variables. However, the moderation role of the Supervisory Support does not prove itself in the assumed relationships.

R² of Endogenous Variables (in-sample prediction)

R² is not the population but only refers to predicting the data sample used in calculating the results (Hair et al., 2019; Sarstedt & Cheah, 2019). As with multiple regression, when too many nonsignificant predictor constructs in the structural model are included, adjusted R² is valid (Hair et al., 2019). In Table 6, R² values of variance are justifiable because these are 0.219, 0.486, and 0.312, weak, moderate, respectively.

Table 6. Structural Model Assessment

	R ²	R ² Adjusted	f^2 (JP)	f^2 (JS)	f^2 (SS)	Q square
JP	0.219	0.212				0.126
JS	0.486	0.482				0.283
SS	0.312	0.310	0.06	0.062		
PPJ			0.055	0.414	0.453	

f^2 Effect Size (in-sample prediction)

The effect size is the second measure of the predictive ability of the structural model (Hair, Hult, Ringle, Sarstedt, & Thiele, 2017) ranked as small, medium, and large referred to as an f^2 (Cohen, 1988; Sullivan & Feinn, 2012). This effect size is too taken as an in-sample predictive metric. Values of Supervisory Support (SS) such as 0.06, 0.062, and Perceived Procedural Justice as predictors are ranked as small for (SS) while 0.55, 0.414, and 0.453 ranked as small to large for (PPJ).

Predictive Relevance Q² (primarily in-sample prediction)



The Q^2 value is the third metric to assess prediction (Geisser, 1974; Stone, 1974). Table 6 Clearly shows the values 0.126 and 0.283 of predictive relevance Q^2 primarily in-sample prediction though applicable as more significant than zero, but these values are weak and medium ones

PLSpredict (out-of-sample prediction)

In-sample prediction is enough in some research, but to assess out-of-sample prediction is also required (Sarstedt, Ringle, Henseler, & Hair, 2014). Evaluating the predictive power of a model based on an in-sample including R^2 , f^2 , and Q^2 , to some extent, are helpful, as mentioned in the criteria mentioned above for evaluating predictive validity of PLS-SEM (Shmueli et al., 2019).

Discussion and Implications

Issues of fairness in the work setting are the main concerns of organizational justice as mentioned above (Tina Nabatchi, Bingham, & Good, 2007; Vaamonde, Omar, & Salessi, 2018). The ideas of organizational justice have been supported by large empirical evidence though its research field is wide (Folger & Konovsky, 1989; Fortin, Cropanzano, Cugueró-Escofet, Nadisic, & Van Wagoner, 2020; Kyle & White, 2017). For example, a positive relation is depicted between justice and fairness perceptions and the organizational citizenship behaviors of workers (Bauwens, Audenaert, Huisman, & Decramer, 2019; Dittrich & Carrell, 1979; Farh, Podsakoff, & Organ, 1990; Lim & Loosemore, 2017). Fair procedures and communication processes can increase performance at both an individual level and an organizational level (Perreira, Berta, & Herbert, 2018). Subjective measurements often conduct employee work performance evaluations to examine the selection mechanisms' predictive power (Landy, Shankster, & Kohler, 1994; Zacher & Rudolph, 2019). According to (Hoffman, Nathan, & Holden, 1991), the comparison has been made between the predictive validity of the objective and subjective supervisory evaluation of job performance and employees' self-rating and objective measures (Fernández-del-Río, Ramos-Villagrasa, & Barrada, 2020; Stoffers, Van der Heijden, & Jacobs, 2020; J. R. Williams & Levy, 1992).

In addition, positive job attitudes, e.g., job satisfaction, is correlated with productivity levels as proposed by job satisfaction literature (Fisher, Locke, & Henne, 1992; Hoboubi et al., 2017; Krekel, Ward, & De Neve, 2019). Therefore, employees may not be more productive although having positive attitudes. Thus, based upon numerous reasons, determining whether supervisors can distinguish between the employees' job performance and employee's job attitudes (Steinmann, Klug, & Maier, 2018). A study (Azman, Ajis, Dollah, & Boerhannoeddin, 2009) describes that improving and enhancing employees' performance in the firms by providing encouragement and opportunities is often the support concerned with the supervisors.

This research study enhances our knowledge regarding the role of Supervisory Support as a mediated moderating variable in the relationships among perceived procedural justice, job satisfaction, and job performance on public sector employees. Applying a reflective measurement model, a large sample, and PLS-SEM. Primary results from the measurement model assessment indicated that perceived procedural justice was associated with job satisfaction and job performance independently among public sector employees. Similarly, the role of supervisory support as a mediator also explained its impact. However, supervisory support as a moderator does not indicate its effect in the assumed relationships among the latent variable of perceived procedural justice and endogenous variables of job satisfaction and job performance.

Conclusion, Recommendations, Limitations, and Future Research

**The Mediated Moderating Role of Supervisory Support
in the relationships among Perceived Procedural Justice, 14
Job Satisfaction and Job Performance on Public Sector
Employees**

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Bibi**



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This research study enhances knowledge regarding the role of Supervisory Support as a mediated moderating variable in the relationships among perceived procedural justice, job satisfaction, and job performance on public sector employees. Supervisory Support as a mediator also explained its impact in the assumed relationships among the latent variable of perceived procedural justice and endogenous variables of job satisfaction and job performance. However, supervisory Support as a moderator does not indicate its effect in the assumed relationships reference (Table 5).

Employees have a great deal of concern concerning the just and adequate organizational human resource (HR) systems, including compensation (Olson, Slater, Hult, & Olson, 2018), performance management (Boon, Den Hartog, & Lepak, 2019), and recruitment (Bapuji, Patel, Ertug, & Allen, 2020). The research has generally found that the greater justice and fairness workers perceive in the systems to be, the greater they will be satisfied and receptive of the results and outputs, irrespective of the fact that if these outcomes or rewards to be less than desired by them (Berberoglu, 2018). These findings have the strength to lead a few researchers to suggest that the endowment of fair-based procedures is a more powerful basis for employee management than payment of valued rewards (Owino, Oluoch, & Kimemia, 2019).

The attitude (Job Satisfaction) and behavior angles of employees in the public sector of Balochistan merit the relevancy of the theory of Behavior (Burney & Swanson, 2010). The supervisory Support aspect of the performance management system should serve as a tool or mechanism to control the attitude and behavior of the members in the firms, as proposed by (Kallmuenzer, Strobl, & Peters, 2018; Tina Nabatchi et al., 2007). Mediating the relationship between Perceived Procedural Justice and job satisfaction, the construct of Supervisory Support has been the focal point in the behavioral perspective by playing the role of mediator and, henceforth, related with this research mechanism (Fang, Chen, Wang, & Chen, 2019; Oh, Lee, & Han, 2021; Spector, 1997). In addition to this, an employee will be able to lower their work-life conflict (JULIEN, SOMERVILLE, & CULP, 2011).

This study recommends additional findings to identify the connections of interesting organizational constructs and their long-lasting impacts on the public sector employees. The study under consideration has found some attractive findings regarding the mediating and moderating role of the supervisory Support in the relationships among perceived procedural justice, job satisfaction, and job performance in public sector organizations.

Knowing the employees' perception regarding the role of their supervisors and the fairness of the procedures through which their job performance was measured were among the main objectives of this research study. The theme and results of this research would help and assist the employees and support the policymakers at the government level organizations. Which expectations and perceptions of the workers about the role of supervisory Support and fairness of the procedures regarding their job performance.

There are numerous limitations to this research study. First, this research study considered only four variables: Perceived Procedural Justice, Supervisory Support, Job Satisfaction, and Job Performance. Secondly, this study is only limited to the services sector (Public). Third, only Balochistan is considered a geographical limitation, so its findings would have generalization problems. They considered only employees from grade BPS-14 to BPS 20 and above as respondents is the fourth limitation because all those below the rank of BPS-14 have not been considered. Finally, the fifth limitation of the study is that the research investigation type used is a correlational study.



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