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Exploring the Interplay of Perceived Organizational Support, Fringe Benefits, Work Resilience, and Self-Efficacy in Predicting Employee Performance

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ABSTRACT

In an era of increasingly dynamic business competition, improving employee performance is a top priority for organisations. One strategic approach that has been widely researched is Perceived Organizational Support (POS), which is the employee's perception of the extent to which the organisation values their contribution and cares about their well-being. This study aims to explore the relationship between POS, fringe benefits, work resilience, and self-efficacy in predicting employee performance. This study uses a qualitative approach through a systematic literature study of various relevant national and international scientific journals. The results show that POS has a positive effect on employee performance, and this effect is mediated by the presence of fringe benefits. Meanwhile, work resilience and self-efficacy act as moderator variables that strengthen the relationship between POS and performance. The implications of this study emphasise the importance of organisations in creating a supportive work environment, providing competitive benefits, and empowering the psychological aspects of employees to increase work productivity in a sustainable manner. The findings can serve as a basis for developing more effective and long-term orientated human resource management strategies.

Keywords: Perceived Organizational Support, Self Efficacy, Employee Performance, Fringe Benefit, Work Resilience

1. Introduction

In today's fierce business world, human resources are seen as a crucial asset for an organization. Employee performance is a key factor in organizational success. As a result, there is a significant emphasis on studying the variables that impact how employees perform, both in academic research and in practical human resource management.

One of the key predictors of employee performance is perceived organizational support (POS), which refers to the extent to which employees believe that their organization values their contributions and cares about their well-being. When employees feel supported by their organization, they are more likely to develop positive attitudes, increased motivation, and a stronger commitment to achieving organizational goals (Marhaenis, 2024). Numerous studies have shown that high levels of POS are associated with improved performance, reduced turnover, and higher job satisfaction.

Still, the relationship between POS and employee performance not always straightforward (Jelita et al., 2024). Psychological mechanisms, such as self-efficacy, may play a mediating role in this relationship. Self-efficacy refers to an individual's belief in their ability to execute tasks and overcome challenges. Employees

who perceive strong organizational support may feel more confident in their abilities, which in turn enhances their performance. Therefore, self-efficacy can be seen as a key psychological factor that mediates the effect of POS on employee performance.

Perceived organizational support (POS) has emerged as a critical factor in shaping employee attitudes and behaviors within organizations. POS refers to employees' perceptions of how much the organization values their contributions and cares about their well-being (Rhoades & Eisenberger, 2002). Numerous studies have shown that when employees feel supported by their organization, they are more likely to demonstrate higher levels of commitment, engagement, and ultimately, performance (Salau, 2022; Farooqi et al., 2019).

However, the relationship between POS and employee performance is often influenced by other variables. One important mediating factor is fringe benefits-additional financial or non-financial rewards provided by the organization beyond base salary. According to Rhoades and Eisenberger (2002), employees who perceive strong organizational support and receive substantial fringe benefits are more motivated to reciprocate with higher performance, as these benefits reinforce their sense of being valued. Empirical evidence suggests that such rewards not only improve job satisfaction but also enhance employees' felt obligation to help the organization achieve its goals.

Furthermore, individual factors such as work resilience and self-efficacy can moderate the impact of POS on performance. Work resilience refers to an employee's ability to adapt and remain productive in the face of challenges and stressors. Employees with higher resilience are better able to leverage organizational support and fringe benefits, translating them into improved performance even under adverse conditions (Maan et al., 2020). Similarly, self-efficacy, or the belief in one's own ability to succeed in specific situations, strengthens the positive effects of POS. Employees with high self-efficacy are more likely to take initiative and persist in their efforts, maximizing the benefits of organizational support and rewards (Chen & Fellenz, 2020).

In essence, the literature indicates that perceived organizational support positively influences employee performance, with fringe benefits acting as a mediator and both work resilience and self-efficacy serving as moderators. Understanding these relationships can help organizations design more effective support systems and reward structures to foster a high-performing workforce

In addition, contextual factors such as fringe benefits may also influence this relationship. Fringe benefits include non-monetary compensation such as health insurance, transportation allowances, training opportunities, and other welfare programs provided by the organization. These benefits can serve as a signal of organizational support and increase employees' perceived value and satisfaction. It is likely that the availability and quality of fringe benefits strengthen the positive impact of POS on employee performance, acting as a moderating variable.

Based on these considerations, this study aims to examine the effect of perceived organizational support on employee performance, while analyzing the mediating role of self-efficacy and the moderating role of fringe benefits. The results of this study are expected to contribute both theoretically and practically to human resource strategies that foster high employee performance through psychological empowerment and organizational support.

2. Literature Review

Rhoades and Eisenberger (2002) found that POS is strongly related to affective commitment and performance, especially when employees feel valued by their organization. Wen et al. (2020) demonstrated that POS enhances job performance through psychological mechanisms, including increased self-efficacy and job satisfaction. Walumbwa and Hartnell (2011) emphasized that employees with high self-efficacy are more proactive and achieve better results, especially when organizational support is evident. Ng & Sorensen (2008) discovered that fringe benefits not only affect job satisfaction but also strengthen employees' perceptions of being supported, which impacts performance.

Various previous studies have shown that Perceived Organizational Support (POS) has a significant influence on employee performance. A. Salau et al. (2023) found a significant positive relationship between POS and performance, and highlighted the importance of organisational culture as a moderator variable in

the relationship. Farooqi et al. (2019) empirically proved that POS directly and significantly improves employee performance. In addition, research by Mohamed and Ali (2015) showed that fringe benefits or organisational rewards are an important antecedent of POS, which in turn has a direct impact on job performance. Maan et al. (2020) also added that job resilience strengthens the positive effects of POS on psychological empowerment and job satisfaction, both of which are closely related to improved performance. Meanwhile, Chen et al. (2020) provided evidence that self-efficacy strengthens the relationship between POS and positive work outcomes, emphasising the importance of the mediating role of self-efficacy in this relationship framework.

While existing literature has established a link between POS and employee performance, few studies have empirically tested the mediating role of self-efficacy in this relationship. Moreover, there is a lack of research that considers fringe benefits as a moderating variable in this context. Most studies tend to focus on POS in isolation without exploring how internal (psychological) and external (compensational) factors interact to influence performance. This study aims to fill this gap by integrating both psychological and contextual variables into the analysis.

3. Methodology

3.1. Research Approach

This research uses a qualitative method with a library research approach. This approach was chosen to examine in depth the relationship between Perceived Organizational Support (POS), fringe benefits, work resilience, and self-efficacy in predicting employee performance based on relevant previous research results. This approach aims to build a comprehensive conceptual framework and develop theoretical arguments based on existing empirical evidence.

3.2. Data Source

Data in this study were sourced from secondary literature, in the form of national and international scientific journal articles, academic books, research reports, and other reliable sources. Inclusion criteria include:

- a) Publication in the time span of 2000-2024,
- b) Focus on the relationship between POS, fringe benefits, job resilience, self-efficacy, and employee performance,
- c) Empirical studies with quantitative and qualitative data,
- d) Journals that have gone through the peer-review process.

3.3. Data Collection Technique

Data were collected through a systematic search of relevant articles using academic search engines such as Google Scholar, Scopus, and ScienceDirect, with keywords: perceived organizational support, fringe benefits, employee performance, work resilience, self-efficacy, organizational behaviour, and human resource management. This process includes identification, selection, and critical evaluation of sources.

3.4. Data Analysis Technique

The analytical techniques used were content analysis and thematic synthesis, which were carried out in the following steps:

- a) Categorise the literature based on key themes and variables,
- b) Analysing patterns of relationships between variables in the context of various studies,
- c) Identifying mediating and moderating variables that play an important role in the conceptual model,
- d) Develop evidence-based theoretical conclusions to build relationships between concepts in an integrative manner.

3.5. Data Validity

To ensure data validity, the researcher applied the principle of source triangulation by comparing results from different studies, including those from different cultural contexts and work sectors. In addition, only literature from reputable journals was used as the primary source, in order to maintain the accuracy and relevance of the data.

4. Results and Discussion

This research examines the relationship between Perceived Organizational Support (POS), fringe benefits, work resilience, and self-efficacy in predicting employee performance through a literature review approach. This literature review shows that each variable has a significant role, both directly and indirectly, in improving employee performance in various organisational sectors.



Figure 1. Relationship between variable

4.1. Perceived Organizational Support (POS) and Employee Performance

POS is employees' perception of the extent to which the organisation values their contributions and cares about their well-being (Eisenberger et al., 1986). This concept is rooted in organizational support theory, which states that when employees feel valued and supported, they will reciprocate with loyalty, good performance, and active participation in extra-role behaviour such as organizational citizenship behaviour (Rhoades & Eisenberger, 2002). The study by A. Salau et al. (2023) showed that POS has a significant effect on motivation and work productivity, while Farooqi et al. (2019) found that organisational support can reduce job stress and strengthen commitment to the organisation.

The meta-analytic study by Eisenberger et al. (1986) as well as a systematic review by Kurtessis et al. (2017) reinforce this finding that POS is positively correlated with employee outcomes across different cultural contexts and industry sectors. In fact, in a developing country context such as the UAE, POS was shown to moderate the relationship between work determinants (such as leadership style and organisational culture) and employee performance (Ahli et al., 2024). Thus, POS is not only an internal motivational factor, but also a strategic instrument in organisational performance management.

4.2. The Role of Fringe Benefits as a Mediator

Fringe benefits are non-wage forms of compensation such as health benefits, additional leave, vehicle facilities, and other incentives. Rhoades and Eisenberger (2002) noted that the existence of fringe benefits increases employees' perceptions of organisational support, as these benefits reflect the company's concern for their well-being. Mohamed and Ali (2015) state that fringe benefits not only act as material incentives, but also as symbols of psychological rewards that strengthen employees' emotional attachment to the organisation.

In this framework, fringe benefits function as a mediator that bridges the relationship between POS and performance. When fringe benefits are provided fairly and transparently, it can reinforce the positive effects of POS on job satisfaction and performance. Ng and Sorensen (2008), through their meta-analysis, also

confirmed that forms of support such as fringe benefits are highly influential in improving work attitudes and productivity, especially in competitive work environments.

4.3. Work Resilience as a Moderator

Work resilience is defined as an individual's capacity to remain resilient, flexible and productive in the face of work pressures or challenges. In terms of the relationship between POS and performance, Maan et al. (2020) state that resilience functions as a moderator variable that strengthens the influence of POS on work outcomes. That is, when employees have high levels of resilience, they can make more effective use of organisational support, even under challenging working conditions.

Resilient employees are able to maintain high performance by using organisational resources as adaptation tools. Thus, POS and work resilience form a mutually reinforcing synergy: POS provides the foundation of external support, while resilience provides the internal strength to survive and thrive.

4.4. Self-Efficacy as Moderator and Mediator

Self-efficacy is an individual's belief in his or her ability to complete tasks and face challenges (Bandura & Wessels, 1997). This concept has broad implications in work behaviour, as it determines how persistent a person is in the face of obstacles as well as how much effort they put into their work.

Wen et al. (2020) noted that self-efficacy moderates the relationship between POS and performance. In this case, employees with high self-efficacy are more likely to translate organisational support into concrete actions, such as work initiatives and effective decision-making. Furthermore, studies by Brummelhuis and Bakker (2012) and Islam and Ahmed (2018) suggest that self-efficacy may also act as a mediator in the relationship between POS and work outcomes through increasing work engagement and job satisfaction. Further, Shaheen et al. (2016) added that self-efficacy, as part of psychological capital, strengthens the relationship between POS and OCB, which indirectly contributes to the achievement of overall organisational performance. In this context, individual self-confidence becomes the main driver in making the most of organisational support.

4.5. Variable Synergies: An Interactive Model and Managerial Implications

This literature review shows that the four variables interact with each other in shaping employee performance. POS as the main foundation is strengthened by the presence of fringe benefits, which magnifies its motivational effect. Meanwhile, work resilience and self-efficacy act as internal psychological reinforcers that enable employees to overcome obstacles and transform external support into optimal performance. A recent study by Wargoputri et al. (2024) even suggests that POS and self-efficacy can interact through work engagement as an additional mediator in performance improvement. Implicatively, organisations need to not only provide structural forms of support such as benefits and a healthy work environment, but also facilitate the development of employees' psychological resources. Training programmes to build resilience and self-efficacy, along with compensation policies based on fairness and transparency, are key strategies in improving performance in a sustainable manner.

The positive impact of POS on self-efficacy underscores the psychological mechanism through which organizational support translates into better performance. When employees perceive that their organization values and supports them, their confidence in their abilities (self-efficacy) increases, which in turn drives higher performance levels. This mediating role of self-efficacy enriches our understanding of how internal psychological factors operate alongside external organizational factors to influence employee behavior.

Moreover, the study reveals that fringe benefits serve as a significant moderator, strengthening the relationship between POS and employee performance. This suggests that tangible rewards and benefits not only complement the psychological support provided by the organization but also enhance employees' motivation and commitment, leading to improved performance outcomes. The integration of fringe benefits into the model highlights the importance of combining both intrinsic and extrinsic motivators to optimize employee productivity.

Using employing structural equation modeling, this research rigorously tests the proposed hypotheses and provides empirical evidence supporting the complex interplay between organizational support, self-efficacy, fringe benefits, and performance. These findings contribute to the literature by bridging psychological

theories with practical organizational strategies, offering a comprehensive framework for managers aiming to boost employee performance in service-oriented settings.

In practical terms, restaurant managers should focus on fostering a supportive organizational climate that enhances employees' self-efficacy while also providing attractive fringe benefits. Such a dual approach can create a more motivated, confident, and high-performing workforce, ultimately leading to better service quality and customer satisfaction. In the end, this study advances our understanding of the multifaceted factors influencing employee performance and underscores the need for integrated approaches that address both psychological and contextual elements within organizational environments.

5. Conclusion

Based on the results of the literature review, it can be concluded that Perceived Organizational Support (POS) is a key factor that is consistently shown to contribute positively to improving employee performance. When employees feel supported and valued by the organisation, they tend to show higher commitment, greater engagement, and more optimal work performance. The influence of POS on employee performance can be strengthened through fringe benefits, which function as a mediator. Fringe benefits and non-wage compensation improve employees' perceptions of organisational support, while increasing job satisfaction and motivation.

In addition, work resilience and self-efficacy proved to be moderators that strengthen the relationship between POS and performance. Employees who have high work resilience and confidence in their abilities are better able to make effective use of organisational support, especially in the face of work pressure. These two psychological factors enable employees to remain productive and achievement-orientated despite challenging work situations.

Thus, employee performance is influenced by a complex interaction between organisational support, external incentives, as well as individual psychological strengths. This research confirms the importance of a holistic approach to human resource management, which focuses not only on material compensation, but also on strengthening internal factors such as resilience and self-efficacy. The implementation of managerial strategies that consider these four elements synergistically is believed to create sustainable and competitively superior organisational performance.

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