

The Impact of Social Support on Job Performance by Mediating Role of Enrichment and Innovative Work Behaviors among Physical Education Chancellors

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Abstract

Applying supportive policies by the organization towards human resources can provide a suitable basis for creating mutual benefits. On one hand, this issue will affect their behavioral and functional approaches, and on the other hand, it will determine the type of their perceptions towards the job. Accordingly, in this research, the impact of social support on the job performance of employees by considering the role of job enrichment and innovative work behaviors has been investigated. The statistical population of this research included physical education managers of Iranian universities which 333 people participated in it according to the rule of at least five times the number of statements and with the convenience sampling method. The data collection tool was a standard questionnaire taken from reliable sources including innovative work behaviors scale by De Jong & Den Hartog, (2010), job performance scale by Chirumbolo & Areni, (2010), perceived social support scale by Mack & Rhineberger-Dunn, (2019) and job enrichment scale by Vijay & Indradevi, (2015) and data analysis and hypothesis testing have been done by using the structural equation modeling technique with the partial least squares approach in the PLS software. The research findings indicate that social support has a significant and positive effect on innovative work behaviors, job enrichment and job performance. There is a positive and significant relationship between innovative work behaviors and job enrichment with job performance. Job enrichment and innovative work behaviors play a mediating role in the relationship between social support and job performance.

Keywords: Social support, Innovative work behavior, Job performance, Job enrichment.

Introduction

Nowadays, the field of work and job environment has taken a different shape, and the changes and transformations resulting from technological advances, socio-economic issues and other things, in turn, play a significant role in making it more and more complicated, in the 21st century, which will be more prominent in the future (Vuong, Tushar & Hossain, 2022). Contemporary, organizations encounter with increasing pressure to keep pace with these new conditions, which has an important effect on their main management method. In this regard, any action, behavior and attitude of employees toward their job based on the work resources and at the same time the environment in which they are working (Chen, Cheng & Chen, 2017).

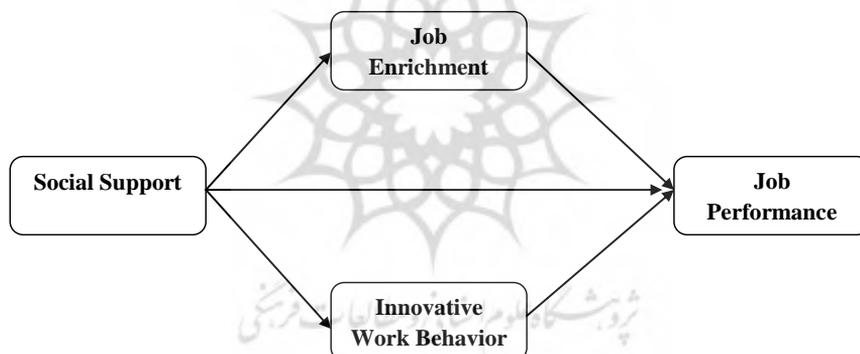
Any time organization emphasizes the participation, benefits and advantages of the employees and considers their needs and demands through supportive approaches, it can provide a suitable platform for the occurrence of positive behaviors in people (Fan, Tang, Chen & Sun, 2022). In this regard, researchers in the field of organization consider efficiency, performance, productivity and effectiveness in the work environment related to the social support of managers and supervisors and even colleagues and accentuate its importance (Usman, Cheng, Ghani, Gul & Shah, 2021). Social support is a kind of emotional, informational and helpful potential that is considered to help people communicate with the social environment in which they are active and also assist in dealing constructively with its related issues and affairs (Maria, Abdillah & Heri, 2022).

Social networks that employees create in their work environment, can in turn, in the form of perceived social support, inspire them to perform their work duties, and it will make them support the organization to achieve its goals (Hutahayan, 2020). In such an environment based on social support, through the fulfillment of socio-emotional needs and perception of support from others, employees will be ready to carry out their work effectively and at the same time, take steps to help others and advance career goals as best as possible (Giao, Vuong, Huan, Tushar & Quan, 2020a). It can be said that the tendency toward supportive actions and practices leads to favorable achievements for the entire organization, such as improving the commitment of employees to the work environment, optimal job performance, increasing innovative work behaviors, satisfaction and positive perceptions of the role and the importance of work, more job motivation and reducing the intention to leave the organization (Vuong, et al., 2022).

Innovative work behaviors as one of the consequences of social support, represent a set of actions and behaviors that result from the discovery of new opportunities or ideas and can be manifested in the form of implementing new ideas, applying new knowledge and achieving high levels of individual and organizational performance (Ranihusna, Nugroho, Ridloah, & Putri & Wulansari, 2021). To fulfill the new demands defined in the executive scope and the ineffectiveness of the previous procedures, organizations should seek to renew themselves and be innovative in different fields and accordingly improve their adaptability (Alves, Barbieux, Reichert, Tello-Gamarra, & Zawislak, 2017). In this regard, employees beyond the traditional requirements defined in their job description and by creating, introducing and consciously implementing new ideas in the scope of their job and modifying current procedures as a member of a team or organization can improve

their performance levels and consequently promote that organization (Al Wali, Muthuveloo, Teoh & Al Wali, 2022).

The skills and abilities of human resources are the factors of success and progress of any organization, which play a decisive role as capital in improving performance levels (Saleh Abu Tayeh, 2021). Job enrichment takes place by adding responsibilities that require various skills, and in this field, the organization should help employees to make them attractive, meaningful and challenging by supporting them and developing and also strengthening of job duties as well as assigning additional responsibilities (Choudhary, 2016). Job enrichment emphasizes on creating more variety in the content of tasks and increasing the skills and knowledge of employees and according to the more independence in the actions of employees can lead to more useful and meaningful experiences and be reflected in their performance achievements (Saleh Abu Tayeh, 2021). Considering the discussions about the importance of social support in the organization for the creation of perceptions and job attitudes and the behavioral and functional approaches of employees in order to achieve the purpose of the organization, this research seeks to investigate the impact of social support on job performance with regard to the role of innovative work behaviors and job environment.



Literature Review and Hypothesis Development

Perceived organizational support refers to employees' beliefs about the extent to which the organization values their participation and cares about their well-being (RahmaningtyasWidhiastuti&Farliana, 2022). Received organizational support is defined as members' perception of the organization's level of support for employees and its readiness to provide assistance when needed (Firmanyah, Junaedi, Kistyanto & Azzuhri, 2022). In this field, social support is defined as a kind of helpful and supportive resource, the support that people receive from those who are in contact with them in any way or expect to receive it (Nasurdin & Ling, & Khan, 2018). Social support has been introduced as one of the perceived organizational supports approaches and is a result of the organization's commitment to employees. Also it consists of two complementary dimensions, which are perceived support from the supervisors and colleagues. Perceived

support from colleagues includes practical and informational support related to job duties, as well as empathy and socio-emotional support (Rousseau, Salek, Aube & Morin, 2009) and this is the fact that the perceived support of the supervisor is objective and cognitive perception of the employees about the level of management support or direct supervisor and the accuracy of their attention regarding the well-being of the active people in the organization. (Bonaiuto, Fantinelli, Milani, Cortini, Vitiello & Bonaiuto, 2022).

Job performance refers to an individual's performance in the form of specific job duties that comprise the official job description. Giao et al., (2022) state that job performance represents the ability of an employee to do her/his work and achieve her/his goal within the structure of a job in a certain period of time. (Vuong et al., 2022). Job performance refers to behaviors that are related to organizational purposes and under the control of each employee. In addition, it has been considered as a function of the individual's performance in doing specific duties that include the description of standard tasks. The main basis of job performance depends on job demands, goals and missions of the organization, as well as the organization's beliefs about the value of behaviors. It also refers to activities that are formally recognizes as part of the job and contribute to the technical core of the organization (Nasurdin, et al., 2018). In general, job performance includes a set of goals, observable actions and measurements under the control of employees, whose purposes are common and appropriate with the demands and expectations of the organization (Sandall, Silva &Queiroga, 2022).

Innovative work behaviors express the definition and application of ideas, processes, products or procedures in the form of a character, group or organization. These behaviors are formed by identifying the problem, creating an idea, and presenting a solution and it focuses on the three stages of generating ideas, creating links and implementing (Beccuwe, Omri, Chalamon, Amri, & Kovalev, 2020). Innovative work behaviors include the set of employees' behaviors to introduce new and useful ideas in organizational activities and services, also this behavior is a process in which people produce new ideas and realize them, then use them to solve problems. Lambriex-Schmitz & et al., 2020) put forward this argument that innovative work behavior does not only include the creation of content and innovative ideas, but also encompass their promotion and implementation. The Innovative work behaviors of employees refer to the purposeful introduction of new ideas and their application to solve problems and promote those ideas in the organization. At the individual level, innovative behavior is defined as a complex set of actions consisting of three different activities in workplace: creating, promoting and realizing new ideas.

Job enrichment is a basic aspect of encouraging employees to strive through expanding job responsibilities and increasing independence in processes and completing tasks. This factor is a systematic way to inspire employees by giving them the opportunity to use different type of skills and capabilities in doing a job (Choudhary, 2016). Job enrichment is defined as making changes in job dimensions, physical job conditions and basic tasks in order to increase job satisfaction for a person who is responsible for performing her/his duties. A process in order to fully use one's skills and abilities to perform assigned tasks by pushing employees to do additional tasks and responsibilities

for increasing excitement and challenging is defined as job enrichment (Saleh Abu Tayeh, 2021).

Social exchange theory presented by Blau (1964), states that there is a relation and mutual interaction between perceptions, attitudes and behavior which is based on the realization of the parties interest. In this regard, organizational support theory mentioned by Eisenberger et al., (1986) refers to the importance of the organizations role on the behavior of employees in a way that the occurrence of any behavior on behalf of employees depends on their perception of the organization's attention to the well-being of employees and recognition of their efforts (Rahmaningtyas& et al., 2022).

Social support theory also explains the role of organized networks of human relations to people in fulfilling expressive and instrumental needs (Colvin, Cullen & Ven, 2002). These needs can increase organizational achievements with human help and cooperation or social support. Social cognitive theory (Bandura, 1986) is based on the opinion that psychological and social influences affect the assignment or duty performance of people. According to this theory, people will perform their tasks in the form of a specific function such as job performance by evaluating others in terms of obtaining information. The job performance of employees includes some proceedings defined in an official job description of people.

To achieve high levels of job performance, organizations require the help of supervisor or managers to ensure organizational achievements (Vuong & et al., 2022). Colleagues also have a vital influence in this field to provide a suitable environment for better job performance in the organization. The support received from the supervisors and colleagues will create a sense of awareness and confidence in the employees and will provide them with the necessary motivation to achieve their goals by improving their job performance. (De Clercq, Azeem, Haq & Bouckennooghe, 2020).

De Jong & Den (2010) state that innovative work behaviors arise from the initiation and application of new and useful ideas, processes, products or procedures. According to social exchange theory (Blau, 1964), employees tend to do good things for their organization, such as coming up with new and innovative ideas, when supervisors support employees and care about their well-being as well as their contributions. In addition, the role of colleagues can also contribute to the innovative work behavior of organization in various ways. Colleagues can encourage and assist employees to share their expertise, especially when faced with a new and complex work. As a result, employees will be more confident in their ability to face challenges and be innovative (Bni-Melhem, Zeffane & Albaity, 2018). In turn, innovative work behavior includes the process of searching, developing and implementing new ideas within the framework of responsibilities in the organization. Shanker, Bhanugopan, van der Heijden, and Farrell, (2017) acknowledge that innovative work behavior can aid to achieve organizational success and continue its activity effectively. Innovative ideas of employees are important for organizations to develop useful methods and solutions in order to increase job performance and prolong the survival of organizations. (Tang, Shao and Chen, 2019). An innovative employee to fulfill her/his job role and thereby improve her/his job performance is willing to find new ideas for solving ambiguous problems as well as

gathering new information. In this regard, Kim & Koo (2017) proved that innovative work behavior has an effect on job performance. (Vuong et al., 2022).

In a research entitled “The Effect of Job Satisfaction and Social Support on Job Performance”, which was conducted at the level of primary care service providers in a city in northeast of China and through the hierarchical liner regression approach, Liu et al(2022) reached these results that social support can have a significant and positive effect on the job performance of employees. Nasr-al-Din, et al (2018) also in an article entitled “The Relation between Social Supports, Job Enthusiasm and Job Performance”, which was conducted among nurses in private hospitals of Malaysian and with the regression method, achieved these results that the dimensions of social support include perceived organizational, supervisor and peers or employees supports have a significant and positive impact on job performance. In another research entitled “The Effect of Overcoming Competence and Social Support on Job Performance”, which was carried out at the level of employees of tourism companies in Nigeria and using the linear regression method, Arubayi & Ejeta (2022) have realized that social support from managers has a significant and direct effect on job performance. The findings of the research performed by Vuong et al (2022) which tested the effect of social support on job performance with regard the mediating role of innovative work behaviors and organizational commitment between the full-time employees in small- and medium-sized companies in Vietnam, using structural equation modeling, have reached the results that social support has a significant and positive effect on employees’ job performance and innovative work behaviors, also the innovative work behaviors have positive and significant relation with job performance, and at the same time, innovative work behaviors mediate the relation between social support and job performance. Suseno et al (2020) in an article entitled “Innovative Work Behaviors Regarding the impact of job characteristics, social support and being active on employees of Governmental Institutions in Australia” and using the Structural Equation Modeling technique, realized that social support of employees can have a decisive role in the formation of innovative work behaviors.

Al Wali et al (2022) concluded that there is a significant and positive relation between innovative work behaviors and job performance of employees, according to the research conducted under the title of separating the relation between the dynamic capabilities, innovative work behaviors and job performance among the employees of public hospitals in Iraq, using the Structural Equation Modeling technique and PLS software. By carrying out a research entitled “Self-efficacy, Innovative Work Behaviors and Lob Performance” among employees of companies active in the scope of digital printing in Indonesia, using the regression approach, Rhman et al (2022) reached the conclusion that innovative work behaviors can predict the improvement of job performance levels in people.

Research findings show that the intangible aspects of an organization, such as its formal and informal protection, have a greater impact on the perception, attitude and behavior of employees. (Foucreault, Ollier-Malaterre & Menard, 2018). Organizational support helps the managing of employees in their work and non-work responsibilities and significantly related to employees’ positive work attitudes and behaviors. In this field, it can be argued that the social support arising from the work area is able to facilitate the

enrichment in the employees' job affairs. (Chan, Kalliath, Brough, Siu & Timms, 2022). By improving the motivation of employees, job enrichment can be effective in increasing their productivity and job performance over time. (Haroon & Shakil, 202).

Aninkan (2014) puts forward the argument that job enrichment provides a greater variety of skills, independence and feedback, and also gives employees more responsibilities that will require them to make decisions in performing job tasks in different work situations. In addition, self-enrichment increases self-actualization, control and self-esteem of employees, so job enrichment in the organization must be well managed to ensure the employees role in improving individual and organizational performance. (Saleh Abu Tayeh, 2021).

In an article entitled "Investigation of Mediating Role of Self-efficacy in the Relation between Perceived Organizational Support and Work-family Enrichment", which was carried out among employees of the Australian private and public sectors, using Structural Equation Modeling and Amos software, Chan et al (2022) realized that the perceived organizational support directly and considering the mediating role of self-efficacy can have a significant and positive effect on the enrichment of work-family and family-work. Saleh Abu Tayeh. (2021) in a research entitled "The Effect of Job Enrichment on Job Performance" among Jordanian employees of customs, using a Multiple Regression Approach, achieved these results that job enrichment with components such as multiple skills, independence in practice and feedback can have a significant and positive impact on employee's performance. Haroon et al (2021) in a study focusing on the discussion of the relation between job enrichment with components of job importance, job identity and skill diversity with job performance, which was conducted among employees active in Pakistani banking sector and through the Structural Equation Modeling method, realized that the importance, identity and variety of job in the form of indicators of job enrichment have a significant and positive relation with the performance of employees.

The review of research conducted at the international level shows that the structure of the relation between social support, innovative work behaviors and job performance has been discussed in a limited number of studies, however in the field of the relation between social support and job enrichment, and playing the mediating role of job enrichment in the relation between these two variables, social support and performance, it is not possible to find a similar case with the same components, for the reason that either the researchers have only considered the perceived organizational support as a result of job enrichment or the indicators included in that researches are around work-family enrichment or skill diversity, independence in action and feedback or identification, meaningfulness and importance of job. At the same time, many studies conducted in this scope, in terms of the statistical population under study, have more emphasized on institutions whose mechanism is different from the university and the kind of interaction between managers and colleagues in it, therefore, according to the well-founded theoretical bases and societies that have been studied so far, this research seeks to solve the research gap. Accordingly, research hypotheses are presented as follows:

H1: Social support has a significant effect on job enrichment.

H2: Social support has a significant effect on job performance.

H3: Social support has a significant effect on innovative work behaviors.

H4: Job enrichment has a significant effect on job performance.

H5: Innovative work behaviors have a significant effect on job performance.

H6: Job enrichment mediates the relation between social support and job performance.

H7: Innovative work behaviors mediate the relation between social support and job performance.

Methods

The current research has been done in an applied method in terms of purpose and considering the content of the questions as well as the mutual relations between the variables in the form of correlation and also by testing them, and determining the significance of the assumptions with a survey approach. The purpose of this study is to determine the impact of perceived social support on the job performance of employees with regard to the role of job enrichment and innovative work behavior among universities across the country. The statistical population of this research includes the managers of physical education field in different universities across the country (Public universities, Islamic Azad universities, Payam Noor universities, non-profit universities, Farhangian universities). The determination of the number of research samples is based on at least five times the number of statements (Thompson, Baerclay & Higgins, 1995; Hair, Hult, Ringle & Sarstedt, 2014), and according to the need for at least 175 people (35 items \times 5), 333 people have participated in this research with the convenience sampling method.

The data collection tool consists of two parts: demographic characteristics and standard measurement scale taken from reliable international sources related to the variables included in the conceptual model. Each item was scored by Likert 5-level and the items are assigned according to (1-strongly disagree, 2-disagree, 3-general, 4-agree, 5-strongly agree). The validity of the research tool or the questionnaire is formal and based on the approval of 7 university professors and experts, and its reliability has been confirmed by calculating Cronbach's alpha. Data analysis and hypothesis testing in this research was done in this study by SPSS-22 and Structural Equation Modeling technique and Smart-PLS software.

Demographic Characteristics

This study used a self-compiled general demographic questionnaire. The demographic information included 5 items, including gender (male, female), age (≤ 30 years old, 31–40 years old, 41–50 years old, and ≥ 50 years old), educational background (Associate degree, Bachelors degree, Master degree, P.H.D degree), working years (≥ 5 years, 5–10 years, 11–15 years, 16–20 years, above 20 years).

Social Support Scale

social support was measured using 8 items compiled by Mack & Rhineberger-Dunn (2019) that include 2 subscales: supervisor 4 items and co-workers 4 items. In this study, the Cronbach's alpha for the social support questionnaire taken from 30 sample was 0.82 (supervisor: 0.862, co-worker: 0.792)

Innovative Work Behaviors

Innovative work behavior measured by 10 items adopted from De Jong & Den Hartog (2010). This scale is used to determine the presence and level of innovative behaviors of samples. The Cronbach's alpha for innovative work behaviors taken from 30 samples was 0.943.

Job Performance

In this study, an 8-items scale developed by Chirumbolo & Areni (2010) was used to determine work efficiency of employees in performing job duties. The Cronbach's alpha for job performance questionnaire taken from 30 samples was 0.92.

Job Enrichment

Job enrichment was measured with 9 items adapted from Vijay & Indradevi (2015) consisting of discussions such as variety of employees skills, the level of task identification and task significance and the Cronbach's alpha value of job enrichment in 30 samples was 0.94.

Results

In this study, 68% of participants were male and 32% female, 4% of participants were under 30 years old, 52% between 31–40 years old, 32% between 41–50 years old, and 13% are more than 50 years old. Educational background of participants show that 2% of them have Associate degree, 12% Bachelors degree, 37% Master degree and 49% Ph.D degree. Working years of samples show 6% less than 5 years, 20% between 5–10 years, 30% between 11–15 years, 16% between 16–20 years and 28% of them have above 20 years work experiences.

To carry out analysis related to inferential statistics based on the data collected from the group participating in the research as a sample and based on the Structural Equation Modeling technique, this study has been done. Structural Equation Modeling analyzes consist of two main parts: Measurement Model or Confirmatory Factor Analysis (CFA) and Structural Equation Model. (Niwash, Cek & Eyupoglu, 2022). Modeling with Partial Least Squares approach and PLS software takes place in three stages. In the first stage, measurement model will be analyzed through validity and reliability analysis, in the second stage, the structural model examined by path analysis of variables, and in the last one, the overall fit of models evaluated.

The outer model in PLS method is similar to the measurement model in structural equations. Therefore, the common fit index (factor loading) in PLS measurement models for the current research variables is presented in table 1. Also, three determining indicators for evaluating the appropriateness of measuring variables in PLS models are mentioned: Average Variance Extracted (AVE), Cronbach's alpha and Composite Reliability (R), which are seen in table 2. In addition, HTMT method has been used to check the relation between a construct and its indicators compared to its relation with other constructs, (Henseler, Hubona & Ray, 2016), in which table 3 shows this criterion.

Table 1: Factor Loading of Indicators

Significant Number of Factor Loading	Factor Loading	Indicators	Variable	Significant Number of Factor Loading	Factor Loading	Indicators	Variable
63.183	0.876	INB1	Innovative behavior	12.267	0.703	SOS1	Supervisor Support
7.131	0.519	INB2		55.536	0.86	SOS2	
27.153	0.814	INB3		62.728	0.865	SOS3	
34.143	0.847	INB4		63.917	0.866	SOS4	
10.060	0.612	INB5		11.212	0.669	SOS5	Colleague Support
53.761	0.845	INB6		74.233	0.889	SOS6	
58.233	0.853	INB7		57.204	0.861	SOS7	
64.335	0.867	INB8		10.167	0.674	SOS8	
9.203	0.591	INB9		28.638	0.831	Supervisor Support	Organizational Support
58.782	0.855	INB10		46.389	0.848	Colleague Support	
13.645	0.698	JOP1	Job Performance	12.536	0.651	JEN1	Job Enrichment
75.110	0.877	JOP2		76.165	0.885	JEN2	
74.133	0.882	JOP3		61.841	0.861	JEN3	
22.585	0.785	JOP4		31.323	0.818	JEN4	
67.731	0.87	JOP5		68.685	0.877	JEN5	
68.028	0.872	JOP6		12.254	0.641	JEN6	
77.133	0.888	JOP7		62.716	0.86	JEN7	
68.507	0.868	JOP8		12.411	0.679	JEN8	
				73.005	0.872	JEN9	

The factor loading shows the strength of the relationship between the latent variable and the explicit variable. First, the significance of the relationship between the hidden and the explicit variable should be determined using the t-test statistic or t-value. Because significance is checked at the error level of 0.05, so if the t-value is calculated to be smaller than 1.96, the relationship is not significant and that obvious variable could not explain the hidden variable well and should be removed. Also, if the strength of the relationship between the manifest and latent variable is less than 0.5, the manifest variable should be removed.

Table 1 shows that all factor loadings of indicators are significant and have a suitable value.

Table 2: Evaluation of Validity and Reliability

Average Variance Extracted	Composite Reliability	Cronbach's alpha	
0.705	0.827	0.816	Organizational Support

0.683	0.895	0.844	Supervisor
0.599	0.854	0.771	Colleague
0.640	0.940	0.927	Job Enrichment
0.605	0.937	0.923	Innovative Behaviors
0.714	0.952	0.942	Job Performance

Table 2 displays that the constructs of the outermodel has good reliability, because the values of Chronbach's alpha and composite reliability are higher than 0.7. Also, they have suitable validity, because the AVE value of each construct is greater than 0.5. (Fornell& Larcker, 1981).

Table 3: HTMT Indicator

		1	2	3	4	5
1	Innovative Behaviors					
2	Supervisor Support	0.275				
3	Job Performance	0.774	0.214			
4	Job Enrichment	0.623	0.238	0.543		
5	Colleague Support	0.516	0.469	0.551	0.485	

Considering that all the HTMT indicators of each construct are less than 0.85, it can be accepted that the model constructs have good divergent validity (Henseler et al., 2016).

Inner (structural) Model Fit of Research

Unlike measurement models, the structural model part is not related to questions (explicit variables or indicators) and only hidden variables are examined along with the relations between them. The results of inner model fit in the significant form of path analysis, coefficients of determination, severity of impact and variability measure of model are presented in table 4.

Table 4: Indicators of Inner Model Fit

	Path Analysis	Number of Significant	Coefficient of Significant	R ²	Q ²	F ²
Organizational Support → Innovative Behaviors	0.410	7.756	0.000	0.168	0.093	0.202
Organizational Support → Job Enrichment	0.380	6.650	0.000	0.145	0.085	0.169
Organizational Support → Job performance	0.112	2.477	0.016	0.548	0.362	0.022
Innovative Behaviors → Job performance	0.608	9.749	0.000			0.509
Job Enrichment → Job performance	0.120	2.320	0.017			0.021

The R² values of the two variables of innovative behaviors and job enrichment are very weak, and the R² value of job performance is moderate. The impact rate of organizational support on innovative behaviors and job enrichment is moderate and the impact rate of innovative behaviors on job performance is strong. But organizational support and job enrichment have little impact on job performance.

Overall Model Fit

In the variance-based method (PLS), only maximizing the explained variance of the final dependent variable is desired and does not introduce and measure any correct or appropriate measurement for the prepared model. (Henseter, 2012). The only criterion for the overall model fit, especially models with second order constructs in PLS is the GOF one, this criterion was invented to check the reliability or quality of the PLS model in general. To measure GOF, two criteria, Commuality (for measurement models) and R² (for structural model) are used, which is calculated as follows:

$$GOF = \sqrt{\text{Commuality} * R^2}$$

Therefore, due to the obtained values, the average of Commuality is equal to 0.648 and the average of R² is equivalent to 0.454, in which $GOF = \sqrt{0.648 * 0.454} = 0.542$ indicates the overall and acceptable fit of the research model.

Evaluation of Direct and Indirect Paths

After examining the outer, inner and overall models, the path analysis between the variables and hypothesis testing are discussed. According to table 4, the direct paths between the variables are significant at the 95% confidence level (P-Value<0.05). Thus, table 5 examines the indirect paths of organizational support through job enrichment and behaviors on job performance.

Table 5: Evaluation of Indirect Coefficients

	Path Analysis	Number of Significant	Coefficient of Significant
Organizational Support ⇨ Innovative Behaviors ⇨ Job Performance	0.249	6.178	0.000
Organizational Support ⇨ Job Enrichment ⇨ Job Performance	0.046	2.217	0.027

Considering table 5, it can be said that part of the total impact of organizational support is through variables of innovative behaviors ($\beta = 0.249$) and job enrichment ($\beta = 0.046$). Therefore it can be stated that innovative behaviors and job enrichment mediate the relation between organizational support and job performance.

The Impact of Social Support on Job Performance by Mediating Role of Enrichment and Innovative Work Behaviors among Physical Education Chancellors

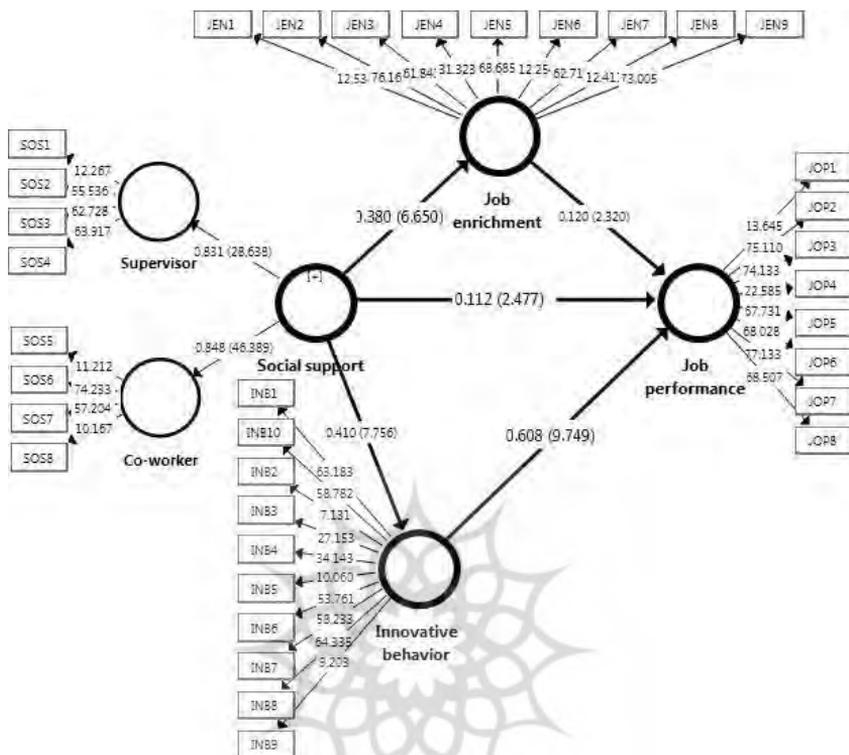


Figure 1: Conceptual Model of Research with Significance Coefficients and Path Analysis

Regarding the direct relation between the variables, it can be seen in figure 1 that the amount of significant coefficients or t-value, as well as path analysis is presented. If the significance coefficient is higher than 1.96, it indicates the significance of the relation at the 95% confidence level. The findings of this research show that the significance coefficient or the absolute value of the t statistic of the relation between social support and job enrichment is equal to 6.650, for innovative work behaviors is equivalent to 7.756 and for job performance is 2.477, in which all three relations are greater than the 1.96 criterion, and accordingly, it can be concluded that there is a significant relation between perceived social support by management and Supervisor with job enrichment, innovative work behaviors and job performance. The amount of path analysis or impact factor obtained also confirms that social support predicts 38% of job enrichment, 41% of innovative work behaviors and 11% of job performance. In addition, regarding the relation between job enrichment and performance, the t-value is equal to 2.320 and greater than 1.96, and it can be said that there is a significant relation between these two variables at the 95% confidence level. The obtained impact factor also shows that each unit of job

enrichment explains 12% of job performance. The amount of significant coefficient in the relation between innovative work behaviors and job performance is equal to 9.749, which is greater than 1.96 and indicates the existence of a significant relation between innovative work behaviors and job performance. In this regard, the obtained impact factor or path analysis also shows that innovative work behaviors determine approximately 60% of employees' job performance.

Discussion

The performance achievement, behavioral tendencies, attitudes and perception of the employees toward the job based on the type and level of their duties are derived from the efforts of high level managers to support people and at the same time, the effective role of colleagues in supporting their peers. In addition, focusing on employee well-being, this support should be based on recognizing the role of employees in achieving the goals of reorganization, applying an approach in line with accepting the ideas, opinions and point of views of the employees and taking into account their job goal and aspiration as well as the efforts of the management in order to adapt these goals to organizational requirements. Creating an empathetic environment among employees in the organization to talk about work problems and issues, expressing solutions and help each other to improve efficiency and provide feedback in order to eliminate deficiencies and improve performance can be a good outcome for perceptual, behavioral and functional indicators. The discussion of social support at the university level, according to the organizational and management structure defined in such an environment, is different from the governing mechanisms of other executive institutions, and accordingly, it is necessary to adapt its dimensions to the educational environment and the type of communication between management factors with employees and colleagues together, the type of decision-making and the degree of possibility of accepting and implementing ideas, innovative approaches, delegating authority and independence in practice in this scope, as well as the development of skill and identification of employees in doing the job and belonging to it, should be investigated.

In this research, the results show that with an approximate impact factor of 11%, the social support has a significant and positive relation with job performance, which is consistent with the finding of the researches conducted by Liu, et al (2022), Arubayi & Ejeta(2022) and Vuony et al (2022). Also, the findings of the research show that social support has a significant and positive relation with innovative work behaviors with an impact factor of 41%, which is also in line with the research results of Vuong, et al. (2022) and Suseno, et al. (2020). At the same time the results of this research show that innovative work behaviors have a significant and positive relation with job performance with an approximate 60% impact which is consistent with the findings of the researches conducted by Vuong, et al. (2022), Al wali et al. (2022) and Rahman et al (2022). The findings of the research carried out by Saleh Abu Tayeh (2021) and Haroon & Shakil, (2021), regarding the existence of a significant relation between job enrichment and job performance confirm the results of this research, in which there is a positive and significant relation between these two factors with an impact factor equal to 12% and in addition, the results of the research conducted by Chan & et al (2022), by examining the

theoretical issues expressed in it, confirmed the existence of a relation between perceived organizational support and social indicators with job enrichment, which is consistent with the finding of this research based on the significant impact of social support on job enrichment with an impact factor equal to 38%. Therefore, it can be generally concluded that from the point of view of the people participating in this research, perceived social support on the part of managers and colleagues can directly have a significant and positive effect on job performance by considering the mediating role of job enrichment and innovative work behaviors.

The work processes and the type of responsibilities defined for employees and chancellors of physical education who are working in the country's universities have a distinct and special form compared to other executive units and institutions and therefore, the proposal presented to the main chancellors of the country's universities in order to create a supportive environment for the studied society are also different from others and depend on their activities and scope of duties. The results of the research can be interpreted in this way that from the point of view of the physical education chancellors of the country's universities, the management's attention to their psychological and mental well-being, spending time to get to know and understand and the goals and aspirations of the employees, helping people to become prone to their jobs as well as possible and considering the ideas and views of employees and receiving support from colleagues and communicating and talking with them can, from one side, do efforts for finding methods and techniques, and new tools for doing work and presenting innovative ideas and helping to implement them, as well as improving the level of knowledge and skills of people and increasing the level of job enthusiasm and perception of the sense of accomplishment at job, which will ultimately lead to success in achieving work goals, performing tasks in a desirable way, providing feedback to management and correct understanding of job responsibilities.

Conclusion

Considering the issues raised, the senior chancellors of the universities should, in addition to hiring male and female chancellors in executive positions related to the field of physical education in academic units under their supervision, periodically hold meetings with them and in addition to think with employees and also encouraging them to follow the new approaches of the university in the field of physical education by taking examples from domestic and foreign universities and monitoring the success of the programs have ensured the sufficiency of the budget for the provision of sports facilities for both genders and the development of new ideas and solutions as well as the implementation of people's ideas and opinions about how to better carry out the policies and guideline set in the field of sports activities, planning and adjusting sports programs for holding Olympiads and intra-university sports competitions, providing facilities sport for the expansion of various disciplines sports for student girls and boys and interaction with other universities to help for organizing inter-university competitions. The physical education chancellors of the university will also have the opportunity to discuss the upcoming challenges and give their feedback on the new ideas and opinions of colleagues,

and if necessary, modify and develop them by having meetings in certain time. Granting the necessary authorities to physical education chancellors to predict and control the provision of sports equipment and facilities, how to hold competitions, communicating with other universities in country or even foreign academic institutions, and signing memorandums of understanding and coordinating with relevant units to cooperate with physical education chancellors in order to conduct competitions and use the facilities fields and sports equipment of the university as well as supervising their maintenance can increase the level of responsibility of people and lead to their functional efficiency in the field of cost management, better understanding of demands and needs and achieving goals.

Disclosure Statements

There is no conflict of interests to declare. In addition, with the final approval of this article, the authors accept the responsibility for the accuracy and correctness of its contents.

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