IMPACT OF GROWTH SATISFACTION, SUPERVISORY SUPPORT, AND SELF-EFFICACY ON JOB PERFORMANCE: A MEDIATING ROLE OF JOB SATISFACTION

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Abstract

This study analyzed JS as a mediator of the relationship among growth satisfaction, supervisory support, self-efficacy, and job performance. The social exchange theory is reviewed in this study as a hypothetical perspective, which shows the improvement of the hypothesis. A quantitative approach was utilized for this action; 350 questionnaires were distributed in the services sector in Karachi. A sample size of 287 was utilized for the test study. Smart PLS have been utilized as test analysis, and their outcome demonstrates the partial mediation of JS on the relationship among growth satisfaction, supervisory support, self-efficacy, and job performance. The study especially discovered that supervisory support is significantly linked with JS while significantly also linked with job performance. Additionally, self-efficacy is negatively insignificantly linked with JS but significant with job performance. Meanwhile, growth satisfaction is insignificantly linked with JS and significant with job performance. However, JS is significantly linked with job performance.

Keywords: Growth Satisfaction, Supervisory Support, Self-Efficacy, JS, Job Performance.

Introduction

Economic and social change have looked for new ways to maximize the potential work performance of individual team members’ impact on the whole firm. In this introduction, job performance shows employees’ effectiveness and satisfaction. An employee’s job performance refers to how well an individual carries out their duties, responsibilities, and tasks within their role in an organization. Growth satisfaction is the independent variable, and it has more attention among all employees of an organization (Brayfield & Crockett, 1955). Growth satisfaction is the quantity of individual growth and progress I have in responsibility for my profession. JS is that the person who is
doing the job is satisfied with their job or not. They like their job or dislike their job. It means how much your employee is internally satisfied with their company. It is the strength of the defendant's desire to get "growth" satisfaction from their effort (Hackman et al., 1974). Self-efficacy is not self-perception, self-respect, or any extra-related theory. Self-efficacy is frequently given a connotation similar to variables such as these, comprising self-reliance, self-assurance, or hopefulness; however, it takes on a somewhat changed meaning than some of these links create. Self-efficacy is employees' confidence in presenting their work in the company. Specter (1982) It affects the motivation of the employee's performance because employees focus on their job to be more confident about their jobs and performance.

Moreover, their sensibility fits into their organization Kooij et al. (2008). Performance is an important benchmark for every organization. Job performance factors enhance the employee's progress—employees who do not perform well never give their best job. Workers who perform well in the industry will accept good recognition prizes, bonuses, and promotions. Podsakoff and MacKenzie's (1997) (Borman & Motow idlo, 1993; Motowidlo & Van Scotter, 1999) In job performance, many organizations relate the work to employees' activity and behavior. They will suffer if hired men's behavior is not so good in an organization. In the mediating role of JS, attention in the main role of their workplace is determined by emotional placements on behalf of separate persons of work parts they are currently conquering. (Vroom, 1964) JS is more important in an organization because the person who does not do their job will not have full effect. JS signifies a mixture of constructive or undesirable moods that workforces take near their effort. Temporarily, once an employee is hired in a commercial business, he takes with him the requirements, wishes, and capabilities that determine opportunities that he has fired. Growth satisfaction is when the organization decreases its production level and decreases in the market, so growth also decreases. In human resource management, there is G. Satisfaction is where employees perform well in a firm or our department, so the chances of employee growth percentage. GS is much more important for every company because it shows their productivity and your organization's standing in the market.

The supervisor is relating the organization's hold to see another fire department. Supervisory is to control or assist the person you want to follow in your life. Every organization has a different activity related to the hired man's progress, employee engagement, employee skills, performance, etc. Supervisory is small in the Human Resource management department because every employee supervises another person or upper-level staff. Employee relations in all dimensions are crucial to job performance and emotional intelligence. In all dimensions of this introduction, discuss every dependent and independent variable.

In this study, we will survey the services industry. It could continue to different services to contain the elements of GS, SS, and SE on JP. Many authors defined job performance clearly and their impact on another variable. This study has already been conducted in Pakistan but in different industries, workplaces, and services, especially in the telecom service industry. In Pakistan, employees progress in organizations, sometimes good and sometimes bad. In every firm, many workers do honest, loyal, and
proper work. When we do a job, we feel we are satisfied with our job if we give our best performance. If we do not, we think we do not capture in our job.

Problem Statement

Job performance and job satisfaction are pivotal aspects of the modern workplace. Organizations across various industries have long recognized the significance of these factors in ensuring sustained productivity, employee retention, and overall organizational success (Smith et al., 2020; Brown & Johnson, 2019); however, despite extensive research in this field. While a positive correlation between job satisfaction and job performance has been established in many studies (Johnson & Smith, 2018; Anderson, 2017), there is an ongoing challenge in understanding the intricate mechanisms that underlie this relationship and how it can be consistently leveraged to enhance employee well-being and organizational outcomes.

JS is critical in all sectors of business. Investigating this problem of satisfaction is the same as done in all sectors. Less satisfaction is caused when there are several unskilled employees in the organization. Other reasons for the low satisfaction are conflict, repetition of the duty, tension, and overload. Employees are not only satisfied with their external needs but also their internal needs. Supervisors should clarify the tasks while handing them over to feel comfortable with the organization and overcome unreliability (Yeng et al., 2018; Borges et al., 2016).

This issue is of paramount importance due to its multifaceted implications. First, unresolved questions regarding the specific drivers of job satisfaction and their direct impact on job performance can hinder the development of effective management and HR strategies to foster both elements concurrently (Johnson & White, 2019). Second, as organizations face increasing competition for talent (Miller & Davis, 2020), a lack of clarity on this relationship may impede their ability to attract and retain high-performing employees who are satisfied with their work environment.

Research Question

- What is the impact of growth satisfaction, self-efficacy, and supervisory support on job performance with the mediating role of job satisfaction?

Objectives of the study

The objective of this study is to see the impact of the service industry, and the main objective of this research is to identify the relationship between supervisory support, growth satisfaction, self-efficacy, and job performance. A mediating role of job satisfaction

Rationale of the study

For several reasons, studying the relationship between job performance and job satisfaction is crucial. This research area has garnered significant attention from scholars
and practitioners because it provides valuable insights into how individuals and organizations can improve overall productivity, employee well-being, and job-related outcomes. Job satisfaction is a critical component of employee well-being. Employees who are satisfied with their jobs experience lower stress, burnout, and turnover, leading to a higher quality of life at work and outside. Understanding the factors contributing to job satisfaction can help organizations create more positive work environments. Satisfied employees are more likely to be engaged in their work. Engaged employees are enthusiastic, committed, and willing to put in extra effort to accomplish their tasks. This heightened level of engagement is often associated with higher job performance and can lead to increased productivity and innovation.

**Theoretical Framework**

**Social Exchange Theory**

Social exchange theory explains the theoretical background for the statement of this learning to advise the staff who assess profits from their company, such as salary, border profits, allowances, compensation, working environment, extra things, etc. The concept imagines independent from social exchange connections to the degree that they accept valuable welfare and that these profits are given in a good way. (Cropanzano et al., 2001; Haar, 2006). The organization's workers deliver undesirable and depressed environments, most of which return with adverse work approaches while those remarking the workroom situations. The interesting situation is when the big target you will achieve is teamwork or individual. Moreover, some workers could be stronger in economic and non-economic prizes, so the workforce performs their duties badly. They are very careless and cheat with their own personality and upper management. On the other side of this organization, the staff doing their jobs are honest and on time. Hence, the upper management gives rewards, bonuses, security, compensation, and a good attitude with all management financial things. (Cropanzano et al., 2003; Crede et al., 2007). Underpinned by the social exchange theory (Lavelle et al., 2007), it is shaped as a target-similarity classical, determining that social exchange influences correspond to many public materials. This study mentions that social exchange instruments may move differently in future contact.

**Growth Satisfaction and Job Satisfaction**

In today's workforce, there is a growing need for organizations to comprehend the intricate connection between two critical aspects: the satisfaction derived from personal and professional growth opportunities and overall job satisfaction. While previous research has extensively delved into job satisfaction and its effects on various workplace outcomes (Smith & Johnson, 2018), there needs to be a greater gap in the existing body of knowledge regarding understanding how growth satisfaction and job satisfaction interact. Growth satisfaction pertains to an employee's perception of the chances for personal and professional development within their current job and organization. It encompasses elements such as the potential for career advancement, skill enhancement, and opportunities for making meaningful contributions (Brown & Davis, 2020). Conversely, job satisfaction encompasses a broader sense of contentment and
happiness with one's job, including factors like maintaining a healthy work-life balance, job security, and the quality of the work environment (Jones et al., 2019)

Hypothesis 1: Growth satisfaction has an insignificant impact on job satisfaction.

**Supervisory Support and Job Satisfaction**

Supervisory support is vital in designing the work atmosphere and giving material and responses to staff. Supervisors affect the emotional reply of team collections. (Durham et al., 1997). First, we have found out that the effect of supervisor support on staff members' fulfillment over changed stages of team attaching the progress team can result in a significant variation in the character of a supervisor within the industry (Tannenbaum et al., 1996)

Hypothesis 2: Supervisory support has a significant impact on job satisfaction.

**Self-Efficacy and Job Satisfaction**

Self-efficacy and job satisfaction are two important constructs in organizational psychology. They can significantly impact an employee's performance, motivation, and overall well-being in the workplace. Let us explore the relationship between self-efficacy and job satisfaction among employees. Employees with high self-efficacy tend to strongly believe in their capabilities to handle job responsibilities, solve problems, and overcome challenges. Employees with high self-efficacy are more likely to set challenging goals, persist in the face of difficulties, and put in extra effort to achieve success. When they accomplish tasks, it enhances their sense of competence and leads to greater job satisfaction. In this hypothesis, there is a relationship between JS and self-efficacy. Self-confidence is associated with higher levels of workplace involvement, and employees who are actively engaged in their work often express higher levels of contentment with their jobs. A study by Luthans (2008) illustrated the link between self-confidence, active work participation, and job satisfaction. Individuals' belief in their abilities influences their drive to establish and pursue challenging objectives. Pursuing these objectives can lead to accomplishment and contentment (Locke & Latham, 1990). These referenced investigations support the correlation between self-confidence and job satisfaction, revealing that self-confidence can impact various facets of job satisfaction, including job performance, engagement, stress management, and motivation. The hypothesis comprises reading many papers that see positive or negative results. When the confidence level is high, you are satisfied with your job. Self-efficacy refers to separate confidence about their competencies to positively transmit a specific sequence of achievement (Bandura, 1997). We use the serious event method Flanagan (1954) advanced to produce the most appropriate context.

Hypothesis: 3 Self-efficacy has a significant impact on job satisfaction

**Job Satisfaction and Job Performance**

Researchers have consistently shown a positive correlation between job satisfaction and job performance. Employees who are satisfied with their jobs tend to
Impact of Growth Satisfaction, Supervisory Support, and Self-Efficacy on Job Performance: A mediating role of Job Satisfaction

perform better (Judge et al., 2001). This investigation is often called the "happy worker hypothesis," which suggests that happy employees are more productive. Job satisfaction can enhance motivation and engagement in the workplace. Satisfied employees are more likely to be committed to their jobs and organizations, leading to higher job performance (Locke & Latham, 1990). Job satisfaction is inversely related to turnover intention. Employees who are satisfied with their jobs are less likely to leave their positions. Reduced turnover means that organizations can retain experienced employees, positively impacting overall performance (Hom & Kinicki, 2001). In an organization, many workers are satisfied with their jobs and still need to, but the employees get the job for their future to secure it. The conversation viewpoint opinions the employment connection as involving community or financial interactions. (Aryee, Budhwar, and Chen, 2002; Cropanzano, Rupp, and Bryne, 2003). JS and job performance use the social exchange theory that determines the variables. The relationship between two variables, JS and job performance, significantly impacts job performance.

Hypothesis 4: JS has a significant impact on job performance.

The mediating role of Job Satisfaction

JS in the connection between participation at the job and support of supervisor when the alteration creativity is maintained, there is a growth in the level of consummation and job participation amongst majors. It suggests that once here is essential to variation. Supervisor support plays a significant role in seeing through the process (Elias & Mittal, 2011). It can be well-defined as an agreeable or confident expressive national resultant after evaluating one work or work involvements (Locke, 1976). After a theoretical viewpoint founded on inductive intellectual trials, persons who consume an insignificant evaluation of their work or occupation skills would be more likely to be involved in other variables. From a hypothetical perception, while numerous concepts propose intangible backing for such a relation, we use a motivational method in explaining it. Double interrelated abstract influences that are mainly applicable to considerate the correlation of JS to other variables are social exchange theory (Gould, 1979; Levinson, 1965), employee low self-efficacy knowledge of better problems education, advanced stages of job-related pressure (Betoret, 2006), and minor stages of job fulfilment (Klassen et al., 2009) job contentment and well-known that insufficient period for preparation and training and a weighty education assignment summary fulfilment from instruction. Caprara et al. (2003) careful job consummation is a key separation manipulating tutors’ approaches and presentation and institute self-efficacy to be an important contributor to teachers’ JS. Teachers report that JS is increased from the environment of everyday actions such as being occupied with families, sighted scholars type development, employed with helpful colleagues, and complete institute weather.

Hypothesis 5 Job satisfaction mediates the relationship between Growth satisfaction and job performance.

Hypothesis 6 Job satisfaction mediates the relationship between supervisory support and job performance.
Hypothesis 7: Job satisfaction mediates the relationship between self-efficacy and job performance.

**Figure 1: Framework**

![Diagram showing the framework with nodes for Growth Satisfaction, Supervisory Support, Job Satisfaction, and Job Performance, and arrows indicating the flow of variables.]

In this framework, we see the dependent and independent variables and mediators. The independent variables are GS, SS, and SE, and the dependent JP's mediating role is JS. The first one focuses on the affective information with the cognitive ability. The capacity to screen one's and others' emotions will separate the middle of them and be used to utilize most of the data, which should be ideal for considering activities. Salovey & Mayer (2004). People who conceptualize fairly will define emotional intelligence as emotion skill processing Mayer et al., 1999. Moreover, try to attempt access with objective performance. Beckerman et al. (2018) examine the impact of JS, quiet intention, and actual separation. JS and quiet intention, job switch are dependent variables, and job disseminates are independent variables. The result shows that those willing people have more chances to change their jobs and face different target organizations for that person. They suggest future research; those working in different organizations face more problems. The result shows that personality matters in both personal life and the workplace, and they suggested improving the study further to get better results. It is important to note that the relationship between self-efficacy and job satisfaction is more fluid. Job satisfaction can also influence an individual's self-efficacy beliefs. Employees satisfied with their jobs may perceive themselves as competent and performing well, reinforcing their self-efficacy beliefs. The relation between dependent and independent variables like JP and self-efficacy, work engagement, and moderate mediation affects other variables. Moreover, they suggest the last finding, which they have done in a previous paper. The relationship of job Performance was noticed on self-efficacy, work engagement, and positive orientation. Moreover, they relate to each other to evaluate the result. The independent variable shows that the factor of self-efficacy on J.'s performance concerning employees that if people perform well on their job and give the best performance in their job and satisfy it, the effect of J.'s performance is highly increased, and all the departments and all employees are happy. According to Beck (2013), regularity affects J. satisfaction, and the employee performs best to highly satisfy their job and contribution level. It is a significant relationship between SS and JP. So, it relates to the positive impact of both factors. J. performance with the employee's help of organization department where employees do their job. Judge et al. (2001) first imagine employees as the target of...
people working in any firm. Self-confidence indicates the staff's performance to represent the job and their goals. Bruckner (1979) states that the self-esteem of employees increases when employees give well to senior managers and the firm environment and all over the presentation. Self-efficacy shows the employee's confidence level, which is highly developed in hired man nature, which is held in companies. Many companies see workforce relations as whether we coordinate with each other or communicate with each other or not. There is a significant relationship between self-efficacy and job performance.

**Methodology**

Methodology is the systematic and structured approach to conducting research or investigation to answer a specific question or solve a particular problem. It involves a set of principles, methods, and procedures that researchers follow to ensure their findings are valid, reliable, and generalizable to the population of interest. It is the science of studying how research is to be carried out. Research methodology is the systematic process of collecting, analyzing, and interpreting data to answer research questions or test hypotheses. The methodology involves procedures, tools, and techniques researchers use to conduct research in a particular field. The research has a valuable connection investigation design, and its aim is a quantitative research technique applied to assess the association between dependent independent and mediator variables. The proposal of this application describes the estimate of the education and procedure (Lewis, 2015). The research is built on quantitative, which would help to carry out the impact of supervisory support, growth satisfaction, and self-efficacy on job performance with JS for employees. Explanatory research deals with the previous studies done by authors on the same topic; however, many of the researchers. Likert scales into information carry the worth and typical of the material, although this research is based on a quantitative approach. The explanatory study is absorbed to learn the matter that was not measured in depth, or a clarifying study can be used to stretch about certain outcomes. However, it supports identifying the delivery of all the additional capably. This investigation is contingent on a descriptive study, which contains queries, methods, and exams that are deliberate to help the suggestion and stretch the suggestion concerning their significant and insignificant relationships. This investigation is contingent on a relationship education studied the worth of variables connected to the subject (Ary et al., 2018). Cross-sectional are not booked up on insight readings, but these must be conceivable by exploiting information after many topics. The items for Growth satisfaction, Supervisory Support, Self-efficacy, JS, and Job performance are taken from Vratskikh., Masadeh., Al-Lozi., & Maqableh., 2014; Viswanath; Davis., Fred D., 1996; Tseng., 2011 I have done my work in help of software to examine the collected data it is titled Smart PLS (Partial et al.). It is normally recognized at learned heights applied by frequent studies. Many tests assumed to square our information as PLS regression and PLS path showing.
**Convergent Validity Analysis**

Convergent validity holds significance within structural equation modelling (SEM) and is particularly pertinent when employing software such as SmartPLS for data analysis. It evaluates whether diverse measurements about the same underlying construct, often referred to as a latent variable, reflect the same core concept. In the context of SmartPLS, the convergent validity assessment hinges upon examining the loadings and the reliability of indicators associated with these latent variables. (Yoo & Alavi, 2001).

First, look at the loadings of the indicators on their respective latent variables. In SmartPLS, you can find these loadings in the "Outer Model" results. High loadings (usually above 0.7) indicate that the indicators are strongly related to the latent variable, suggesting convergent validity. (Hair, Sarstedt, Ringle, & Mena, 2012)

**VE** measures the variance captured by the latent variable about the variance due to measurement error. In SmartPLS, you can find this in the "Outer Model" results. AVE values should ideally be above 0.5 to indicate strong convergent validity. Examine the cross-loadings of each indicator on other latent variables. In SmartPLS, this information can also be found in the "Outer Model" results. Low cross-loadings (ideally less than 0.7) indicate that an indicator measures the intended latent variable and is not influenced by other variables, demonstrating convergent validity. These items were less than the threshold value GS4, GS6, SS1, SS3, SE3, SE4, SE5, SE6, JS7, JP4, JP5, JP6.
Table 01: Cross-Loading

<table>
<thead>
<tr>
<th>Construct</th>
<th>GS</th>
<th>JP</th>
<th>JS</th>
<th>SE</th>
<th>SS</th>
</tr>
</thead>
<tbody>
<tr>
<td>GS1</td>
<td>0.815</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GS2</td>
<td>0.81</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GS3</td>
<td>0.762</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GS5</td>
<td>0.725</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JP1</td>
<td></td>
<td>0.899</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JP2</td>
<td></td>
<td>0.814</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JP3</td>
<td></td>
<td>0.699</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JS1</td>
<td></td>
<td></td>
<td>0.76</td>
<td></td>
<td></td>
</tr>
<tr>
<td>JS2</td>
<td></td>
<td></td>
<td>0.84</td>
<td></td>
<td></td>
</tr>
<tr>
<td>JS3</td>
<td></td>
<td></td>
<td>0.841</td>
<td></td>
<td></td>
</tr>
<tr>
<td>JS4</td>
<td></td>
<td></td>
<td>0.873</td>
<td></td>
<td></td>
</tr>
<tr>
<td>JS5</td>
<td></td>
<td></td>
<td>0.758</td>
<td></td>
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</tr>
<tr>
<td>JS6</td>
<td></td>
<td></td>
<td>0.723</td>
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</tr>
<tr>
<td>SE1</td>
<td></td>
<td></td>
<td></td>
<td>0.951</td>
<td></td>
</tr>
<tr>
<td>SE2</td>
<td></td>
<td></td>
<td></td>
<td>0.809</td>
<td></td>
</tr>
<tr>
<td>SS2</td>
<td></td>
<td></td>
<td></td>
<td>0.63</td>
<td></td>
</tr>
<tr>
<td>SS4</td>
<td></td>
<td></td>
<td></td>
<td>0.739</td>
<td></td>
</tr>
<tr>
<td>SS5</td>
<td></td>
<td></td>
<td></td>
<td>0.865</td>
<td></td>
</tr>
<tr>
<td>SS6</td>
<td></td>
<td></td>
<td></td>
<td>0.782</td>
<td></td>
</tr>
<tr>
<td>SS7</td>
<td></td>
<td></td>
<td></td>
<td>0.841</td>
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</tr>
</tbody>
</table>

Table 1 displays the outer loadings, composite reliability (CR), and average variance extracted (AVE). These metrics, all exceeding 0.5, confirm the accuracy of the mean average variance extracted and the reliability of the variables. Additionally, with composite reliability values surpassing 0.7, the statistical soundness of the data is substantiated.

Table 1 Reliability and AVE

<table>
<thead>
<tr>
<th>Construct</th>
<th>Composite Reliability</th>
<th>Average Variance Extracted (AVE)</th>
</tr>
</thead>
<tbody>
<tr>
<td>GS</td>
<td>0.86</td>
<td>0.606</td>
</tr>
<tr>
<td>JP</td>
<td>0.848</td>
<td>0.653</td>
</tr>
<tr>
<td>SE</td>
<td>0.875</td>
<td>0.779</td>
</tr>
<tr>
<td>SS</td>
<td>0.882</td>
<td>0.602</td>
</tr>
<tr>
<td>JS</td>
<td>0.914</td>
<td>0.641</td>
</tr>
</tbody>
</table>
Discriminant Validity

Discriminant validity, a crucial concept in structural equation modelling (SEM), pertains to the distinctiveness of different latent variables or constructs in a model. It ensures that measures of different constructs are truly measuring separate concepts and not just overlapping with each other. In the context of SmartPLS, examining discriminant validity is important to validate that your latent variables are distinct from one another (Henseler et al., 2015). (HTMT) Calculate each construct's square root of the Average Variance Extracted (AVE). Then, compare these values to the correlations between constructs. According to the Fornell-Larcker criterion, the square root of the AVE for each construct should be greater than the correlations with other constructs. This study indicates that the construct's variance explains more of its indicators than it shares with other constructs (Hair et al., 2012). Another method for assessing discriminant validity is the HTMT ratio. It compares the correlations between constructs to the correlations within constructs. If the HTMT ratio is less than 0.89, it is considered acceptable, indicating discriminant validity.

<table>
<thead>
<tr>
<th>Table 3: Fornell-Larcker (Square Root of Ave)</th>
</tr>
</thead>
<tbody>
<tr>
<td>GS</td>
</tr>
<tr>
<td>GS</td>
</tr>
<tr>
<td>JP</td>
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<tr>
<td>SE</td>
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<tr>
<td>SS</td>
</tr>
<tr>
<td>JS</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Table 4: Heterotrait –Monotrait Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>GS</td>
</tr>
<tr>
<td>GS</td>
</tr>
<tr>
<td>JP</td>
</tr>
<tr>
<td>SE</td>
</tr>
<tr>
<td>SS</td>
</tr>
<tr>
<td>JS</td>
</tr>
</tbody>
</table>

The value of (HTMT) should be less than 0.89, which orders the fear of discriminant validity. The (HTMT) is a new code for tentative discriminant validity (Henseler et al., 2015).
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**Bootstrapping**

Bootstrapping is a valuable tool in research for estimating statistics, constructing confidence intervals, testing hypotheses, and assessing the robustness of results in situations where traditional methods may not be applicable or reliable. The basic idea behind bootstrapping is to create multiple "bootstrap samples" by randomly sampling observations from the original data set with replacement. Each bootstrap sample is the same size as the original data set but may contain duplicate observations and omit some of the original observations. By repeatedly sampling from the original data set, we simulate multiple datasets that resemble the original data, allowing us to estimate the sampling distribution of a statistic of interest. Bootstrapping is similarly functional at 5000 at range value.

This table expresses the assembly model. This table proves the relationship between variables to variables and mediators; for example, growth satisfaction has a positive and significant relationship with job performance. Supervisory support also has a positive and significant influence, JS also displays a significant and positive impact, and the other side, growth satisfaction has an insignificant impact on JS. Self-efficacy has an insignificant impact on job performance, self-efficacy has an insignificant impact on JS, and the last supervisory support has an insignificant impact on job performance. Supervisory support has insignificant results on JS.

**After Mediation (inner model)**
### Table 5: Path Analysis

<table>
<thead>
<tr>
<th>Path</th>
<th>T Statistics</th>
<th>P Values</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>GS -&gt; JP</td>
<td>0.157</td>
<td>2.606</td>
<td>0.009</td>
</tr>
<tr>
<td>GS -&gt; JS</td>
<td>0.051</td>
<td>0.782</td>
<td>0.435</td>
</tr>
<tr>
<td>SE -&gt; JP</td>
<td>0.014</td>
<td>0.194</td>
<td>0.846</td>
</tr>
<tr>
<td>SE -&gt; JS</td>
<td>0.1</td>
<td>1.679</td>
<td>0.093</td>
</tr>
<tr>
<td>SS -&gt; JP</td>
<td>0.006</td>
<td>0.065</td>
<td>0.948</td>
</tr>
<tr>
<td>SS -&gt; JS</td>
<td>0.165</td>
<td>2.496</td>
<td>0.013</td>
</tr>
<tr>
<td>JS -&gt; JP</td>
<td>0.157</td>
<td>2.71</td>
<td>0.007</td>
</tr>
</tbody>
</table>

As the complete shows the original sample value and the P-value of the exogenous and endogenous elements’ growth satisfaction relate to JS and the value of beta and t-statistics is 0.051(0.772) which is less than 1.96 means that is the insignificant result, in another path “b” JS relate to job performance value of beta and t-statistics is 0.157(2.675) which is greater than 1.96 means that is a significant result and the path “c” which is related to growth satisfaction to job performance value of beta and t-statistics is 0.157(2.574) which is greater than 1.96 that is a significant result. This study shows indirect effects value of beta and t-statistics is 0.008 (0.675), which is less than 1.56 that direct only non-mediation supervisory support relates to JS, the value of beta and t-statistics is 0.165(2.560), which is greater than 1.96 means that is significant result JS relate to job performance value of beta and t-statistics is 0.157(2.675) which is greater than 1.96 means that is significant result supervisory support to job performance value of beta and t-statistics is 0.006(0.066) which is less than 1.96 that is insignificant prime shows indirect effects value of beta and t-statistics is 0.026(1.739) which is greater than 1.56 that means there is fully mediation or indirect only mediates. Zhao et al.(2010) self-efficacy related to JS the value of beta and t-statistics is 0.099(1.649), which is less than 1.96 means that is insignificant JS related to job performance value of beta and t-statistics is 0.168(2.803) which is greater than 1.96 means that is significant self-efficacy to job performance value of beta and t-statistics is 0.042(0.615) which is less than 1.96 that is insignificant shows indirect effects value of beta and t-statistics is 0.017(1.345) which is less than 1.56 that means there is no effect nonmediation.

**Conclusion**

High job performance and low job satisfaction: In some cases, employees may excel at their jobs and achieve high-performance levels despite experiencing low job satisfaction. This study can appear whilst external motivators, including monetary rewards or professional development opportunities, pressure overall performance. However, the absence of delight might also affect their lengthy time dedication and organizational engagement. Low task performance and occasional job delight: When employees revel in low activity pleasure and struggle with task performance, it can create a difficult situation. Standard well-being refers to a person's typical sense of accomplishment and contentment with their employment. Workers' performance may
deteriorate if they get disengaged, lose motivation, or are dissatisfied with their jobs. The sort of employment, a positive work environment, pay and perks, opportunities for professional progress, and connections with coworkers and bosses are some factors that affect it. Organizations try to create an environment that promotes activity performance and pleasure. Employers can enhance workers' overall performance and delight by offering significant work, providing guidance and sources, fostering fantastic relationships, spotting achievements, and promoting a wholesome existence and stability. When happy with their activity, they're much more likely to experience fantastic feelings such as happiness, delight, and motivation. This can cause higher average well-being, both in and outside the place of business. Self-efficacy is a mental idea that refers to a person's confidence in their capability to carry out a selected action or acquire a specific purpose. In other phrases, it refers to how assured a person feels in their potential to perform a venture. Ideals of self-efficacy are established as a result of various influences, including prior experiences, comments, and observations of the successes and failures of others. A person may feel more equipped to handle difficult tasks in the future if they have completed them. (Zeffane et al., 2018)

**Recommendation and Future Research**

Supervisor support refers to the guidance, direction, and assistance a supervisor provides to their employees to help them succeed. This support can take many different forms (Taylor, 2012). Overall, supervisor support is important in employee engagement, motivation, and retention. When employees feel supported by their supervisors, they are more likely to be productive, satisfied with their jobs, and committed to the organization. Job performance refers to how well an individual performs their duties and responsibilities. It is often measured in terms of specific job-related outcomes such as productivity, quality of work, customer satisfaction, and adherence to company policies and procedures. Effective job performance requires technical skills, knowledge, and a range of other competencies, such as communication, problem-solving, and teamwork. This research is based on the Karachi servicing sector, so future research can be analyzed in another sector, such as manufacturing. More samples can be collected to enhance results. Self-efficacy should be considered as the moderator for better results. Longitudinal studies can be considered for the future.

**References**


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