

THE MEDIATING ROLE OF PSYCHOLOGICAL WELL-BEING IN THE RELATIONSHIP BETWEEN ORGANIZATIONAL SUPPORT AND JOB PERFORMANCE: THE INFLUENCE OF PROFESSIONAL DEVELOPMENT OPPORTUNITIES

MUHAMMAD MINHAJ¹, DR. NOOR UL AIN KHAN², DR. MEHWISH MALIK³, ZANIB JABBAR⁴, MUSTAEEN BILLAH⁵, IRAM MASOOD⁶, SULEMAN JOHN FIAZ⁷, ALI AKBAR⁸

¹ PHD STUDENT, BUSINESS MANAGEMENT & TECHNOLOGY, ALFA UNIVERSITY COLLEGE, MALAYSIA.
EMAIL: minhaj3@gmail.com

² LECTURER, DEPARTMENT OF BUSINESS ADMINISTRATION, UNIVERSITY OF CHAKWAL, PAKISTAN. EMAIL: noorulain.khan@uoc.edu.pk

³ ASSISTANT PROFESSOR, UNIVERSITY OF CENTRAL PUNJAB (UCP), LAHORE, PAKISTAN; VISITING FACULTY MEMBER. EMAIL: mehwish.malik@ucp.edu.pk

⁴ ASSISTANT LECTURER, GOVERNMENT GRADUATE COLLEGE, CHICHAWATNI, PAKISTAN; UNIVERSITY OF SOUTHERN PUNJAB, MULTAN, PAKISTAN. EMAIL: zanibjabbar1234@gmail.com

⁵ UNIVERSITY OF MARYLAND, UNITED STATES. EMAIL: mustaen1992@gmail.com

⁶ UNIVERSITY LAW COLLEGE, UNIVERSITY OF THE PUNJAB, LAHORE, PAKISTAN. EMAIL: shiram34760@gmail.com

⁷ SCHOOL OF GOVERNANCE AND SOCIETY, UNIVERSITY OF MANAGEMENT AND TECHNOLOGY (UMT), LAHORE, PAKISTAN. EMAIL: sulemanjohnfiaz@gmail.com

⁸ DEPARTMENT OF INFORMATION TECHNOLOGY, UNIVERSITY OF EDUCATION, LAHORE, PAKISTAN. EMAIL: abeducation1417@gmail.com

ABSTRACT

This study examined the mediating role of psychological well-being in the relationship between organizational support and job performance while investigating the influence of professional development opportunities among employees in public and private organizations across Punjab and Sindh, Pakistan. A quantitative cross-sectional design was implemented with an online structured questionnaire utilizing adopted measurement scales. Data were collected via Google Forms from 477 employees through convenience sampling. The data were screened in Microsoft Excel and analyzed using IBM SPSS Statistics. The analysis consisted of descriptive statistics, Pearson correlation, multiple regression, independent samples t-test, one-way ANOVA, and mediation analysis. The results showed that organizational support had a positive effect on job performance. Psychological well-being was an important mediating variable. Professional development opportunities positively impacted employee performance. The study offers a valuable addition to the existing literature on organizational behavior and human resource management by providing empirical evidence to the supportive workplace practices and positive employee performance relationship. The findings also have a practical impact for organizational leaders and human resource practitioners on the design and implementation of employee support systems, well-being, and professional development to improve the effectiveness and sustain the performance of the workforce within the organization.

KEYWORDS: Organizational Support, Psychological Well-Being, Job Performance, Professional Development Opportunities, Employee Performance, Organizational Behavior, Human Resource Management, Pakistan.

INTRODUCTION

Organizational support is one of the most popular concepts in workplace psychology. It extends beyond positive aspects of the workplace to show employees how valued they really are, how much their work is appreciated, and how much their overall well-being is cared for. In the case of workplace psychology, and according to Organizational Support Theory, for positive workplace behavior to be demonstrated, employees must feel that the organization is supportive. (Eisenberger et al., 1986). Supportive organizational practices attempt to create a positive psychological contract between employees and employers. These practices include fair treatment, rewards, support, and provision of resources by supervisors, good communication, recognition of employees' achievements, and inviting employees to participate in decisions concerning the organization. Commitment and responsible behavior toward the organizational goals is a product of this positive contract. Workforce motivation and support is critical to the continued success of modern organizations. Many employees' aspirations have evolved beyond financial compensation, with support and success being of equal importance. Many employees who perceive higher levels of organizational support have greater job satisfaction and greater commitment to and trust in the organization. They have a greater desire to stay in the organization. Supportive work environments create positive relationships and respect amongst employees. Appreciated employees engage in behaviors that positively impact the organization such as knowledge sharing and problem solving. In the context of the fast-paced, constantly evolving business environment that we find ourselves in today, and where companies need all of their employees to be competitive and flexible, these benefits are most significant.

Job performance reflects how well employees carry out their assigned duties and how their work contributes to the overall aims of the organization. This combines the performance of formal job duties and the extra voluntary behaviors (such as teamwork) that contribute to the organization. Creative and flexible problem solvers and employees that are committed to the organization are the type of employees that are the most successful. While job performance is defined in many different ways, it is widely accepted that a supporting work environment is a vital precursor of job performance. Supportive work environments tend to elicit greater effort being devoted to work tasks and a greater emotional attachment to the organization. In addition to supportive environments decreasing work-related stress and uncertainty, it enables employees to focus their energy on work that is beneficial to the organization and on constructive activities, rather than dealing with organizational obstacles. In a multitude of different industries, including health care, education, banking, and manufacturing, research has demonstrated the positive correlation between perceived organizational support and performance (Caesens & Stinglhamber, 2020; Ahmed et al., 2022). Support of the organization fulfills the psychological needs of employees and increases the level of voluntary support for the organization, therefore, employees are more likely to become engaged and their performance become more consistent and productive. In an unpredictable external environment, organizations that provide support to employees primarily strengthen their workforce to achieve organizational objectives in a highly complicated and unpredictable workplace.

The Social Exchange Theory helps explain the connection between organizational support and job performance. It states that good treatment by the organization leads to reciprocal obligation on the part of employees to the employer (Blau, 1964). Employees who are supported emotionally, mentored, and provided feedback, along with the provision of developmental aids, are likely to show the same commitment by being loyal and performing better. Such relationships build commitment to the organization and helps trust the organization. It helps employees remain committed and engaged even during tough times for the organization. Employees who feel that the organization is not providing support feel neglected, frustrated, and emotionally drained, and as a result, they perform poorly and do not commit to the organization. Employees have supportive supervisors, open and honest communication, fair treatment, and enough resources to get the job done, feel safe to do their jobs and motivated to perform. More recent organizational studies have shown that perceived organizational support improves performance and strengthens resilient, innovative, and collaborative employees who are adaptable and represent the traits of a top performing organization. Organizational support reduces employee absenteeism, workplace conflicts, and the intention to quit, and improves employees' participation in activities aimed at improving the organization. The support of employees' well-being through positive organizational practices within various work environments is a way to sustain a competitive advantage.

Psychological Well-Being as a Mediating Mechanism

Psychological well-being is at the forefront of research in organizational psychology because it encompasses a range of positive psychological attributes and functioning, including emotional balance, satisfaction with life, and resilience and adaptability to the challenges and demands of the workplace. Traditionally, a major focus was on the absence of stress and psychological/emotional disorders. However, psychological well-being emphasizes the presence and development of positive mental health structures, such as autonomy, mastery of the environment, personal

development, purpose in life, self-acceptance, and positive relationships. Employees with high psychological well-being tend to be successful, maintain high levels of productivity even in challenging and adverse organizational conditions, and possess high emotional intelligence and effective coping skills. Modern organizations recognize that employees' psychological well-being is a major factor influencing the overall functioning and success of the organization. Thus, employees with psychological well-being show high levels of motivation, innovation, and active participation in the organization, and they demonstrate a strong sense of commitment to the goals of the organization. Increasingly, organizations focus on the development of supportive and caring work environments that promote the psychological well-being of employees by providing fair treatment and recognition, work-life balance, and organizational resources. Research indicates that psychologically healthy employees are less likely to experience burnout, emotional exhaustion, and occupational stress, while expressing high levels of engagement, innovativeness, and performance in diverse professional environments. These findings show the importance of psychological well-being in attaining healthy and sustainable growth and development of both employees and the organization. (Huppert, 2009; Bakker & Demerouti, 2017).

Psychological well-being is becoming recognized as an important element in how organizational support impacts an employee's work performance. This comes from understanding that supportive environments help employees psychologically with things like reassurance, constructive guidance, work resources, and opportunities for improvement. When employees are aware that the organization cares about and values their work and well-being, they feel more secure and less anxious with an improved sense of self-esteem and confidence. The resulting psychological effect is a stronger, more positive, and effective form of resilience to workplace challenges and barriers, and supports and improves performance. Organizational support is shown to impact work performance indirectly through positive psychological well-being. This improves focus and the ability for creative problem-solving, constructive participation, and the maintenance of an overall productive work atmosphere (Kurtessis et al., 2017). Positive psychological well-being enables employees to manage their emotions and adapt to positive changes in the work environment while effectively keeping constructive relationships with peers and superiors. This makes psychological well-being a vital outcome of supportive organizational methods that positively impact employee performance in all workplace environments.

Employee psychological well-being enhances employees' long-term career development. It has several benefits, including the promotion of continuous learning, self-efficacy, intrinsic motivation, and adaptive work behaviors. Employees with favorable psychological health have greater confidence in their abilities and willingness to take on tasks that are beneficial to their organization. Positive psychological functioning facilitates the adoption of new ways to do work, the acceptance of change in the organization, and the participation in the improvement of the organization. Additionally, higher psychological well-being improves employees' perceptions of work as meaningful and supportive, which reduces turnover and enhances job satisfaction and commitment to the organization. Organizational research has shown the favorable effects of higher psychological well-being on employee engagement, organizational citizenship behavior, innovation, and sustainable performance. Furthermore, the negative influence of higher psychological well-being on absenteeism, burnout, and emotional exhaustion is well documented. This research shows that psychological well-being should be regarded by organizations as a strategically positive psychological health issue that is beneficial to the organization in the long run by creating a positive environment and healthy employees. (Seligman, 2018; Donald et al., 2022).

The Influence of Professional Development Opportunities

Employee professional development is now a core organizational asset that improves employee skills, motivation, and career success. In a modern, competitive job market, businesses face an expectation that they will employ talent and enhance staff skills. Professional development opportunities cover many learning activities, such as training sessions, workshops, seminars, mentoring and coaching, credentialing, career pathways, and leadership initiatives as well as activities that support lifelong, skills-based learning. Such development activities signal organizational commitment to staff, and that employees are regarded as valuable, long-serving staff and not just resources. Human Capital Theory posits that learning activities undertaken to enhance employee skills and knowledge elevate personal productivity and aid the development of organizational systems that sustain and enhance the performance of the organization (Becker, et al., 1964). Additional empirical studies show that organizations with continuous staff development programs enjoy improved staff engagement, commitment, retention, and performance. This is due to the fact that staff view such organizations as offering opportunities for career and personal success (Noe et al., 2014; Salas et al., 2012). Professional opportunities have thus become a vital organizational strategy for the enhancement of a knowledgeable and skillfully flexible staff that delivers added value to the organization.

Professional development opportunities have a positive impact because employees gain knowledge and confidence that improves job performance. Employees that are engaged in regular training have knowledge that is up to date and have better problem-solving skills that are agile enough to reshape in response to the changing complexities of the

modern workplace. Participating in development opportunities helps employees improve their self-efficacy. This makes employees feel positive about their ability to complete tasks and helps them feel positive about workplace changes that previously would have triggered feelings of uncertainty. The nature of work is changing quickly because of digital and other disruptive technologies. To meet the changing needs of the workplace, employees' skills should be improved continuously. Digital development opportunities give employees the tools to work with the latest workplace technologies, promote healthy workplace attitudes, and bring the latest best practices to the work environment. Development opportunities are important because they help employees stay up to date with the latest technologies, standards, and workplace best practices. A large body of evidence shows that employees with a greater perception of developmental opportunities show greater workplace commitment, improved workplace motivation, satisfaction, and improved performance. A learning organization helps employees attain their goals and, as a result, improves the satisfaction and fulfillment of employees' careers. (Jehanzeb & Bashir, 2013; Saks, 2022; Aguinis & Kraiger, 2009).

Aside from boosting employees' skill sets, offering professional development options has a positive impact on employees' mental wellbeing and improves their emotional resiliency and personal growth and career optimism. Employees who feel their employers care about their career growth feel less job uncertain, more confident, and have an increased sense of belonging to the organization. Opportunities for mentoring, development, and career services allow employees to better understand the trajectory of their careers, which lessens stress and increases motivation. The development results help employees feel more self-determined. These positive effects help employees stay more engaged and devoted to work-related problems. More recent workplace studies show that a continuing professional development offers positive effects on employee wellbeing and resiliency, and positive workplace behaviors, while also contributing to reducing burnout and turnover intention. As a result, continuing professional development offers a dual benefit for employees and employers. (Aggarwal-Gupta et al., 2010; Lee, M, et al., 2023).

Research Objectives

- To examine the effect of organizational support on job performance among employees.
- To investigate the mediating role of psychological well-being in the relationship between organizational support and job performance.
- To examine the influence of professional development opportunities on the relationship between organizational support, psychological well-being, and job performance.

Research Questions

- What is the effect of organizational support on job performance among employees?
- Does psychological well-being mediate the relationship between organizational support and job performance?
- How do professional development opportunities influence the relationship between organizational support, psychological well-being, and job performance?

Problem Statement

The performance of employees is essential to an organization's productivity and competitiveness over an extended period. Even with a significant amount of an organization's resources spent on building supportive workplace practices, inconsistent employee performance continues to be a problem for many organizations. This inconsistency leads to decreased employee motivation and psychological well-being with growing job demands and workplace-related stress and limited opportunities for career advancement. Past research noted a direct link between organizational support and job performance. However, little research has studied the psychological pathways via which supports from an organization improve job performance and the role psychological well-being plays as a mediator. Additionally, the limited research has evaluated the impact of providing employees with professional development opportunities on the relationships described above in a modern organizational context, where ongoing learning and development is crucial to maintaining and improving employees' performance. This gap in research has created an inability to articulate the ways in which a supportive organization, employee psychological well-being, and the provision of professional development opportunities enhance employee job performance. Because of this, this research aims to evaluate the impact psychological well-being as a mediator has on the relationship between organizational support and job performance, and the role professional development opportunities play in this relationship.

SIGNIFICANCE OF THE STUDY

This research is important to the study of organizational behavior and the management of human resources because it adds strength to the theory by addressing the question of “how does organizational support affect employee performance through psychological well-being?” This is along the lines of considering the impact of career development on the same. Integrating these concepts creates a model that explains the intricacies of employee performance to the level of psychological well-being and job performance. The study will also help organizational leaders design workplace policies and initiatives that support employee well-being and tailor career development programs to enhance employee performance. Conceptually, the study will strengthen the theory of well-being and performance by integrating the concepts of well-being, performance, and supportive workplace policies. Empirically, the study will enhance the theory of organizational performance. The research will help organizations in designing structures to improve employee engagement, productivity, and retention in a competitive and constantly changing work setting. The study will help future researchers build on the work by filling a gap in the study of employee well-being and organizational effectiveness.

LITERATURE REVIEW

Organizational support is crucial in determining employee attitudes and workplace outcomes. Perceived organizational support (POS) refers to how employees view support in the workplace and how the workplace cares for employees and their contributions. As stated by Pahlevan Sharif, S et al. (2018), support from the workplace can come from equitable treatment, recognition, sufficient funding, help from the supervisor, and opportunities for development. Such support strengthens the attachment of the employees and serves to further improve the performance of the workplace. Similarly, Rhoades and Eisenberger (2002) stated that POS enhances the socio-emotional needs of the employees by strengthening trust, commitment, and satisfaction while decreasing stress and turnover. Changaranchola, M et al. (2024) stated that POS is associated with positive employee outcomes as employees view POS in supporting and motivating them to reach the goals of the workplace. POS is also a critical aspect of strategic human resource management.

Social Exchange Theory primarily explains the correlation of organizational support and job performance. Social Exchange Theory asserts that employees will respond to pleasant organizational interactions with similarly pleasing workplace behaviors. Jain, P et al., (2019) states that employees will respond to organizational investment through support and recognition, along with personnel development and progressive discipline, with increased performance and commitment. This strengthens the psychological relationship of the employees and the organization. Subsequently, work is performed with greater effort and higher productivity. According to Masyhuri, M et al., (2021), employees who perceive stronger organizational support are more inclined to partake in organizational citizenship behavior and collaborate extensively with their colleagues and assume greater responsibility beyond their formally defined job duties. Similarly, supportive organizational environments increase the intrinsic motivation of employees, allowing them to perform continuously even in difficult conditions of the workplace, according to Kundi, Y et al. (2021). This shows that organizational support acts as a form of motivation negatively affecting both task performance and contextual performance in all organizational environments.

There is considerable empirical research showing that workplace support can improve multiple areas of employee performance. Hameli, K et al., (2024) show that organizations that offer support provide their staff with resources such as supervisor support, work autonomy, and feedback and training, which improves engagement and performance. Employees in supportive organizations have greater confidence in their performance and tasks because they feel that management appreciates their work and provides help when problems occur. Trung, C et al., (2026) says that organizational support encourages psychological engagement, and in turn, will grow creativity, innovation, and the employee's voluntary extra working effort. Accordingly, Roemer, A et al. (2018) demonstrate that support in the workplace improves employee adaptability, resilience, and the quality of the service they provide. These studies provide evidence that support at work improves performance directly via motivation, but also indirectly through fostering a positive workplace attitude and a greater commitment to the organization.

Organizational Support and Psychological Well-Being

In the field of organizational behavior, the impact of organizational support on employees' psychological well-being is well established. Organizational support is understood as employees' perceptions that their organization is concerned with their welfare, values their contributions, and appreciates their efforts. Çankır, B et al. (2018) argue that employees experiencing high organizational support feel greater emotional security, and as a result, develop a stronger psychological attachment to their organization. Supportive perceptions of the organization create environments that enable employees to feel both respected and valued, and supported addressing professionally and personally. As

described by Devonish, D (2013), various supportive practices of the organization, such as fairness, supervision, recognition, communication, and organizational resources, positively contribute to employees' emotional well-being and diminish stress and uncertainty. Consistently, Çollaku, L et al. (2023) showed that support of the organization positively impacts the psychological functioning of employees, and supports the satisfaction of socio-emotional needs, and the trust of management, while promoting a positive work attitude. As organizations strive to understand the importance of the mental health of employees, the support of the organization has become an integral component in the development of healthier and more productive workplaces.

Psychological wellbeing means having the mental capacity to cope with the demands of the job, while remaining level-headed, and continuing to grow. Ryff (1989) identifies self-acceptance, autonomy, environmental mastery, personal growth, purpose in life, and having positive relationships with other people as the elements of psychological wellbeing. People with higher psychological wellbeing have more resilience, optimism, emotional stability and confidence in meeting job demands. Positive psychological outcomes are the result of constructive organizational support and a workplace characterized by fairness, respect, and inclusion, as well as being positively challenged to grow. Investing in the psychological wellbeing of employees by providing supportive leadership, making the workplace safe and healthy, and having employee-focused policies, positively impacts the employees' psychological wellbeing and satisfaction with life (Huppert, 2009). Sedat, A (2022) argue that constructive and supportive organizational resources decrease the work-related stress of employees and strengthen the employees' mental health and encourage them to stay motivated and engaged, even when faced with overwhelming demands at work. These results emphasize that constructive organizational support is a key resource that positively affects the psychological wellbeing of employees.

Research suggests a reliable positive connection between organizational support and employees' psychological well-being. This relationship is observed across numerous organizational contexts. Naiboğlu, G., & Bilgivar, (2021) note that perceived stronger organizational support corresponds with lower emotional exhaustion, anxiety, and workplace stress, and higher happiness, engagement, and emotional resilience. If employees interpret that supportive practices mean management is supporting employees in dealing with workplace challenges, then the employees' confidence is strengthened, and psychological distress is alleviated. Gyu Park, J et al. (2017) argue that organizational support has a positive impact on psychological well-being by creating work that employees perceive as meaningful, developing inter-personal connections, and reinforcing positive psychological expectations about the future. In a similar vein, Nisar, A., & Malik (2019) contended that organizations that stress the support and recognition of employees create psychologically safe environments that encourage employees to express their ideas, ask for help, and take part in the organizational decision-making process. Such a climate that promotes support strengthens emotional commitment and psychological well-being and, in turn, enhances the sustainability of workforce performance and organizational efficacy.

Psychological Well-Being and Job Performance

The focus of organizational psychologists is on psychological well-being due to what it signifies about the mental and emotional functioning of employees as a whole. It demonstrates employees' abilities to successfully perform their jobs and maintain a healthy, affirmative relationship with the organization. Traditional views are focused on the presence or absence of psychological illness. In contrast, psychological well-being includes positive emotional states and the presence of self-acceptance, autonomy, and purpose in life as well as the mastery of one's environment, personal growth, and the ability to form and maintain healthy, positive interpersonal relationships. Employees with high psychological well-being, as described by Fotiadis, A et al., (2019), are emotionally stable, confident, and resilient. This helps them meet the challenges of the workplace and the fluctuating demands of the employment organization. Ryff and Keyes (1995) describe psychological well-being as having great motivational, and goal-oriented, and decision-making resources. It helps employees attain personal and organizational goals. Alshahrani, S et al., (2021) explains that psychologically healthy employees are optimistic and emotionally stable and satisfied with life. This helps employees' attitudes and behaviors in the workplace. For this reason, organizations focus on psychological well-being to foster employees' productivity and to establish organizational effectiveness and a competitive edge over time.

The Job Demands-Resources (JD-R) Model describes the relationship between well-being and job performance. Having sufficient resources of well-being enables employees to manage job-related challenges and sustain elevated performance levels. Koroglu, Ş., & Ozmen (2022) claim that the psychological well-being of employees promotes engagement, motivation, and productivity as it reinforces resilience and mitigates the impact of stressful workplace situations. The emotional resources enable employees to face and overcome the challenges associated with their jobs. Employees with positive psychological well-being are likely to demonstrate focus, imagination, flexibility, and endurance. Seligman (2018) elaborates that positive psychological functioning is the basis for optimism, self-assurance, and self-motivation, which enables employees to perform at levels that exceed the basic expectations of

their jobs and positively impact the goals and accomplishments of their organizations. It is further postulated (Wadhwa, S et al. 2025) that psychological well-being promotes purposeful cooperation, creative problem solving, and the ability to maintain positive relationships with both peers and superiors. Employees with psychological well-being are likely to perform better as individuals within a more productive and effective organization.

A plethora of empirical research has shown that there is a positive correlation between an employee's psychological well-being and the performance of their work, but the opposite seems to be true of employees with mental health issues. As noted by Bagheri, M et al., (2022), psychologically healthy employees have a greater tendency to display work-related behaviors that are beneficial to the organization, and that is related to a greater level of engagement with their work, a greater level of satisfaction with their work, and a greater level of commitment to their work and their organization. In addition, such employees are less likely to take leave and are less likely to suffer from burnout and conflicts with other employees. Positive psychological well-being also improves employees' resilience and improves the quality of work performed, even when the organization is subjected to stress (Sim, J et al., 2023) and during periods of change. Huang, N et al., (2021) argue that emotionally healthy employees are more willing to perform organizational citizenship behaviors and creative work and are more committed to providing quality services to their customers. The evidence substantively suggests that psychological well-being is an important indicator of both task and contextual performance.

The Mediating Role of Psychological Well-Being in the Relationship Between Organizational Support and Job Performance

The connection between organizational support and job performance has been a very popular subject for many studies involving organizational behavior. However, it has been recently argued that this connection has a not simply direct relationship but a complex one involving various psychological factors. Among these factors, psychological well-being has been the most important of the mediating variables in the relationship between organizational support and the performance of the employee. Referring to Thakre, N., & Kawde (2021) organizational support gives employees the confidence that their work organization appreciates their efforts and is concerned for their well-being, thus creating positive responding and strengthening psychological attachment to the organization. These positive psychological states to the employees increase the employee's mental health, confidence, motivation and resilience and will result in positive performance at the workplace. According to Arnold, K et al. (2007), employees who perceive that there is a greater organizational support report a higher psychological well-being, because supportive organizations meet the socio-emotional needs of employees and create a work environment that is positive, just and recognizes the employees. Further, Paz, M et al., (2020) stated that organizational support alleviates work-related stress and emotional exhaustion and improves the psychological resources of employees, thus making psychological well-being a valid a mechanism of organizational support and employee performance.

Psychological well-being acts as a critical psychological conduit through which support from an organization impacts employees' ability to exercise their roles effectively. Clarence, M et al., (2021) defines psychological well-being as having a positive psychological functioning characterized by self-acceptance and personal growth, as well as autonomy and mastery of the environment and positive interpersonal relationships. Employees who possess higher psychological well-being are positively responsive to the challenges and changes of the organization due to higher levels of emotional stability, resilience, optimism, and self-confidence. Supportive leadership, constructive feedback and equitable treatment strengthen employees' psychological resources and improve work engagement and productivity (Medzo-M'engone, 2021). Similarly, Mehmood, S et al. (2024) postulated that psychologically healthy employees possess better coping mechanisms coupled with improved concentration and creativity, and work collaboratively to achieve better results in their work. All the above studies demonstrate that through improved psychological well-being and employees' ability to function effectively, support from an organization positively impacts employees' performance.

Various empirical studies corroborate the mediating role of psychological well-being in the workplace. Souri, H et al., (2014) posit that organizational support improves employees' psychological well-being, thereby augmenting organizational commitment, job satisfaction, and work engagement, and improving job performance. Employees with supportive organizations show reduced stress, anxiety, and emotional exhaustion and greater enthusiasm and perseverance to complete tasks. Duong, C et al., (2025) believes that a psychologically healthy employee is likely to engage in discretionary work behavior, innovative work, and organizational citizenship behaviors because supportive organizations enhance emotional well-being and intrinsic motivation. Psychological well-being is an important mediating role in transforming supportive organizational behavior in the workplace in the high work pressure and organizational ambiguity of Wang, W et al. (2024). The psychological well-being of employees shows the positive relationship that supportive organizations provide to improve the job performance of employees.

Research Gap

Although many studies have explored the impact of organizational support on job performance and the relationship between the two, the psychological factors at play in the given relationship remain largely unexplored. Research has largely focused on surveys and studies of the three components separately organizational support, psychological well-being, and professional development opportunities. There are very few studies that aim to integrate these three components. Specifically, the psychological well-being and professional development opportunities of the employee and their impact on the employee's job performance have not been explored at an empirical level. Furthermore, the other research has a specific emphasis on developed countries. This has an impact on the generalization of findings to other organizational and cultural settings. This gap demonstrates the necessity to study, in a single framework, the organizational support, psychological well-being, job performance, and professional development opportunities. With that, this research intends to fulfill this gap and provide a level of depth in the knowledge of employee performance within the organizational behavior framework by studying the psychological well-being of employees in the context of organizational support and employee job performance.

Research Hypotheses

H1 There is a significant relationship between organizational support and job performance.

H2 Organizational support, psychological well-being, and professional development opportunities significantly predict job performance.

H3 There is a significant difference in job performance between male and female employees.

H4 There is a significant difference in job performance among employees across different age groups.

Conceptual framework

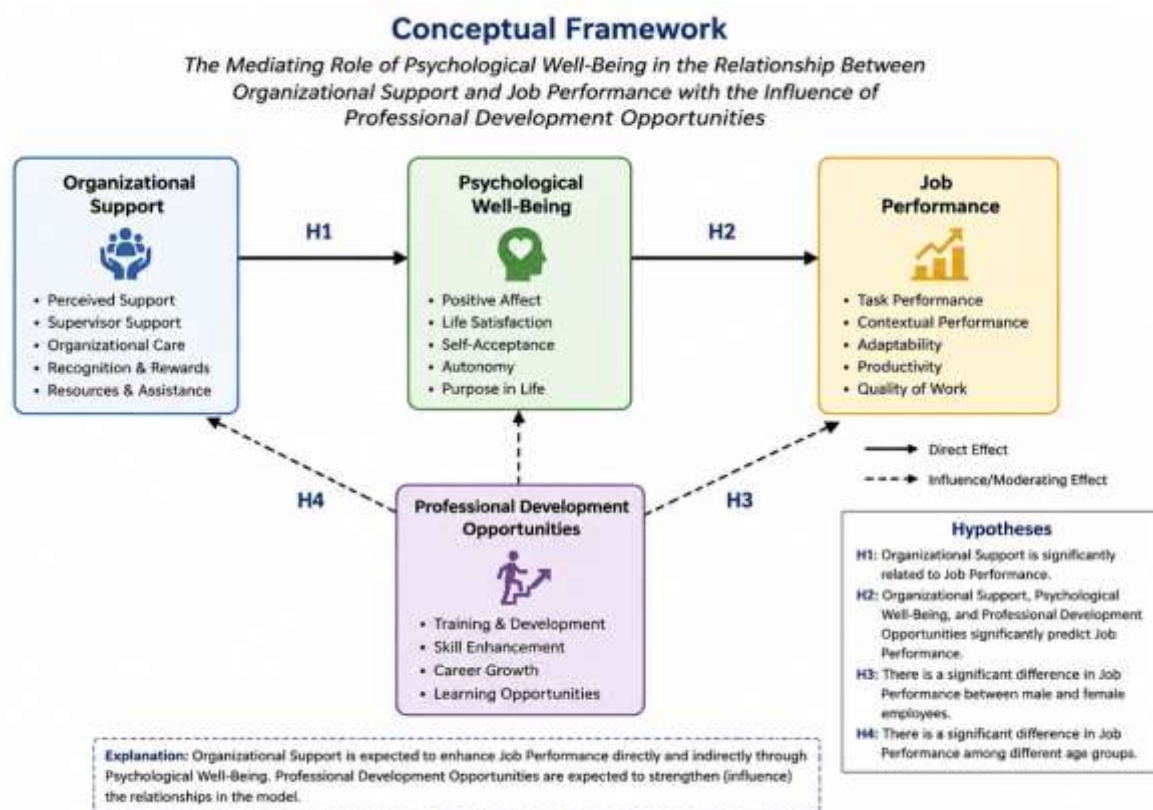


Figure 1.1 Conceptual framework
METHODOLOGY

Research Design

This study adopted a quantitative framework and cross-sectional design. It identified the mediating role of psychological well-being between organizational support and job performance and examined the effect of professional development opportunities. A quantitative framework was adopted as it allows the researcher to obtain statistics that can be analyzed for the purpose of establishing relationships between variables and deriving conclusions of an objective nature. A cross-sectional design was appropriate as at the time of the survey data were collected from

respondents regarding the perception of employees about organizational support, psychological well-being, professional development opportunities, and job performance. A self-administered survey was used and included standardized measures that had been used in other studies.

Population

The focus was on employees working in both the public and private sectors in the provinces of Punjab and Sindh, Pakistan. Respondents were selected from multiple organizations in the major regions of both provinces, for example, Lahore, Multan, Faisalabad, Rawalpindi, Gujranwala, Bahawalpur, Sargodha, Sialkot, Karim, Karachi, Hyderabad, Sukkur, and Jamshoro. Employees from schools, hospitals, banks, factories, telecom, and public service departments were included in this study in order to provide multiple viewpoints from multiple sectors. These regions were selected as they are the major economic and administrative locations and provide employment to individuals from varying professional sectors.

Target Audience

The target audience was employees working in both the public and private sectors in Punjab and Sindh. Participants from administrative, managerial, supervisory, technical, academic, healthcare, and banking and operational staff were invited to participate in the study. Respondents were required to have a minimum of one-year work experience to ensure that they were knowledgeable about the workplace and would provide informed opinions on the support provided to employees, and the opportunities for growth and development, as well as on their psychological well-being and performance at work.

Sampling Technique

A non-probability convenience sampling technique was used to select respondents. This technique was considered suitable because the researcher was able to access employees that were available and most likely to participate in the survey. Convenience sampling is fairly common in organizational and behavioral studies due to its efficiency, low cost, and its ability to capture data from a large number of respondents within a short time frame. To enhance the data collected, a large number of employees from different sectors and organizational levels was sought.

Sample Size

The sample size for the study consisted of 477 respondents. This sample size was adequate for conducting correlation analysis, multiple regression analysis, independent samples t-test, one-way ANOVA, and mediation analysis in SPSS. The sample size was, relative to other studies, large enough to improve the statistical power of the study and enhance the validity and credibility of the results.

Data Collection

The researchers collected primary data by means of a structured questionnaire. Five sections of the questionnaire included demographics, organizational support, psychological well-being, professional development opportunities, and job performance. The Survey of Perceived Organizational Support (SPOS) by Eisenberger et al. (1986) measured Organizational Support. The Psychological Well-Being Scale of Ryff (1989) measured Psychological Well-Being. Professional Development Opportunities were measured by adapted items of Noe et al. (2014) and Job Performance was measured by the employee job performance scale of Williams and Anderson (1991). A five-point Likert scale, from 1 = Strongly Disagree to 5 = Strongly Agree, was used to assess all the measurement items. The researchers adopted the questionnaires with minor changes to avoid threats to the validity and reliability of the instruments.

The researchers designed the questionnaire in Google Forms and shared the survey link via email, WhatsApp, LinkedIn, Facebook, and other professional networking sites. The participants were employees from public and private organizations in Punjab and Sindh, Pakistan. The researchers informed the participants about the study objectives and the study had no participation costs. Google Forms recorded the participants' responses, which the researchers later exported for statistical analysis.

Ethical Considerations

Throughout the research, a variety of ethical concerns were noted. Participation in the survey was wholly voluntary, and those who participated were made aware of the survey's aims and objectives beforehand. Now, consent was formally requested in writing prior to data collection. Respondents were given assurance of anonymity and were told all data would be kept confidential. Respondents were also informed that no traceable data would be collected, and that withdrawing from the study was an available option at any point with no expectation to remain in the study. The data collected were only used for the intended academic reasoning, and were kept in a secure location to retain confidentiality.

Data Analysis

The information given in the forms was exported, and the responses were organized in Microsoft Excel. This facilitated data screening, cleaning, and coding. The collected data was verified for accuracy, and the cleaned data file was migrated to IBM SPSS Statistics for analysis. Descriptive statistics were generated to illustrate the demographics of the respondents, as well as the distribution of the study variables. Expressing the nature of the relationships between

the four study constructs (organizational support, psychological well-being, professional development opportunities, and job performance) was done using Pearson correlation analysis. The influence of the three study constructs, as well as psychological well-being, on job performance was tested using multiple regression analysis. An independent samples t-test was used to determine if there was a significant difference in job performance between male and female employees. A one-way analysis of variance (ANOVA) was used to assess if there was a significant difference in job performance among the employees of different age groups. To assess if psychological well-being carried the effect of organizational support on job performance, mediation analysis was performed. The results from the statistical tests were used to achieve the study goals and to substantiate the relationships of the study variables.

Table 1 Demographic Characteristics of Respondents (N = 477)

Demographic Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	262	54.9
	Female	215	45.1
	Total	477	100.0
Age	20–29 Years	148	31.0
	30–39 Years	176	36.9
	40–49 Years	103	21.6
	50 Years and Above	50	10.5
	Total	477	100.0
Marital Status	Single	181	37.9
	Married	274	57.4
	Divorced/Widowed	22	4.6
	Total	477	100.0
Educational Qualification	Bachelor's Degree	121	25.4
	Master's Degree	219	45.9
	MPhil/MS	92	19.3
	PhD	45	9.4
	Total	477	100.0
Organization Type	Public Sector	213	44.7
	Private Sector	264	55.3
	Total	477	100.0
Work Experience	1–5 Years	164	34.4
	6–10 Years	155	32.5
	11–15 Years	89	18.7
	More than 15 Years	69	14.5
	Total	477	100.0

From 477 respondents, demographics showed a fair sample of both public and private sector officials. Most respondents were male (54.9%), female respondents were 45.1%, showing fairly equal gender representation. Most respondents were in the age group of 30 – 39 years (36.9%), age group 20 – 29 years was second at 31.0%. Considering

age groups, respondents were in their most productive age group. Considering marital status, most respondents were married (57.4%), single respondents were 37.9% and divorced/widowed were 4.6%. Education showed most respondents had a Master's Degree (45.9%); respondents with a Bachelor's Degree were 25.4%, MPhil/MS 19.3%, and PhD 9.4%. Private sector respondents were 55.3% and public sector respondents were 44.7%. Considering years of service, most (34.4%) respondents had 1 to 5 years of service, second most was 6 to 10 years (32.5%), 11 to 15 years was 18.7%, and those with service of more than 15 years was 14.5%. Results showed respondents were from a variety of backgrounds, education levels, and organizations, and had a variety of work experiences. This variety was a good basis for studying the relationships of organizational support, psychological well-being, and professional development opportunities.

Table 2 Correlation between Organizational Support, Psychological Well-Being, Professional Development Opportunities, and Job Performance (N = 477)

Variables	1	2	3	4
1. Organizational Support	1			
2. Psychological Well-Being	.681**	1		
3. Professional Development Opportunities	.624**	.598**	1	
4. Job Performance	.714**	.669**	.642**	1

The results from the Pearson correlation analysis show that all study variables are positively interrelated. Stronger job performance was associated with the perception of higher job support ($r = .714$, $p < .01$) and higher job support was associated with higher psychological well-being ($r = .681$, $p < .01$) and higher work-related development opportunities [$r = .624$, $p < .01$]. Positive correlation was also shown between psychological well-being and job performance ($r = .669$, $p < .01$) and between job performance and work-related development opportunities ($r = .642$, $p < .01$). Positive correlation of all study variables indicates that the perception of higher job support, higher psychological well-being and higher work-related development opportunities will positively influence job performance of employees.

Table 3 Multiple Regression Analysis Predicting Job Performance (N = 477)

Predictor Variables	Unstandardized Coefficient (B)	Standard Error	Standardized Beta (β)	t-value	Sig. (p)
(Constant)	0.845	0.213	—	3.967	.000
Organizational Support	0.391	0.048	.412	8.146	.000
Psychological Well-Being	0.287	0.052	.294	5.519	.000
Professional Development Opportunities	0.231	0.047	.248	4.915	.000

Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate	F-value	Sig. (p)
.802	.643	.641	0.412	284.761	.000

Multiple regression analysis indicated that job performance regression model was statistically significant, $F=284.761$, $p<.001$, and explained 64.3% ($R^2 = .643$) of the variation in employees' job performance. The model captured a strong relationship between the independent variables and job performance ($R = .802$) and the model was confirmed stable with the adjusted $R^2 = .641$. The strongest predictor of job performance was organizational support ($\beta = .412$, $p < .001$) followed by psychological well-being ($\beta = .294$, $p < .001$) and professional development opportunities ($\beta = .248$, $p < .001$). Positive regression coefficients for the predictor variables suggest that providing support in the respective domains results in higher levels of job performance. Thus, the three domains of predictor variables capture significant variation in the job performance of the employees.

Table 4 Independent Samples t-Test for Job Performance by Gender (N = 477)

Variable	Gender	N	Mean	Std. Deviation	t-value	Sig. (2-tailed)
Job Performance	Male	262	4.08	0.54	2.487	.013
	Female	215	3.95	0.57		

An independent samples t-test was used to find differences in job performance between male and female employees. Males ($M = 4.08$, $SD = 0.54$) perform better than females ($M = 3.95$, $SD = 0.57$) in this survey. A statistically significant difference was found ($t = 2.487$, $p = .013$), meaning that gender accounted for differences in perceived job performance in this survey. Since the p-value is less than the typical level of 0.05, then there is evidence that the mean job performance scores are different for male and female employees. The results indicate that the gender of employees in these organizations that were surveyed, does have an effect on employee job performance.

Table 5 One-Way ANOVA for Job Performance Across Age Groups (N = 477)

Source of Variation	Sum of Squares	df	Mean Square	F-value	Sig. (p)
Between Groups	8.742	3	2.914	8.263	.000
Within Groups	166.835	473	0.353		
Total	175.577	476			

Group Statistics

Age Group	N	Mean	Std. Deviation
20–29 Years	148	3.87	0.61
30–39 Years	176	4.09	0.55
40–49 Years	103	4.18	0.50
50 Years and Above	50	4.26	0.47

A one-way analysis of variance (ANOVA) tests the theory that employees from varying age brackets have differing job performances. The results noted a statistically significant variation of job performance among the four age groups ($F(3, 473) = 8.263$, $p < .001$). The scores showed that the employees that are 50 years or older had the most job performance ($M = 4.26$, $SD = 0.47$) and most likely followed by the employees that are 40-49 years ($M = 4.18$, $SD = 0.50$) and so forth. The results also show that employees that are aged 20-29 years ($M = 3.87$, $SD = 0.61$) have the least job performance among them. Because the significance value was below .05, the findings showed that job performance varied with age. The results show that older employees that are probably 50 plus years had the most, and that performance probably declines with age.

DISCUSSION

This research focused on psychological well-being as a mediator in the organizational support/job performance relationship while incorporating professional development in employees from the public and private sectors of Punjab and Sindh provinces in Pakistan. Substantial evidence was found for the positive association of organizational support, psychological well-being, and professional development on job performance. It was found that employees who perceived organizational support to be high, had better psychological well-being, which in turn, improved their job performance. The findings indicate that in order to improve the job performance of employees, organizational environments that support employee well-being, undertake organizational development initiatives, and use the services of psychological professionals, have to be created. Additionally, the study provides an integrated view of the combined effect of the variables in the organizational behavior domain.

The correlation analysis revealed notable positive correlations among support for the organization, psychological well-being, availability of professional advancement opportunities, and job performance. Specifically, support for the organization demonstrated a high positive correlation with job performance. Employees reporting higher job performance perceived higher support for the organization. This result corroborates Gaikwad, S et al. (2021), who suggested that employees respond positively to organizations that appreciate and concern themselves with the employees. Ebrano, A et al., (2024) also suggested that perceived support for the organization enhances employees'

commitment, motivation and performance, through a system of reciprocal exchanges. The present result also supports Kelloway, E et al. (2012), whose meta-analysis substantiated that support for the organization positively impacts job performance, increases employees' commitment to the organization, and enhances employees' engagement. The above similarities, strongly suggest that employees' commitment, motivation, and enhancement of performance at the workplace are positively influenced by supportive environments.

Multiple regression analysis revealed that of the three program component variables, organizational support, psychological well-being, and professional development, organizational support was the strongest determinant of job performance. The results suggested that of the available Organizational Resources, Supportive Organizational Practices would be the most significant in determining employee productivity. The results also corresponded with the Job Demands–Resources (JD-R) Model. According to the JD-R model, organizational resources of supervisor support, recognition, autonomy, and developmental opportunities have the potential to enhance employee engagement and performance by alleviating job-related stress and strengthening motivational processes. These results were in line with Mensah, A (2021), who maintained that an increase in psychological work-related resilience due to the available organizational resources would enhance an employee's work engagement and improve performance. In the same line, Saks (2022) noted that employees of supportive organizations exhibit higher productivity because organizational support satisfies the employees' psychological and professional needs. Lastly, the results related with the findings of Karatepe et al. (2023), who noted that service performance in a changing organizational setting is positively influenced by organizational support and developmental resources.

This study highlights how psychological well-being mediates the relationship between organizational support and job performance. The findings show that organizational support contributes to employee performance, but the contribution is greater when the employee has positive psychological well-being. Employees who view organizational support as given tend to demonstrate positive psychological traits that contribute to the effectiveness of the employee in performing the job. These traits include emotional and psychological stability, positive psychological traits, and life satisfaction. These findings match the description of psychological well-being as a multi-dimensional construct that incorporates the development of the self, a sense of purpose, and positive relationships as described by Ryff (1989). The findings also support Donald et al. (2022), who found that psychologically healthy employees have a high level of productivity and positive psychological traits. Thus, the study findings show that psychological well-being is the psychological construct used to explain how supportive organizational environments impact employee performance. The study results highlight the role professional development opportunities play in building staff performance and increasing the effectiveness of the organization. Employees who felt there were professional opportunities such as training, mentoring, promotions, and opportunities to optimize job performance appreciated the motivation and job performance gains. This was in agreement with the study by Noe et al. (2014), who noted that continuous professional development fosters competencies and flexibility in employees and augments their careers. In the same way, training and development promote the application of knowledge and skills and positive attitudes in the employees and the organization, irrespective of the industry, as concluded by Aguinis and Kraiger (2009). The findings add to the study of Jehanzeb and Bashir (2013), who concluded that professional development opportunities increase employee satisfaction, commitment, and productivity by showing that the organization is investing in the future careers of its employees. The findings offer that organizations view professional development as a training activity. Organizations should reframe their view to recognize professional development as an investment of their employees and a way to increase the competitiveness of the organization.

CONCLUSION

The study examined how psychological well-being mediates the association between organizational support and job performance while factoring in professional development opportunities for employees from both public and private sectors in Punjab and Sindh, Pakistan. Research findings substantiate that organizational support, which provides employees with a supportive work environment, trust, and commitment, and promotes employees' engagement, enhances employees' job performance. Furthermore, the findings suggest that psychological well-being plays a significant mediating role, thereby helping employees to convert organizational support to perform better. Employees with the perception of high organizational support reported improved psychological well-being, resilience, and motivation, and higher job performance. Professional development opportunities also enhance employees' performance through the development of their knowledge, skills, and self-confidence, and advancement in their careers. This study, therefore, provides evidence that supportive workplace practices, employee well-being, and professional development done in a continuously supportive workplace, create a positively engaged and high-performing workforce.

Integrating organizational support, psychological well-being, professional development opportunities, and job performance, this study has developed a model with theoretical and practical implications for organizational behavior. Within this model, the study has developed constructs from a theoretical perspective and places its empirical findings in the context of the existing literature. In doing so, the study identifies the role of employee psychological well-being and professional development opportunities in the performance equation alongside the role of organizational support. For leaders, HR professionals, and policymakers, the study illustrates the need to develop organizational cultures that support and value employee mental well-being and continuous learning. It is posited that the satisfaction, engagement, and productivity of employees, as well as the long-term performance of organizations, is enhanced by the implementation of supportive, well-being, and career development initiatives. Ultimately, the study posits that in order to achieve consistent employee performance and sustained organizational performance, a supportive and developmental culture of continuous improvement is a prerequisite.

Recommendations

1. Organizations should strengthen organizational support by providing fair treatment, recognition, and timely assistance to employees.
2. Management should implement employee well-being programs to promote psychological health, reduce workplace stress, and improve overall job performance.
3. Organizations should invest in regular professional development programs, including training, mentoring, and career advancement opportunities.
4. Human resource managers should develop supportive leadership practices that encourage open communication, trust, and employee engagement.
5. Organizations should establish policies that promote work-life balance and create a psychologically safe working environment.
6. Regular employee feedback and performance evaluation systems should be implemented to identify developmental needs and improve organizational support practices.
7. Future researchers should examine these relationships in different industries, provinces, and cultural contexts using longitudinal designs and additional organizational variables to enhance the generalizability of the findings.

Future Implications

Research and practices in organizations can be improved through the findings of this study. Future studies can use this work as a basis to include more variables and develop a greater understanding of the performance of employees. This may include more psychological variables and more variables related to the organization. Leadership style, employee engagement, the culture of the organization, work-life balance, emotional intelligence, and job satisfaction may be added for consideration. Researchers can perform longitudinal studies of different industries and organizational sectors to assess changes in these variables over time for improved generalizability of the research findings. Practically, organizations are able to use the study results to formulate human resource policies, employee wellness programs, and continuous professional development programs that are evidence-based, constructive, and designed to produce an engaged and high-performing workforce. Thus, the study also aims to provide guidance for future research and advances in organizational practice concerning the sustainable performance of employees.

REFERENCES

1. Aggarwal-Gupta, M., Vohra, N., & Bhatnagar, D. (2010). Perceived organizational support and organizational commitment: The mediational influence of psychological well-being. *Journal of Business and Management*, 16(2), 105-124.
2. Aguinis, H., & Kraiger, K. (2009). Benefits of training and development for individuals and teams, organizations, and society. *Annual review of psychology*, 60(1), 451-474.
3. Ahmed, S. F., Mofijur, M., Parisa, T. A., Islam, N., Kusumo, F., Inayat, A., ... & Ong, H. C. (2022). Progress and challenges of contaminate removal from wastewater using microalgae biomass. *Chemosphere*, 286, 131656.
4. Alshahrani, S. T., & Iqbal, K. (2021). Influence of psychological capital on organizational citizenship behaviors: The mediating role of psychological well-being. *International Journal of Organizational Leadership*, 10(3), 299.
5. Arnold, K. A., Turner, N., Barling, J., Kelloway, E. K., & McKee, M. C. (2007). Transformational leadership and psychological well-being: the mediating role of meaningful work. *Journal of occupational health psychology*, 12(3), 193.

6. Bagheri, M. J., Asgharnejad Farid, A., & Nasrolahi, B. (2022). The Relationship between self-efficacy and quality of life through the mediating role of psychological well-being in the Elderly. *Aging Psychology*, 8(1), 54-39.
7. Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. *Journal of occupational health psychology*, 22(3), 273.
8. Becker, G. M., DeGroot, M. H., & Marschak, J. (1964). Measuring utility by a single-response sequential method. *Behavioral science*, 9(3), 226-232.
9. Blau, P. M. (1964). Justice in social exchange. *Sociological inquiry*, 34(2).
10. Caesens, G., & Stinglhamber, F. (2020). Toward a more nuanced view on organizational support theory. *Frontiers in Psychology*, 11, 476.
11. Çankır, B., & Şahin, S. (2018). Psychological well-being and job performance: the mediating role of work engagement. *Hitit Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, 11(3).
12. Changaranchola, M. N., & Samantara, R. (2024). Organizational justice and organizational citizenship behavior: exploring the mediating role of psychological well-being at work. *Rajagiri Management Journal*, 18(3), 233-250.
13. Clarence, M., Devassy, V. P., Jena, L. K., & George, T. S. (2021). The effect of servant leadership on ad hoc schoolteachers' affective commitment and psychological well-being. *International Review of Education/Internationale Zeitschrift für Erziehungswissenschaft/Revue Internationale de l'Education*, 67(3), 305-331.
14. Çollaku, L., Aliu, M., & Ahmeti, S. (2023). The relationship between job burnout and intention to change occupation in the accounting profession: the mediating role of psychological well-being. *Management Research Review*, 46(12), 1694-1710.
15. Devonish, D. (2013). Workplace bullying, employee performance and behaviors: The mediating role of psychological well-being. *Employee relations*, 35(6), 630-647.
16. Donald, K. A., Maina, M., Patel, N., Nguemini, C., Mohammed, W., Abubakar, A., ... & Newton, C. R. (2022). What is next in African neuroscience?. *Elife*, 11, e80488.
17. Duong, C. H., Do, T. P. T., Giang, T. T., & Hoang, K. T. T. (2025). The Impact of Nurses' Psychological Well-Being on Organizational Commitment: The Mediating Role of Work Engagement and the Moderating Role of Perceived Organizational Support. *Iranian Journal of Public Health*, 54(7), 1504.
18. Ebrano, A. S., & Apostol, R. L. (2024). The mediating role of psychological well-being on the relationship between school organizational climate and organizational citizenship behavior in public schools. *European Journal of Education Studies*, 11(5).
19. Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied psychology*, 71(3), 500.
20. Fotiadis, A., Abdulrahman, K., & Spyridou, A. (2019). The mediating roles of psychological autonomy, competence and relatedness on work-life balance and well-being. *Frontiers in psychology*, 10, 1267.
21. Gaikwad, S., Swaminathan, L., & George, S. (2021, December). Impact of work-life balance on job performance-analysis of the mediating role of mental well-being and work engagement on women employees in IT sector. In 2021 International Conference on Decision Aid Sciences and Application (DASA) (pp. 204-209). IEEE.
22. Gyu Park, J., Sik Kim, J., Yoon, S. W., & Joo, B. K. (2017). The effects of empowering leadership on psychological well-being and job engagement: The mediating role of psychological capital. *Leadership & Organization Development Journal*, 38(3), 350-367.
23. Hameli, K., Çollaku, L., & Ukaj, L. (2024). The impact of job burnout on job satisfaction and intention to change occupation among accountants: the mediating role of psychological well-being. *Industrial and Commercial Training*, 56(1), 24-40.
24. Huang, N., Qiu, S., Yang, S., & Deng, R. (2021). Ethical leadership and organizational citizenship behavior: Mediation of trust and psychological well-being. *Psychology research and behavior management*, 655-664.
25. Huppert, F. A. (2009). Psychological well-being: Evidence regarding its causes and consequences. *Applied psychology: health and well-being*, 1(2), 137-164.
26. Huppert, F. A. (2009). Psychological well-being: Evidence regarding its causes and consequences. *Applied psychology: health and well-being*, 1(2), 137-164.
27. Jain, P., Duggal, T., & Ansari, A. H. (2019). Examining the mediating effect of trust and psychological well-being on transformational leadership and organizational commitment. *Benchmarking: An International Journal*, 26(5), 1517-1532.
28. Jehanzeb, K., & Bashir, D. N. A. (2013). Training and development program and its benefits to employee and organization: A conceptual study.
29. Kelloway, E. K., Turner, N., Barling, J., & Loughlin, C. (2012). Transformational leadership and employee psychological well-being: The mediating role of employee trust in leadership. *Work & stress*, 26(1), 39-55.

30. Koroglu, Ş., & Ozmen, O. (2022). The mediating effect of work engagement on innovative work behavior and the role of psychological well-being in the job demands–resources (JD-R) model. *Asia-Pacific Journal of Business Administration*, 14(1), 124-144.
31. Kundi, Y. M., Aboramadan, M., Elhamalawi, E. M., & Shahid, S. (2021). Employee psychological well-being and job performance: exploring mediating and moderating mechanisms. *International Journal of Organizational Analysis*, 29(3), 736-754.
32. Kurtessis, J. N., Eisenberger, R., Ford, M. T., Buffardi, L. C., Stewart, K. A., & Adis, C. S. (2017). Perceived organizational support: A meta-analytic evaluation of organizational support theory. *Journal of management*, 43(6), 1854-1884.
33. Lee, M., & Kim, B. (2023). Effect of the employees' mental toughness on organizational commitment and job satisfaction: Mediating psychological well-being. *Administrative Sciences*, 13(5), 133.
34. Masyhuri, M., Pardiman, P., & Siswanto, S. (2021). The effect of workplace spirituality, perceived organizational support, and innovative work behavior: the mediating role of psychological well-being. *Journal of Economics, Business, and Accountancy Ventura*, 24(1), 63-77.
35. Medzo-M'engone, J. (2021). Job demands and psychological well-being among Gabonese civil servants: The mediating role of perceived organizational support. *Journal of Workplace Behavioral Health*, 36(4), 335-350.
36. Mehmood, S., Bano, A., Khan, M. A., & Erdey, L. (2024). Effect of workplace bullying and incivility on employee performance: Mediating role of psychological well being.
37. Mensah, A. (2021). Job stress and mental well-being among working men and women in Europe: The mediating role of social support. *International journal of environmental research and public health*, 18(5), 2494.
38. Naiboğlu, G., & Bilgivar, O. O. (2021). The effect of authentic leadership on organizational communication: The mediating role of psychological well-being. *International Journal of Educational Research Review*, 7(2), 99-113.
39. Nisar, A., & Malik, B. (2019). Impact of psychological empowerment on job performance of teachers: Mediating role of psychological well-being. *Review of Economics and Development Studies*, 5(3), 451.
40. Noe, R. A., Clarke, A. D., & Klein, H. J. (2014). Learning in the twenty-first-century workplace. *Annu. Rev. Organ. Psychol. Organ. Behav.*, 1(1), 245-275.
41. Pahlevan Sharif, S., Ahadzadeh, A. S., & Sharif Nia, H. (2018). Mediating role of psychological well-being in the relationship between organizational support and nurses' outcomes: A cross-sectional study. *Journal of advanced nursing*, 74(4), 887-899.
42. Paz, M. G., Fernandes, S. R., Carneiro, L. L., & Melo, E. A. (2020). Personal organizational well-being and quality of organizational life: The mediating role of organizational culture. *RAM. Revista de Administração Mackenzie*, 21, eRAMD200122.
43. Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: a review of the literature. *Journal of applied psychology*, 87(4), 698.
44. Roemer, A., & Harris, C. (2018). Perceived organisational support and well-being: The role of psychological capital as a mediator. *SA Journal of Industrial Psychology*, 44(1), 1-11.
45. Ryff, C. D. (1989). Happiness is everything, or is it? Explorations on the meaning of psychological well-being. *Journal of personality and social psychology*, 57(6), 1069.
46. Ryff, C. D., & Keyes, C. L. M. (1995). The structure of psychological well-being revisited. *Journal of personality and social psychology*, 69(4), 719.
47. Saks, A. M. (2022). Caring human resources management and employee engagement. *Human resource management review*, 32(3), 100835.
48. Salas, E., Tannenbaum, S. I., Kraiger, K., & Smith-Jentsch, K. A. (2012). The science of training and development in organizations: What matters in practice. *Psychological science in the public interest*, 13(2), 74-101.
49. Sedat, A. (2022). The mediating role of psychological well-being in the relationship between the psychological contract and professional engagement. *Psihologija*, 55(3), 227-244.
50. Seligman, M. (2018). PERMA and the building blocks of well-being. *The journal of positive psychology*, 13(4), 333-335.
51. Sim, J. Y. Y., Mustamil, N. M., & Wider, W. (2023). Psychosocial working conditions and work engagement: The mediating role of psychological well-being. *FWU Journal of Social Sciences*, 17(4), 1-20.
52. Souri, H., & Hejazi, E. (2014). The relationship between resilience and psychological well-being: The mediating role of optimism. *Knowledge & Research in Applied Psychology*, 15(1), 5-15.
53. Thakre, N., & Kawde, A. (2021). Organizational role stress, burnout and psychological well being among employees. *Journal of Psychosocial Research*, 16(2), 395-405.
54. Trung, C. T. T., Teh, C. J., & Tee, P. K. (2026). The impact of psychological capital on employee work engagement in Vietnam's securities firms: the mediating role of psychological well-being and the moderating role of perceived organizational support. *Cogent Business & Management*, 13(1), 2654115.

-
55. Wadhwa, S. N., Bhardwaj, G., Srivastava, A. P., & Malik, R. (2025). AI-driven job insecurity and work performance: Unveiling the mediating role of psychological well-being. *International Journal of Information Technology*, 17(7), 3883-3894.
56. Wang, W., Kang, S. W., Choi, S. B., & Jeung, W. (2024). Abusive supervision and psychological well-being: the mediating role of self-determination and moderating role of perceived person-organization fit. *Leadership & Organization Development Journal*, 45(3), 423-441.