

Beyond Compensation: Examining the Impact of Perceived Organizational Support on Employee Satisfaction in the Automobile Sector

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Introduction

Employee satisfaction is shaped by much more than pay: employees' perceptions of how much their organization values them and cares for their well-being — commonly called Perceived Organizational Support (POS) — play a decisive role in shaping attitudes, motivation, and retention (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). POS satisfies socio-emotional needs (esteem, belonging) and triggers reciprocal behaviors: when workers feel supported, they tend to show greater affective commitment, higher job engagement, and increased willingness to go beyond role requirements (Kurtessis et al., 2017; Shanock et al., 2020). The mechanisms behind these outcomes are well-grounded in social-exchange and need-fulfillment perspectives: organizational actions that communicate care and recognition reduce perceived stress and foster psychological safety, which in turn improves job attitudes (Neves & Eisenberger, 2012; Allen et al., 2003). Importantly, POS captures non-monetary sources of satisfaction — leader support, fair treatment, career development opportunities, effective communication, and work-life policies — that complement (and sometimes outweigh) direct effects of compensation on employee well-being (Shore & Tetrick, 1994; Caesens & Stinglhamber, 2020). The automobile sector provides a compelling context to study these dynamics because manufacturing plants operate under high production pressure, repetitive tasks, strict safety demands, and rapid technological change — conditions that elevate both physical and psychosocial risk for workers (Teixeira et al., 2025; Galanti et al., 2021). Empirical studies from automotive settings indicate that supportive organizational climates — where safety is prioritized, supervisors give recognition, resources are available, and communication is open — act as buffers against stress, reduce absenteeism, and correspond with higher job satisfaction even when workloads are heavy (Teixeira et al., 2025; Galanti et al., 2021). Nevertheless, sectoral studies also show variation: some groups (for example, certain female assembly workers or lower-skilled shopfloor employees) may not experience POS equally, and where support is perceived as lacking, dissatisfaction and turnover intentions rise (Amin & Henakin, 2024; Suryawanshi et al., 2025). Taken together, the literature suggests a dual imperative for automotive employers: strengthen formal HR and safety practices **and** visibly communicate care and recognition so that POS is perceived across employee groups. Investigating the specific pathways through which POS influences job satisfaction in automotive workplaces — and identifying which supportive practices matter most for different worker segments — will therefore help managers design interventions that improve well-being, safety, and performance beyond what compensation alone can achieve (Kurtessis et al., 2017; Celestin et al., 2024).

Literature Review

It has long been known that employee retention has a significant impact on productivity, staff retention, and organizational effectiveness. Early motivation theories suggest that employees are not only motivated by financial rewards but also by psychological and social factors that shape their work experiences. According to two-factor theory, intrinsic factors namely recognition, achievement, and growth opportunities significantly influence employee satisfaction beyond monetary benefits (Herzberg et al., 1959). Similarly, job satisfaction theory explains that employees develop positive attitudes toward their jobs when their expectations regarding work conditions, recognition, and organizational support are fulfilled (Locke, 1976). These theoretical perspectives indicate that organizational practices that support employees play a critical role in shaping their overall job satisfaction. An important idea in organizational behavior literature is POS. Employees' perception that the organization values their contributions and well-being is called POS (Eisenberger et al., 1986). When employees feel supported by their organization, they create stronger emotional attachment and positive work attitudes. Research suggests that supportive organizational environments enhance employees' motivation, commitment, and satisfaction levels (Rhoades & Eisenberger, 2002). Furthermore, POS encourages employees to reciprocate organizational support through improved performance and positive workplace behavior (Kurtessis et al., 2017). The correlation among POS and employee satisfaction was the subject of several empirical investigations. Results show that employees feel appreciated and have greater levels of job satisfaction when companies offer supporting policies, fair treatment, and recognition (Allen et al., 2003). Supportive leadership, transparent communication, and opportunities for career growth also contribute significantly to employees' positive perceptions of their organization (Neves & Eisenberger, 2012). Moreover, employees who feel supported by their organizations often demonstrate stronger organizational commitment and lower turnover intentions (Meyer & Allen, 1997). In addition to organizational practices, psychological factors such as employee engagement and well-being also influence job satisfaction. Studies show that POS enhances employees' psychological well-being and reduces workplace stress, which ultimately improves satisfaction and productivity (Saks, 2006). Employees are more likely to be involved and motivated to contribute to the success of the organization when they feel supported by their employer (Shanock et al., 2020). Furthermore, positive organizational support systems promote trust between employees and management, which strengthens workplace relationships and improves overall satisfaction levels (Caesens & Stinglhamber, 2020).

In the context of the automobile sector, employee satisfaction is particularly important due to the demanding nature of manufacturing work. Employees in the automotive industry often work under high production pressure, strict deadlines, and technologically advanced environments that require continuous skill development (Teixeira et al., 2025). Research suggests that supportive organizational practices such as effective leadership, safety policies, and training opportunities significantly improve employee satisfaction in manufacturing industries (Galanti et al., 2021). Employees are more likely to be content and dedicated to their work when they believe that their organization offers sufficient resources and is committed (Pelealu, 2022). Recent studies in the automobile sector have also highlighted that organizational support plays a crucial role in improving employees' attitudes and performance. A supportive work environment helps employees cope with job stress and enhances their motivation and engagement at work (Celestin et al., 2024). Similarly, research on automotive employees in India indicates that job satisfaction is influenced by factors, namely organizational support, recognition, career development opportunities, and workplace relationships (Suryawanshi et al., 2025). According to Muthulakshmi and Devi (2025), employees who feel more support from their organization typically do better on the job and are more satisfied.

Overall, the existing literature suggests that POS is an important determinant of employee satisfaction across different industries. Organizational practices that demonstrate concern for employee well-being, jobs. Therefore, understanding recognition and professional growth significantly enhances employees' positive attitudes toward their role of POS in improving employee satisfaction, which is particularly relevant in the automobile sector, where work conditions can be demanding and challenging (Kurtessis et al., 2017).

Research Objectives

1. “To study effect of POS on employee job satisfaction (EJS) in the automobile sector.
2. To analyze influence of POS on employees’ work engagement(WE).
3. To investigate the relationship between WE and EJS.
4. To assess mediating role of WE in relationship among POS and EJS.
5. To identify how non-monetary organizational practices (such as recognition, support, and resource availability) contribute to employee satisfaction beyond compensation”.

Research Methodology:

WE was investigated as a mediating variable in this research, which used a method of quantitative study design to investigate the impact of POS on EJS in the automotive industry. Responses from workers in car dealerships' sales departments had been collected using a standardized questionnaire. Because data had been collected all at once to assess correlations among chosen variables, the research was cross-sectional in nature. Employees working in automobile sector's sales department made up the target population. A total of 384 usable responses were included in the analysis. The respondents represented different categories of employees, including sales executives, team leaders, and sales managers, along with variation in age, gender, education, work experience, employment type, and monthly income. This sample size provided sufficient data for examining the proposed model using structural equation modeling.

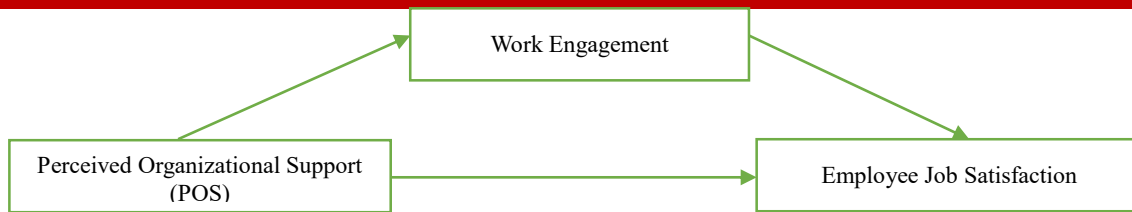
The study measured three main constructs: POS, WE, = EJS. WE served as the mediator, POS as independent variable, and EJS as dependent variable. The instrument included six items for POS, six items for WE, and six items for EJS. These items were adapted from earlier studies and aligned with the conceptual focus of the present research. POS was assessed through items reflecting employees' perceptions of organizational care, recognition, assistance, and provision of resources. WE was measured using indicators related to energy, enthusiasm, pride, involvement, dedication, and absorption in work. EJS was captured through statements relating to satisfaction with the current job, work environment, recognition, and overall job experience. The use of these items helped ensure that constructs were measured in a way consistent with prior research. In order to evaluate measurement model and structural connections between variables, researcher used structural equation modeling to analyze data. “The measurement model's validity and reliability were assessed using outer loadings, Cronbach's alpha, composite reliability, and average variance extracted. Path coefficients, t-values, p-values, R-square values, and mediation analysis were used to determine direct and indirect construct impacts on structural model. Additionally, multicollinearity has been validated by utilizing “variance inflation factor (VIF)” values, and model fit was evaluated using indices namely, SRMR, d_ULS, d_G, Chi-square, and NFI”.

Overall, this methodology enabled a systematic examination of how POS influences EJS both directly and indirectly through WE. The approach was appropriate for identifying strength and significance of relationships proposed in conceptual framework and for understanding employee attitudes in the automobile sector.

TABLE 1: Description of Variables

| S.No | Variable | Variable Role | Items | Item Codes | Reference (Items adopted from) |
|------|--|----------------------|---|------------|--|
| 1 | Perceived Organizational Support (POS) | Independent Variable | My organization values my contribution at work. | POS1 | (Evitanda et al., 2025), (Margaretha et al., 2025), (Isa et al., 2025), (Likardo & Praningrum, 2025), (Elamin, 2024; Evitanda et al., 2025), (Elamin, 2024) |
| | | | “The organization cares about my well-being. | POS2 | |
| | | | My organization helps me when I face work problems. | POS3 | |
| | | | My efforts are recognized and appreciated by the organization. | POS4 | |
| | | | The organization provides the resources needed to perform my job effectively. | POS5 | |
| | | | The organization considers my goals and values. | POS6 | |
| 2 | Work Engagement | Mediator Variable | At my work, I feel full of energy. | WE1 | (Schaufeli et al., 2002; Saks, 2006), (Schaufeli et al., 2002), (Schaufeli et al., 2002), (Saks, 2006), (Caesens & Stinglhamber, 2020), (Schaufeli et al., 2002) |
| | | | I am enthusiastic about my job. | WE2 | |
| | | | I feel proud of the work that I do. | WE3 | |
| | | | I am highly involved in my job tasks. | WE4 | |
| | | | I feel motivated and dedicated while performing my work. | WE5 | |
| | | | I am absorbed in my work (time passes quickly when I work). | WE6 | |
| 3 | Employee Job Satisfaction | Dependent Variable | I am satisfied with my current job. | JS1 | (Likardo & Praningrum, 2025), (Margaretha et al., 2025), (Elamin, 2024), (Isa et al., 2025), (Evitanda et al., 2025), (Likardo & Praningrum, 2025) |
| | | | I feel happy working in this organization. | JS2 | |
| | | | My job gives me a sense of achievement. | JS3 | |
| | | | I am satisfied with the recognition I receive for my work. | JS4 | |
| | | | I am satisfied with the working environment of my organization. | JS5 | |
| | | | Overall, I feel satisfied with my job”. | JS6 | |

Conceptual Framework: This study's conceptual approach looks at a connection between **Employee Job Satisfaction** and “**Perceived Organizational Support (POS)**”, with **Work Engagement** serving as a mediating variable. According to Eisenberger et al. (1986) and Kurtessis et al. (2017), employee attitudes and behaviors at work are greatly influenced by their perception that their organization values their contributions and is concerned about their well-being. When employees perceive higher levels of support from their organization, they tend to feel more valued and motivated, which enhances their psychological attachment and involvement in their work. Vigor, dedication, and absorption are characteristics of a positive and fulfilling work-related psychological state known as WE (Schaufeli et al., 2002). More organizational support leads to more enthusiasm and commitment from employees (Saks, 2006). Organizational support improves employee motivation and engagement, improving job results, as per “Job Demands–Resources model (Bakker & Demerouti, 2008; Bakker & Demerouti, 2017)”. Additionally, prior research has shown that because engaged workers feel more involved, motivated, and psychologically satisfied at work, they often have higher levels of job satisfaction (Spector, 1997; Saks, 2006). Consequently, the primary method by which POS affects EJS is through WE. Based on this reasoning, our study suggests that POS impacts EJS both directly and indirectly through the mediation function of WE



Research Hypotheses

Direct Relationships

H1: “POS has a significant positive effect on EJS .

H2: POS has a significant positive effect on WE.

H3: WE has a significant positive effect on EJS” .

Mediation Relationship

H4: WE mediates relationship between POS and EJS .

Analysis: The demographic and occupational profile of research respondents is illustrated in Table 2. Sample comprised 384 employees working in the sales department of the automobile sector. Gender-wise, 30.46% of the sample consisted of female respondents, while 69.53% of respondents were male. The age distribution shows that the largest proportion of respondents belonged to the 18–24 years category (45.57%), followed by those aged 25–34 years (21.35%), 45 years and above (20.57%), and 35–44 years (12.5%). This indicates that the sample was dominated by younger employees. With respect to marital status, slightly more than half of respondents have been unmarried (52.34%), while 43.48% were married and 4.16% were separated. The educational background of the respondents demonstrates that most of them were graduates or postgraduates (54.94%), followed by professionally qualified employees (37.76%), whereas 7.29% had school or diploma-level education. All respondents were from the sales department, confirming the relevance of the sample to the study context. In terms of job role, half of respondents were sales executives (50%), followed by team leaders (26.30%) and sales managers (23.69%). The experience profile indicates a fairly balanced distribution, with respondents having less than one year of experience (26.30%), 1–3 years (25.78%), 4–6 years (17.70%), 7–10 years (18.75%), and more than 10 years (11.45%). Similarly, the duration of work in the current dealership shows that a substantial proportion of respondents had been working for less than one year (32.81%), while others had 1–3 years (25.52%), 4–6 years (23.95%), 7–10 years (12.5%), and more than 10 years (5.20%) of experience in the same dealership. Regarding employment type, temporary employees formed the largest group (46.09%), followed by contractual employees (33.85%) and permanent employees (20.05%). The monthly income distribution reveals that respondents have been spread across different income levels, with the highest proportion earning ₹15,001–₹25,000 per month (29.16%), followed by those earning above ₹40,000 (27.34%), ₹25,001–₹40,000 (26.30%), and below ₹15,000 (17.18%). Overall, the table reflects a diverse respondent profile in terms of age, education, experience, employment status, and income, which provides a useful basis for analyzing perceptions of organizational support, WE, and job satisfaction in automobile sector.

| Table 2 Respondent’s Characteristics | | | |
|--------------------------------------|--------------------|-------------------|----------------|
| Characteristics | Criteria | Frequency (n=384) | Percentage (%) |
| “Gender | Male | 267 | 69.53% |
| | Female | 117 | 30.46% |
| Age of the Respondent | 18-24 Years | 175 | 45.57% |
| | 25-34 years | 82 | 21.35% |
| | 35-44 Years | 48 | 12.5% |
| | 45 & above | 79 | 20.57% |
| Marital Status | Married | 167 | 43.48% |
| | Unmarried | 201 | 52.34% |
| | Seprated | 16 | 4.16% |
| Education | School/Diploma | 28 | 7.29% |
| | UG/ PG | 211 | 54.94% |
| | Professional | 145 | 37.76% |
| from the sales department | Yes | 384 | 100% |
| | No | 0 | 0 |
| Job Role / Department | Sales Executive | 192 | 50% |
| | Team Leader | 101 | 26.30% |
| | Sales Manager | 91 | 23.69% |
| Years of Experience | Less than 1 Year | 101 | 26.30% |
| | 1-3 Years | 99 | 25.78% |
| | 4-6 Years | 68 | 17.70% |
| | 7-10 Years | 72 | 18.75% |
| | More than 10 Years | 44 | 11.45% |
| Years working in current dealership | Less than 1 Year | 126 | 32.81% |
| | 1-3 Years | 98 | 25.52% |
| | 4-6 Years | 92 | 23.95% |
| | 7-10 Years | 48 | 12.5% |
| | More than 10 Years | 20 | 5.20% |
| Employment Type | Permanent | 77 | 20.05% |
| | Contractual | 130 | 33.85% |
| | Temporary | 177 | 46.09% |
| Monthly Income range | Below ₹15,000 | 66 | 17.18% |
| | ₹15,001-₹25,000 | 112 | 29.16% |
| | ₹25,001-₹40,000 | 101 | 26.30% |
| | Above ₹40,000” | 105 | 27.34 |

Findings from the SEM Analysis:

Table 3: The outcomes stem from the assessment of the measurement model.

| “Construct | Outer Loadings | Cronbach’s Alpha’s | Composite Reliability(rho_a) | Average Variance Extracted (Ave) |
|---|----------------|--------------------|------------------------------|----------------------------------|
| Employee Job Satisfaction | | 0.929 | 0.931 | 0.738 |
| EJS1 | 0.858 | | | |
| EJS2 | 0.842 | | | |
| EJS3 | 0.848 | | | |
| EJS4 | 0.836 | | | |
| EJS5 | 0.876 | | | |
| EJS6 | 0.891 | | | |
| Perceived Organizational Support (POS) | | 0.934 | 0.937 | 0.753 |
| POS1 | 0.886 | | | |
| POS2 | 0.92 | | | |
| POS3 | 0.779 | | | |
| POS4 | 0.884 | | | |
| POS5 | 0.889 | | | |
| POS6 | 0.843 | | | |
| Work Engagement | | 0.944 | 0.947 | 0.781 |
| WE1 | 0.912 | | | |
| WE2 | 0.911 | | | |
| WE3 | 0.912 | | | |
| WE4 | 0.801 | | | |
| WE5 | 0.896 | | | |
| WE6” | 0.866 | | | |

Source: Compiled by author

“Outer loadings, Cronbach's alpha, composite reliability, AVE were have been to assess constructs' convergent validity and reliability”. The findings show that every construct satisfies the suggested standards, demonstrating the measurement model's adequacy. The outer loadings of all indicators are generally high, with most values exceeding 0.80. A few items, such as POS3 (0.779) and WE4 (0.801), are slightly lower but still within acceptable limits. This suggests that all indicators adequately signify their corresponding constructs. Cronbach’s alpha values for EJS (0.929), POS (0.934), and WE (0.944) are well above the minimum threshold of 0.70, representing strong internal consistency among items. Likewise, composite reliability values (0.931 for EJS, 0.937 for POS, and 0.947 for WE) further confirm the high reliability of the constructs. All constructs' AVE values—0.738 for EJS, 0.753 for POS, and 0.781 for WE—are higher than suggested threshold of 0.50. Convergent validity is established since each construct explains a significant amount of variance in its indicators. Overall, findings show that measurement model is valid and reliable since every concept has sufficient convergent validity as well as internal consistency.

Table 5: Variance inflation (VIF) values

| “Construct | VIF | Construct | VIF |
|---|--------|------------------------|-------|
| Employee Job Satisfaction | | Work Engagement | |
| EJS1 | 2.71 | WE1 | 4.111 |
| EJS2 | 2.839 | WE2 | 4.139 |
| EJS3 | 3.048 | WE3 | 4.09 |
| EJS4 | 3.72 | WE4 | 2.187 |
| EJS5 | 3.121 | WE5 | 3.526 |
| EJS6 | 4.559 | WE6 | 2.975 |
| Perceived Organizational Support (POS) | | | |
| POS1 | 3.3 | | |
| POS2 | 4.368 | | |
| POS3 | 1.97 | | |
| POS4 | 3.243 | | |
| POS5 | 3.378 | | |
| POS6 | 2.561” | | |

VIF values have been examined to evaluate presence of multicollinearity among the measurement items. The results show that all VIF values for the constructs—POS, WE, and EJS—are within an acceptable range.

For the EJS construct, the VIF values range from 2.71 to 4.559, indicating moderate correlation among indicators, but not at a level that would cause concern. Similarly, the indicators of WE show VIF values between 2.187 and 4.139, which remain below the commonly accepted threshold of 5.

In the case of POS, the VIF values vary from 1.97 to 4.368, suggesting that the indicators are sufficiently distinct while still capturing the same underlying construct.

Since none of the VIF values exceed the critical limit, the results confirm that multicollinearity is not a serious issue in model. This shows that the estimates of the structural relationships are not biased by collinearity issues, and each indicator makes a distinct contribution to its corresponding construct.

Table 6: Explanatory Power (R²) of Model Constructs

| | R-square | R-square adjusted |
|------------|----------|-------------------|
| EJS | 0.87 | 0.869 |
| WE | 0.876 | 0.876 |

The coefficient of determination (R²) values indicate the explanatory power of structural model for endogenous constructs. The outcomes demonstrate that EJS has an R² value of 0.87 and an adjusted R² of 0.869. This means that approximately 87% of variance in EJS is explained via its predictor variables in model, reflecting a very high level of explanatory strength.

Similarly, WE shows an R² value of 0.876, indicating that about 87.6% of its variance is explained by POS. The adjusted R² value remains the same, suggesting stability in the model without overestimation.

Overall, these values demonstrate that model has strong predictive capability, as a substantial proportion of variation in both WE and EJS is accounted for by the proposed relationships. This indicates that POS plays a critical role in explaining employee attitudes within the model.

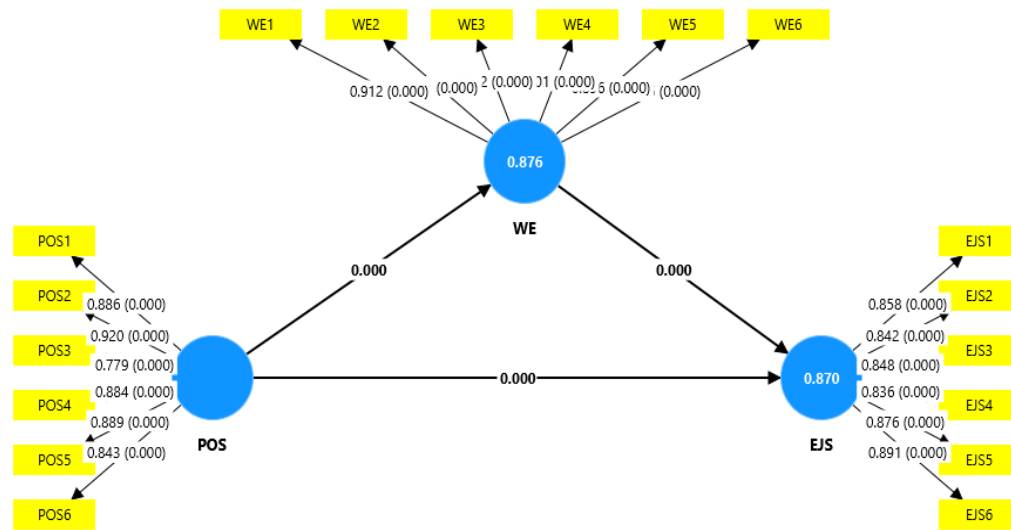


Figure 3. Empirical validation of Hypotheses

The figure presents the structural relationships among POS, WE, and EJS (EJS), along with their respective measurement indicators. The model demonstrates strong linkages between the constructs, supported by high factor loadings and significant path relationships. Starting with the measurement model, all observed indicators of POS (POS1–POS6), WE (WE1–WE6), and EJS (EJS1–EJS6) show high factor loadings, mostly above 0.80. This indicates that items are well aligned with their respective constructs and reliably measure underlying concepts. The consistency in loadings suggests that constructs are measured with a high degree of accuracy. The structural model demonstrates that POS has a significant beneficial impact on WE, suggesting that workers who experience organizational support are often more energetic, dedicated, and focused on their work. In a similar vein, WE positively affects EJS, indicating that motivated employees are more likely to experience satisfaction and fulfillment in their jobs. Furthermore, POS and EJS have a direct and positive relationship. This suggests that organizational behaviors like resource support, caring, and recognition directly improve employees' job satisfaction. The values displayed within the endogenous constructs (0.876 for WE and 0.870 for EJS) represent the explained variance (R^2). These values indicate that a substantial proportion of variation in WE and EJS is explained by model, reflecting strong predictive power. The significance values shown on the paths ($p = 0.000$) confirm that all relationships in the model are statistically significant. Overall, figure illustrates that POS plays a central role in improving EJS, directly as well as indirectly through increased WE.

Table 7: Hypothesis Testing Results of Structural Model

| “Hypothesis/Path | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics | P Values | Decision |
|---------------------------------|---------------------|-----------------|----------------------------|--------------|----------|------------|
| H1 (POS → EJS) | 0.621 | 0.62 | 0.058 | 10.751 | 0 | Supported |
| H2 (POS → WE) | 0.936 | 0.936 | 0.01 | 95.155 | 0 | Supported |
| H3 (WE → EJS) | 0.326 | 0.327 | 0.058 | 5.594 | 0 | Supported |
| H4 (POS → WE → EJS) (Mediation) | 0.305 | 0.306 | 0.055 | 5.549 | 0 | Supported” |

The outcomes shown in Table X support the proposed connections among POS, WE, and EJS. The outcomes demonstrates that POS “positively and significantly affects EJS ($\beta = 0.621, t = 10.751, p < 0.05$). This suggests that when employees feel valued and supported by their organization, their level of job satisfaction increases considerably. POS is also found to have a highly significant positive influence on WE ($\beta = 0.936, t = 95.155, p < 0.05$)”, indicating that supportive organizational practices play a critical role in improving employees’ energy, involvement, and enthusiasm toward their work.

Further, WE significantly contributes to EJS ($\beta = 0.326, t = 5.594, p < 0.05$). This demonstrates that employees who are more involved in their work typically have better levels of satisfaction at work. WE substantially mediates the connection between POS and EJS, according to the mediation analysis ($\beta = 0.305, t = 5.549, p < 0.05$). This suggests that organizational support increases job satisfaction directly and indirectly by raising employee involvement. Overall, all hypothesized relationships are supported, confirming that both direct and indirect effects of POS are important in explaining employee job satisfaction in the automobile sector.

Table 8: Model Fit Indices (Saturated and Estimated Model)

| | Saturated model | Estimated model |
|------------|-----------------|-----------------|
| “SRMR | 0.044 | 0.044 |
| d_ULS | 0.328 | 0.328 |
| d_G | 0.395 | 0.395 |
| Chi-square | 791.195 | 791.195 |
| NFI | 0.898 | 0.898” |

For saturated and estimated models, SRMR, d_ULS, d_G, Chi-square, and NFI were used to assess model fit. The results show that both models “Standardized Root Mean Square Residual (SRMR)” values are 0.044, below the 0.08 limit. This suggests that the suggested model and the observed data fit each other well. The discrepancy measures d_ULS (0.328) and d_G (0.395) are relatively low, suggesting that the difference among empirical covariance matrix and model-implied covariance matrix is minimal. This reflects that the model adequately represents the data structure. Chi-square value (791.195) is reported for both models. Although Chi-square is sensitive to sample size and often becomes significant in large samples, it is considered alongside other fit indices rather than in isolation. Therefore, it does not indicate a poor fit in this context. Further, the “Normed Fit Index (NFI)” value of 0.898 is very close to recommended threshold of 0.90, indicating an acceptable level of model fit. While slightly below ideal cutoff, it still proposes that proposed model has a reasonably good explanatory power.

Overall, the model demonstrates an adequate to good fit, indicating that the hypothesized relationships among POS, WE, and employee job satisfaction are well supported by the data.

Discussion:

The outcomes of this research offer strong evidence that POS is crucial in influencing employee attitudes in the automobile sector. The findings show that employees respond with higher levels of happiness and engagement when they experience their organization appreciates their efforts and actually cares about their well-being. This supports the idea that employee perceptions are not driven solely by financial rewards but are deeply influenced by how they are treated within the organization. The significant positive relationship among POS and employee job satisfaction highlights the importance of non-monetary aspects of the workplace. Employees who feel recognized, supported, and provided with adequate resources tend to develop a more favorable evaluation of their jobs. In high-pressure environments such as the automobile industry, where work conditions can be demanding, this sense of organizational care becomes even more meaningful. The strong association between POS and WE suggests that supportive organizational practices contribute to employees' psychological involvement in their work. When employees experience encouragement, fair treatment, and access to necessary resources, they are more likely to feel energetic, dedicated, and absorbed in their tasks. This indicates that engagement is not merely an individual trait but is shaped by organizational conditions. Additionally, WE's beneficial impact on job satisfaction demonstrates that motivated employees are more likely to feel fulfilled and accomplished in their roles. Improved job attitudes seem to be a result of organizational support through engagement, which seems to be a significant psychological process.

The mediation results provide additional insight into this process. The association among POS and work satisfaction is partially mediated via WE, suggesting that organizational support has direct as well as indirect effects on satisfaction. This dual pathway suggests that while employees immediately appreciate supportive practices, these practices also foster deeper involvement in work, which further enhances satisfaction over time. The high explanatory power of the model, as reflected in the R^2 values, indicates that the selected variables capture a substantial portion of employee attitudes in this context. This strengthens the argument that organizational support and engagement are key drivers of satisfaction, particularly in labor-intensive and structured industries like automobile manufacturing.

Conclusion

This study set out to examine how POS influences employee job satisfaction, with work engagement acting as a mediating factor. The results clearly demonstrate that perceived support from organization is a critical determinant of both employee engagement and job satisfaction. The findings confirm that organizations can no longer rely solely on compensation to ensure employee satisfaction. Instead, practices such as recognition, emotional support, fair treatment, and provision of adequate resources play a decisive role in shaping positive employee attitudes. Work engagement emerges as an important link in this relationship, reinforcing idea that engaged employees are more satisfied and committed to their roles. From a practical perspective, research suggests that managers in automobile sector should focus on building a supportive work environment. This includes maintaining open communication, recognizing employee contributions, ensuring fairness, and promoting a culture that values employee well-being. Such efforts are likely to result in a more motivated workforce, improved job satisfaction, and better organizational outcomes.

Overall, research highlights need for companies to take a more comprehensive method to employee well-being and adds to expanding body of research highlighting significance of non-financial aspects in employee management.

Limitations of the Study

Despite its contributions, it is important to recognize limits of the investigation.

First, it is difficult to determine causal correlations between the variables since research is based on cross-sectional data. While results indicate strong associations, longitudinal data would provide a clearer understanding of how these relationships evolve.

Second, the data were collected from employees within a specific sector, which may restrict the generalizability of outcomes. The automobile industry has unique characteristics such as high production pressure and structured work environments, which may not be directly comparable to other sectors.

Third, the research relies on self-reported data, which may be subject to response bias. Workers may have given acceptable responses or, depending on their own experiences, may have understood questions differently.

Fourth, the model focuses on a limited number of variables. While POS and work engagement explain a significant portion of job satisfaction, other factors, namely leadership style, organizational culture, job design, and individual personality traits, may also play an important role and were not included in present study.

Finally, research does not examine potential moderating variables such as gender, job level, or work experience, which could influence how employees perceive organizational support and its impact on their satisfaction.

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