

Moderating Effect Of Employee Service Quality And Mediating Impact Of Experiential Marketing in UAE Entrepreneurial Sector

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Article Info

Article history:

Submission May 15, 2024

Revised June 30, 2024

Accepted July 16, 2024

Published July 23, 2024

Keywords:

Abusive Supervision

Employee Performance

Agile Leadership

Job Stress

Public Firms



ABSTRACT

Considering the organizational success, employees performance has been accepted as among the fundamental role players. However, several organizational factors like abusive supervision, job stress, turnover intention, and agile leadership have been accepted as among the most critical determinants of such performance outcomes. **The objective of this research** is to investigate the moderating effect of perceived organizational support on the relationships between abusive supervision, job stress, turnover intention, and agile leadership with employee performance in public firms in the UAE. **A valid sample** of 211 respondents from the public sector firms in UAE has been collected. The present study applies the measurement model and structural model assessment using the Smart PLS version 4.0. The findings confirm the presence of the internal consistency reliability, convergent validity, and discriminant validity of the latent constructs when examined through their relative items. **Moreover**, the structural equation modelling reveals that there is a significant impact of agile leadership, abusive supervision, and job stress on the employee performance among the public firms of UAE. Additionally, the findings state that there is a significant moderating effect of perceived organizational support on the relationship between agile leadership and employee performance, between abusive supervision and employee performance, and between job stress and employee performance, respectively. **Based upon the given findings**, several policy implications have also been suggested for the policymakers specifically at the public firms in UAE.

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DOI: <https://doi.org/10.34306/att.v6i2.423>

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1. INTRODUCTION

The performance outlook of the organization can be determined through a variety of perspectives. The term financial performance is regarded as how efficiently a firm utilizes its assets to generate revenue over a specific period. This is also seen as the general performance of the organization. Meanwhile, investors and stakeholders investigate the organization's wellbeing through its performance dynamics [1]. However, there

are primary and secondary measures to reflect organizational performance, such as sales growth, return on assets, return on equity, return on capital employed, gross profit margin, operating profit margin, or net profit margin. On the other side, non-financial performance indicates the company's performance in non-monetary terms. Such measures provide information about the quality of products or services provided to customers. Non-financial performance measures transform the vision and strategy into tools that motivate organizational performance and strategic intent [2]. However, employee performance is considered the most crucial as other organizational performance indicators, financial or non-financial, are determined by the output generated by employees. Although there is extensive theoretical and empirical evidence addressing employee performance in various contexts, there remains a dearth of comprehensive research covering the nuanced challenges and opportunities in public sector organizations in the United Arab Emirates (UAE).

Although there is an extensive body of evidence both in theoretical and empirical perspectives addressing the employee performance in various contexts; however, there remains a dearth of comprehensive research study covering the nuanced challenges and opportunities as available to the public sector organizations in United Arab Emirates (UAE). This research aligns with the Sustainable Development Goals (SDGs) of the United Nations, particularly Goal 8: Decent Work and Economic Growth, which aims to promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all [3]. The existing body of research on the employee performance is informative and predominantly focused on the private sector organizations yet it is failing to account for the unique structural socio-economic factors and organizational dynamics having their influence on the employees productivity and performance outlook. Addressing these challenges is crucial for achieving the SDGs, as emphasized, Indonesia's Ministry of National Development Planning, which underscores the importance of sustainable development in public sector reforms [4]. More specifically, organizations face challenges like employee retention, higher seasonal work demand, employee theft, safety, and productivity. Retention of staff is a key challenge for organizations in the UAE [5]. Report reveals that staff turnover intention is a major concern impacting performance and output. Additionally, abusive supervision significantly and adversely affects employee performance. When employees face mistreatment and hostile behaviors from supervisors, it creates a toxic work environment, negatively impacting performance. Such behaviors decrease motivation, increase job burnout, turnover intention, job stress, lower productivity, reduce innovation, and result in negative customer interactions, indicating low employee performance due to abusive supervision.

Although the adverse effect of abusive supervision, job stress, and turnover intention are the key factors having their adverse influence on the employee performance and productivity; however, the supportive organizational environment can be regarded as a panacea in controlling such workplace harmful outcomes. In this regard, Akgunduz claim that perceived organizational support is positively related to employee happiness and job dedication which are the core indicators to promote the employee performance in a fruitful direction [6]. It means that entities like public firms in UAE need to create a supportive work environment in order to reduce the level of stress, turnover intention, and abusive supervision. At the same time, leadership agility in the form of collaboration with the employees and co-workers, empowerment, and servant leadership dimensions can also create a sense of positive impression among the employees in boosting their performance level. However, it has been found that the available literature till date is unable to provide a comprehensive research framework where the impact of job stress, abusive supervision, agile leadership, and turnover intention towards employee performance would have been moderated by the supportive work environment, hence a significant knowledge and literature gap as present till date specifically from the context of public sector employees in UAE.

The remainder of this paper is organized as follows. Part II provides a literature review on financial retirement planning, including an overview of the 4% rule and its applicability in different economic contexts. Part III outlines the methodology used to determine a safe withdrawal rate for Indonesian retirees, detailing the data collection process and analytical techniques employed [7]. Part IV presents the results of the study, including a comparison of various withdrawal strategies and their implications for financial stability. Part V discusses the findings in depth, highlighting the potential risks and benefits associated with different withdrawal rates and providing practical recommendations for retirees and financial planners. Finally, Part VI concludes the paper by summarizing the key insights and suggesting areas for future research, focusing on the evolving needs of retirees in developing and emerging economies.

2. LITERATURE REVIEW

Iqbal and Khan focus on the ABS, employee performance, and employee creativity, with the mediating role of creative self-efficacy within public sector organizations in the region of Pakistan [8]. The study depicts upon the Social Cognition Theory to analyze the leadership influence on employee creativity and incorporates the Conservation of Resources (COR) theory as a foundational framework. The empirical support for both theories is evident in the study. Moreover, the data were collected with the help of email communication and face-to-face distributed questionnaires. A sample of 350 respondents from various public organizations was collected and analyzed under SPSS for the empirical findings [9]. The results show that abusive supervision correlates significantly with creativity, ABS is significantly related to creative self-efficacy, and there is a significant relationship between creative self-efficacy and creativity. The implications of the findings for both theoretical frameworks and practical applications are thoroughly discussed. This research is expected to contribute to bridging existing gaps in the understanding of abusive supervision within the public sector of Pakistan, addressing a relatively underexplored area in the current body of knowledge [10].

In addition, Al-Ali aim to determine the direct relationship between employee turnover intention and employee performance, exploring how the propensity of employees to leave an organization impacts their overall work efficiency and output [11]. Moreover, the study further examines the mediating role of employee happiness, investigating how an employee's sense of well-being and contentment within the workplace can influence the dynamics between their intention to quit and their performance levels. A sample of 722 usable questionnaires was utilized through the SEM technique, providing a robust data set for analyzing these complex relationships. The study findings show a significant and negative relationship between turnover intention and employee performance, indicating that higher intentions to leave the organization correlate with lower levels of employee productivity and effectiveness. Luna-Arocas and Camps examine the relationship between HR practices, performance factors, and the mediating role of job satisfaction and employee commitment, delving into how human resource strategies can enhance job satisfaction and commitment, thereby mitigating the negative effects of turnover intentions on performance. It is stated that the relationship between turnover intention and job satisfaction is mediated by employee commitment, suggesting that committed employees are likely to experience higher job satisfaction even if they have turnover intentions. Besides, there are a few other studies that also explored the nexus between turnover intention and employee performance, providing further evidence and different perspectives on how these variables interact within various organizational contexts [12].

The term agile leadership refers to a leadership style that helps in removing the roadblocks for employees so they can perform in an effective and productive way. Agile leadership and employee performance are directly connected, as supported by various studies. For example, Turan claim that agile leadership style can be beneficial for both employees and the organization in navigating critical environments. Their study examined the nexus between agile leadership and employee performance, revealing a positive connection [13]. Yalçın and Özgenel aim to examine the effect of agile leadership on employee performance and professional development of teachers. Data was collected from 575 respondents and analyzed using ANOVA, t-test, correlation, and regression analysis. The study findings show that agile leadership positively determines teachers' attitudes towards professional development and performance. Akkaya and Sever claim that agile leadership has the capability to adapt to changing environments, uncovering strengths in employees. Organizations employing agile leadership can enjoy improved performance outlooks from their employees [14].

Under both public and private organizations, the work environment plays a significant role in determining organizational success. A supportive work environment provides several benefits to both employees and the organization. For example, it creates a positive atmosphere at the workplace and addresses various workforce concerns. Several studies have examined the role of a supportive work environment in employee and organizational performance. Aryee explore the mechanisms of perceived organizational support and family-supportive supervisors in determining employee behavior. Based on data from different respondents, the findings reveal that factors like perceived organizational support and family-supportive supervisors are indirectly linked to employees contextual performance. This supports the argument that a supportive work environment is essential for achieving higher employee performance [15]. Hardiyono claim that the work environment significantly impacts employee performance. Their study examined the impact of the work environment, including organizational support, on job satisfaction and employee performance, revealing significant positive relationships [16]. Figure 1 covers the conceptual framework of the study.

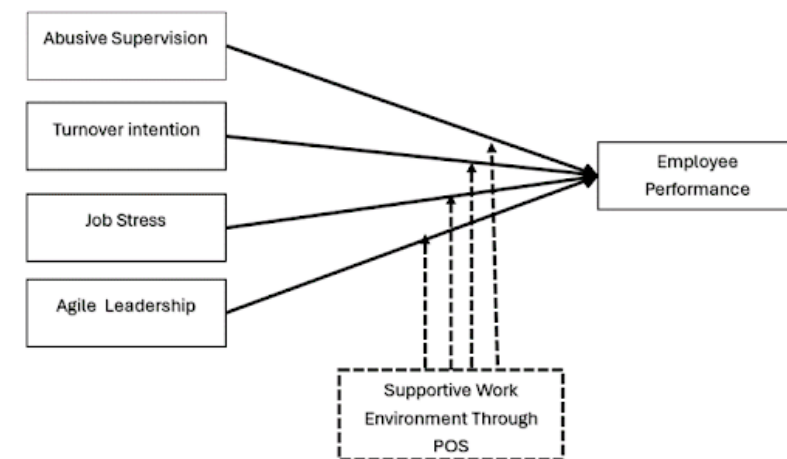


Figure 1. Conceptual Framework of the Study

Moderating effect of perceived organizational support (POS) on the relationship between job stress (JST) and employee performance (EMP) among public sector firms in the UAE. The literature review highlights several key factors influencing employee performance within public sector organizations. Iqbal and Khan show that abusive supervision (ABS) negatively impacts employee creativity and performance, with creative self-efficacy as a mediator, emphasizing the importance of leadership behaviors. Khan explore the role of supervisors Machiavellianism and competitive worldviews on ABS, revealing the detrimental effects on performance. Al-Ali and Luna-Arocas and Camps find that turnover intention negatively impacts performance, with employee happiness and commitment as mediators, supported by Gomes, Hidayat & Tannady, and Ribeiro [17]. Agile leadership significantly enhances performance by fostering adaptability and professional development, as shown by Turan, Yalçın and Özgenel. Additionally, Aryee and Hardiyono highlight the positive impact of a supportive work environment on job satisfaction and performance. Aligning with the UN's SDGs, particularly Goal 8: Decent Work and Economic Growth, this research underscores the importance of sustainable development in public sector reforms. In summary, addressing leadership behaviors, turnover intentions, agile leadership, and supportive work environments through targeted interventions can enhance employee performance and organizational success [18].

3. METHODOLOGY

This section outlines the methodology used in the study, including the population and sample size, as well as the measurement and analysis of variables.

3.1. Population and Sample Size

The population in any study consists of individuals, organizations, things, or objects about which a researcher is interested and going to conduct research. Population in any research plays a significant role while addressing the problem statement, research questions and research objectives. Population is also regarded as the entire set of individuals upon which research is conducted and out of which data will be collected for empirical analysis [19]. More specifically, if a researcher wants to conduct his study on university students or employees working in public or private organizations, then the entire set of students or employees are regarded as the study population. Currently, in the region of UAE, there are a total of 228 public sector organizations working in different regional areas of the UAE [20]. In this regard, the present study has considered all the public firms are the population through which the data has been collected using the survey questionnaire. Considering the sample size, the present study has considered the G-power software to select the appropriate minimum sample size. Figure 2 provides the outlook for the sample size as calculated through G-power. Considering the effect size of 0.15, alpha of 0.05, and the number of predictors, it is found that the minimum total sample size under present study would be at least 116 respondents from various public sector organizations in UAE [21].

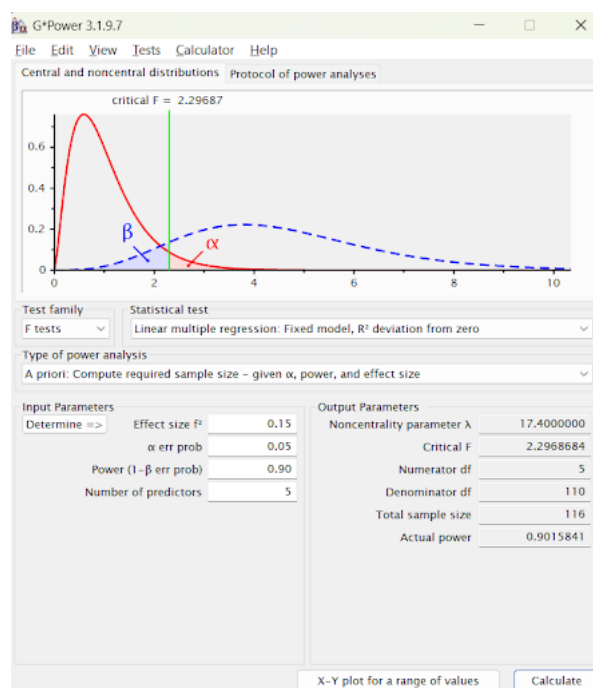


Figure 2. Sample Size through G-power

3.2. Measurement of the Variables and Data analysis

For the purpose of data collection, a questionnaire has been developed using the existing literature for measuring the key variables of interest. Appendix A-1 covers the description for the measurement of the variables under present study. In addition, our study is going to apply the two-step approach which is widely used in the literature of management studies and social sciences [22]. Through two approaches following are the core headings. Under measurement model assessment, different statistical methods and techniques are applied to examine internal consistency, reliability, convergent validity, and discriminant validity, respectively. Furthermore, for this reason, discriminant validity is very much important to apply while going for the hypothesis testing or relationship between the variables of interest. In this regard, software like Smart-PLS is very much helpful as expressed [23]. The term discriminant validity indicates that all the study construct items are different from each other and are not overlapping with each other. In this regard, Chin have suggested the approach like Former and Larcker along with the cross-loadings to examine the discriminant validity of the study constructs. Furthermore, Heterotrait-Monotrait Ratio of Correlations (HTMT) is also under the observation of the researcher in the recent year regarding the discriminant validity of the model [24]. All of the above measures have their individual significance in order to defend the title of discriminant validity of the study constructs. After discriminating validity, the next step is to Analyze the internal consistency of the model for which composite reliability is a major approach. This is also known as CR for which researchers have provided the threshold level of 0.70 [25]. Meanwhile, the value of every single load should be at least 0.50. For the value of HTMT, the value between the two latent constructs should be lower than 0.90 which may lead to recognize as there is a discrimination between them.

After measurement model assessment, the next step is to examine the structural model or inner model which helps to explore the relationship between the variables of interest. In this regard, initially the value of explained variation or R² would be examined which indicates the change in main dependent variable due to set of independent variables [26]. In this regard, the value of 0.50 is accepted as a moderate explained variation by all of the explanatory variables in the main dependent variable of the study. After explained variation, regression coefficients will be examined which shows the relative change in the dependent variable due to one unit change in every single independent variable. More specifically, the positive and negative sign of the coefficients reflects the direction of the relationship between the study variables. However, for the acceptance or rejection of the hypothesis, the role of standard deviation is very important. This is due to the fact that

standard deviation along with relative coefficients of the independent variables helps to calculate the T-values which leads to p-values as well [27]. For accepting the alternative hypothesis while examining the relationship between the variables, the threshold level of t-value is 1.96. After checking the relationship between the study variables under structural model assessment, the next step is to Analyze the predictive relevance.

4. RESULTS AND DISCUSSION

In the available literature of empirical estimations, the two-step approach entitled as measurement model and structural model has got much significance [28]. More specifically, the term measurement model help in examining the reliability and validity of the latent variables which are under observation in research. Considering the reliability of the latent constructs, the Cronbach alpha, and composite reliability has been regarded as the most cited measures in the available studies. More specifically, the term Cronbach alpha has been regarded as the lower bound, whereas the composite reliability is the upper bound for internal reliability consistency in the model [29]. As per the given finding under Table 1, the values of Cronbach alpha for the variables entitled ABS, AGL, EMP, JST, POST, and TIN have been found as 0.88, 0.919, .915, 0.881, 0.828, 0.872, and 0.824, respectively. These values are clearly above the threshold level of 0.70 but lower than 0.95, hence confirming the presence of the internal consistency reliability of the latent variables. Moreover, the values for the composite reliability of these variables have been found to be 0.891, 0.967, 0.920, 0.918, 0.881, and 0.852, accordingly. Hence both of the measures for the internal consistency and reliability are in the acceptable range. On the other side, the findings under measurement model also provides the outlook in terms of Convergent validity which can be justified through average variance extracted or AVE [30]. It is believed that the values of the latent constructs in terms of AVE should be above 0.50 to claim that there is presence of the convergent validity in the model for the given variables of interest. As per the findings under Table 1, the relative AVE values for the variables entitled ABS, AGL, EMP, JST, POST, and TIN have been found as 0.640, 0.924, 0.662, 0.609, 0.796, and 0.737. These values are clearly above the defined rule of thumb of 0.50 [31].

Table 1. Reliability and Convergent Validity

Variables	Cronbach's alpha	Composite reliability (rho.a)	Composite reliability (rho.c)	(AVE)
ABS	0.888	0.891	0.914	0.640
AGL	0.919	0.967	0.960	0.924
EMP	0.915	0.920	0.932	0.662
JST	0.881	0.918	0.912	0.609
POS	0.872	0.881	0.921	0.796
TIN	0.824	0.852	0.894	0.737

In addition, the second measure to examine the discriminant validity between the stated latent variables has been entitled as Fornell-Larcker criteria for which the findings have been reported under Table 2 As per the given criteria of the Fornell-Larcker, the relative shared variance of the latent constructs should not be higher than their relative average variance extracted. The results under. Table 2 show that the shared variance is not higher than the square root of the AVE [32]. Therefore, this research infers that there is another evidence for the presence of the discriminant validity between the ABS, AGL, EMP, JST, POS, and TIN, respectively. The means, standard deviations, and ranges are presented for abusive supervision (ABS), job stress (JST), turnover intention (TIN), agile leadership (AGL), perceived organizational support (POS), and employee performance (EMP)[33]. These statistics offer a comprehensive overview of the data distribution and variability, which are critical for understanding the relationships and moderating effects examined in this research.

Table 2. Fornell-Larcker

Variables	ABS	AGL	EMP	JST	POS	TIN
ABS	0.800					
AGL	0.004	0.961				
EMP	0.784	0.012	0.814			
JST	0.324	0.050	0.180	0.781		
POS	0.454	-0.034	0.449	0.154	0.892	
TIN	0.063	0.461	0.015	-0.088	-0.028	0.859

Moreover, the third approach to examine the discriminant validity has been recognized as the loadings and relative cross-loadings for the latent constructs through their relative items. The findings under Table 3 cover the relative loadings and cross-loadings of the variables of interest [34]. The results show that the relative loadings are higher than the relative cross-loadings of the items for the ABS, AGL, EMP, JST, POS, and TIN, respectively. These findings show enough evidence to claim that through loadings and cross-loadings, the present study can justify the presence of the discriminant validity among its relative latent variables in the model [35]. Summary of statistical results showing the coefficients, standard deviations, t-values, and p-values for the relationships between abusive supervision (ABS), job stress (JST), agile leadership (AGL), perceived organizational support (POS), and employee performance (EMP) among public sector firms in the UAE.

Table 3. Loadings and Cross-Loadings

Items	ABS	AGL	EMP	JST	POS	TIN
ABS1	0.791	0.107	0.435	0.356	0.355	0.067
ABS2	0.806	0.033	0.463	0.344	0.392	0.070
ABS3	0.827	0.068	0.513	0.349	0.394	0.042
ABS4	0.784	-0.032	0.762	0.124	0.311	0.112
ABS5	0.783	-0.086	0.765	0.210	0.394	-0.019
ABS6	0.808	-0.037	0.738	0.220	0.338	0.039
AGL1	0.015	0.971	0.014	0.030	-0.020	0.451
AGL2	-0.011	0.951	0.010	0.071	-0.050	0.434
EMP1	0.742	-0.006	0.790	0.210	0.329	-0.010
EMP2	0.769	0.013	0.792	0.185	0.366	0.082
EMP3	0.507	0.068	0.782	0.113	0.334	0.051
EMP4	0.574	-0.053	0.810	0.111	0.368	-0.030
EMP5	0.670	-0.009	0.862	0.182	0.411	0.013
EMP6	0.576	0.021	0.834	0.136	0.391	-0.009
EMP7	0.543	0.050	0.824	0.054	0.354	-0.024
JST1	0.302	0.047	0.155	0.905	0.152	-0.103
JST2	0.205	-0.154	0.166	0.373	0.117	-0.109
JST3	0.203	0.067	0.135	0.630	0.150	0.009
JST4	0.307	0.085	0.200	0.912	0.137	-0.062
JST5	0.269	0.085	0.154	0.894	0.154	-0.132
JST6	0.233	0.005	0.059	0.792	0.026	-0.058
JST7	0.210	0.013	0.071	0.806	0.044	-0.049
POS1	0.360	-0.034	0.369	0.107	0.890	-0.033
POS2	0.406	0.003	0.413	0.128	0.904	-0.071
POS3	0.440	-0.062	0.413	0.172	0.881	0.027
TIN1	0.055	0.391	-0.001	-0.021	0.000	0.836
TIN2	0.083	0.456	0.036	-0.089	-0.012	0.898
TIN3	0.015	0.322	-0.004	-0.116	-0.068	0.841

The preceding discussion has substantially covered the debate related to the testing of the measurement model in terms of reliability and validity of the latent variables. This section encompasses the analysis related to the testing of the structural model covering both direct and moderating relationships between the given variables. More specifically, after achieving a satisfactory examination of the measurement model, the subsequent step in the assessment of smart PLS SEM findings.

The direct relationships between the variables have been covered under Table 4 through coefficients, standard deviation, T-values and relative p-value, respectively. The findings reveal that there is a significant impact of ABS on the employee performance among the public firms of UAE [36]. More specifically, the t-value of -4.645 has been achieved through the standard deviation of 0.031, leading towards a p-value of 0.000 which is highly significant at 1%. It shows that there is a negative and significant impact of the higher abusive supervision on the employee performance among the public entities of UAE [21]. It shows that more ABS is not a good indication in dealing with the employee performance as it adversely impacts the performance

factor of the employee which indeed not a good indication for the better organizational outcomes. In addition, the finding under Table 4 also determines the coefficient and relative t-statistics for exploring the impact of turnover intention on the employee performance. In this regard, the value of coefficient has been found to be positively insignificant (i.e., $\beta=0.043$, standard deviation=0.044, T-value=0.960, p-value=0.337). The stated results reveal that although the turnover intention is positive towards employee performance, this impact is found to be insignificant either at the 1% or 5% level of significance. Therefore, it is inferred that there is no significant impact of TIN on EMP among the public firms of UAE [37].

Moreover, the results indicate that the coefficient of JST on EMP has been found to be negative with the t-statistics of -4.015 and p-value of 0.000. It reflects that keeping the rest of the factors as constant, a one percent upsurge in the value of the job stress tends to decrease the employee performance by -0.265 among the public sector organizations of UAE which indeed not a productive sign. More specifically, this impact has been found as highly significant at 1% which reflect that jobs stress is adversely impacting on the employee performance among the similar organizations which needs some immediate attention from the higher administration at public firms of UAE [38].

Considering the negative relationship between job stress and employee performance, several relative channels and pathways can be determined. For instance, JST can have detrimental effects on EMP of the public firms in the UAE through various interrelated channels. A Higher level of stress among the employees of the public firms often lead to diminished productivity as such employees grab with task focus and make errors due to impaired level of the mental and emotion concentration as well [39]. Meanwhile, the JST contributes to a higher level of the absenteeism in the similar organizations by the employees, as employees will take more sick leave or days off to cope with the physical and mental illness as determined by the stress and anxiety. Such acts will consequently decrease the productivity of the organizations. Moreover, experiencing JST not only results in reduced job satisfaction among the employees at public firms but also contributes to an overall decline in motivation towards the job. Finally, the finding under Table 4 covers the role of agile leadership towards the employee performance among the similar public firms of UAE [40]. The results show that the coefficient for the AGL towards EMP has been found to be 0.787 where the standard deviation is 0.046. This coefficient and standard deviation reflect a t-value of 17.167 along with the p-value of 0.000. It means that there is a significant and positive impact of agile leadership on the employee performance among the public firms. More specifically, an increase in the value of the AGL tends to boost the EMP by 0.787 [41].

Table 4. Direct Relationships between the Variables

Directions	Coefficients	Standard deviation (STDEV)	T-values	P values
ABS ->EMP	-0.144	0.031	-4.645	0.000
TIN ->EMP	0.043	0.044	0.960	0.337
JST ->EMP	-0.265	0.066	-4.015	0.000
AGL ->EMP	0.787	0.046	17.166	0.000

The current section aims to examine the moderating effect of supportive work environment in terms of supportive work environment on the relationship between key endogenous and exogenous variables of the study covering the regional context of UAE among the public firms [42]. In this regard, the findings reveal that the coefficient for the moderating effect of POS on the relationship between POS and EMP has been found to be 0.101 with the standard deviation of 0.044. Through this coefficient and standard deviation, a t-score of 2.285 was achieved with the p-value of 0.022. It means that there is a significant and positive moderating effect of POS on the relationship between ABS and EMP among the public sector organizations of UAE [43]. Considering the direct relationship between ABS and EMP, the earlier findings reveal that abusive supervision is causing a decline in the value of the employee performance where the coefficient was 0.144, significant at 1%. It means that the direct effect of ABS on the employee performance of the public firms is not beneficial.

However, with the addition of the moderating effect of POS on the relationship between ABS-EMP, the negative effect has been turned into positively significant outcomes, significant at 5%, respectively. More specifically, it states that keeping the rest of the factors as constant, a 1% upsurge in the value of the interactive effect of POS-ABS, a positive trend of 0.101% in the value of the employee performance has been experienced among the similar public firms of UAE which indeed a good indication for the consideration of productive role of POS [44]. In this regard, several channels can be explored related to the productive moderating effect of POS between ABS and EMP. For example, the moderating impact of POS on the relationship between abusive

supervision and EMP is a critical area of investigation. This is because higher levels of POS are conceived to play their role as a protective mechanism while serving as a barrier against the adverse outcomes of ABS. In examples where employees of the organization perceive that the inner values of the firm actively support their well-being, they are likely to possess enhanced coping mechanisms to contend with the stress and detrimental impacts associated with ABS [45].

This protective effect, established in a sense of organizational support, plays a focal role in mitigating the negative outcomes from the ABS which consequently improve the employee performance. Considering the moderating effect of POS on the relationship between ABS and EMP, the graphical presentation has been given under Figure 3. It shows that POS helps in dampening the negative relationship between ABS and EMP among the public firms of UAE. More specifically, it reflects that firms with the higher level of POS tend to dampen the negative relationship between ABS and EMP more effectively, comparatively to those having lower level of the POS, respectively [46].

In addition, the finding under Table 4 16 reveals the moderating effect of perceived organizational support on the relationship between TIN and EMP. The findings show that there is an insignificant moderating effect of POS between TIN and EMP among the public firms of UAE as the coefficient is 0.101 with the p-value of 0.916. This effect has been found as positively insignificant at t-value is 0.107 which is less than the minimum threshold level of 1.96. Similar to moderating effect, the findings under direct relationship also reveal that there is an insignificant impact of TIN on the EMP among the public sector entities of UAE. It means that both the direct and indirect effects on EMP through TIN and POS has been found as positively insignificant which means that not only the turnover intention but also the POS do not justify any significant outcomes to determine the change in the value of the EMP among the public sector firms of UAE.

Moreover, the findings under Table 5 reveal that moderating effect of POS on the relationship between AGL and EMP among the public firms of UAE. It shows that the coefficient for the moderating effect of POS between AGL and EMP has been found as 0.334 where the t-value is 3.929 and p-value is 0.000. It means that there is a significant and positive moderating effect of POS between AGL and EMP which is indeed a good indication in promoting the employee performance among the similar organizations [47].

More specifically, it shows that keeping the rest of the factors as constant, a 1% increase in the moderating effect of POS, there an upward shift of 0.334 in the value of employees performance for the public entities of UAE. Moreover, the direct effect of AGL on the EMP has also been found as positively significant at 1% (i.e., $\beta = 0.787$, standard deviation = 0.046, t-value = 17.166, p-value = 0.000). Likewise, it claims that both the direct and moderating effect on the EMP through AGL and POS has been found positively significant which indeed a productive outcome in the public firms of UAE.

Perceived Organizational Support (POS) plays a pivotal role in boosting the EMP through diverse mechanisms and channels. For example, Promoted POS positively within the public entities of UAE can influence EMP by fostering a constructive work environment which further contributes to an upward shift in the satisfaction of the employees. This is because the sense of being valued and supported develops satisfaction and fulfillment among the employees while motivating and bolstering their commitment to their work, resulting in improved individual and organizational performance. Moreover, when employees perceive that the organization is sincerely investing in their well-being and success dynamics, it raises a robust sense of the commitment towards the organization. This commitment exhibits a willingness to go above and beyond in their roles which increase their level of dedication and ultimately positively impacting performance.

Meanwhile, POS contributes to a favourable psychological contract between the organization and employees. This perceived support motivates and engages employees, driving increased productivity and performance as they become more committed to achieving organizational goals. In summary, the impact of POS on EMP is apparent through the staging of job satisfaction, organizational commitment, and the cultivation of a supportive organizational culture. These factors collectively contribute to heightened employee performance and productivity. The findings for the moderating effect of POS between AGL and EMP have also been presented under Figure 4. It shows that POS tends to strengthen the positive relationship between AGL and EMP among the public firms of UAE. More specifically, it reflects that firms with the higher level of POS tends to strengthen the association between agile leadership and employee performance more effectively as compared to those having lower level of the POS among the similar public firms [48].

Table 5. Moderating Relationships

Directions	Coefficients	Standard deviation (STDEV)	T-Values	P values
POS x ABS ->EMP	0.101	0.044	2.285	0.022
POS x TIN ->EMP	0.011	0.103	0.107	0.916
POS x AGL ->EMP	0.334	0.085	3.929	0.000
POS x JST ->EMP	0.059	0.019	3.105	0.000

Moreover, the findings under Table 5 also demonstrate the moderating effect of POS on the relationship between JST and EMP. It reflects that the coefficient for the interaction term between POS and JST has been found as 0.059 with the t-value of 3.105. The stated t-value has ultimately provided the p-value of 0.000 which is statistically significant at 1%, providing the evidence that there is a significant and positive moderating effect of POS on the relationship between job stress and employee performance among the public firms of UAE. More specifically, the direct impact of JST on EMP was found as negatively significant which means that more JST tends to lower down the employee performance among the similar public firms which is problematic concern and need immediate attention. However, such negative effect was controlled and significantly moderated by the role of POS for which the coefficient was turned into positively significant as shown under Table 5. It means that JST is a good indication towards improving the employee performance among the public firms through focusing on the JST [49].

Moreover, it is stated that OST when perceived by employees, becomes a vital factor in raising their well-being and success, respectively. Such a type of perception often results in intensified accessibility to the organizational resources entitled as training and tools, mentorship, and guidance. Meanwhile, the provision of such resources facilitates employees effectiveness in dealing with their job demand, thereby mitigating the overall stress as linked with their professional responsibilities as well. Furthermore, the POS also plays a pivotal role in empowering employees and subordinates within the organization by presenting them a greater degree of the autonomy within their workplace where such a support creates an environment under which employees feel valued and play their role in the decision-making processes and fostering a sense of ownership over their tasks, respectively. At the same time, those organizations which emphasize POS typically prioritize clear communication channels between the employees along with the establishment of realistic expectations. The influence of POS extends to the create a psychologically safe workplace among the employees which further encourages the organizational members to express concerns and share innovative ideas without fear of negative on-job outcomes [50].

Additionally, such a safety net diminishes stress associated with potential conflicts or adverse outcomes, fostering an environment that promotes psychological well-being among the employees as well. Therefore, the productive role of POS in promoting the employee performance through reducing the job stress is quite logical and the same has been experienced among the public firms of UAE. Considering the relationship between JST and EMP as moderated by the POS, the findings have also been presented under table 5. It shows that firms with the higher level of POS tend to dampen the negative relationship between JST and EMP comparatively to those having lower level of POS. Besides, the overall graph reveals that POS significantly dampens the negative relationship between JST and EMP among the public firms of UAE [51].

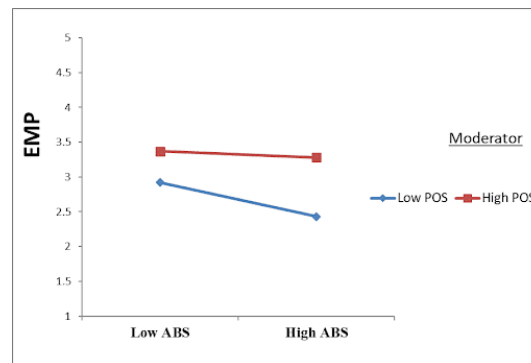


Figure 3. Moderating Effect of POS between ABS and EMP

Figure 3 illustrates the moderating effect of Perceived Organizational Support (POS) on the relationship between Abusive Supervision (ABS) and Employee Performance (EMP). The graph shows that at low ABS levels, EMP is higher at high POS compared to low POS. As ABS increases, EMP decreases at both POS levels, but the decline is more drastic at low POS. This indicates that POS can mitigate the negative impact of ABS on EMP, so even with abusive supervision, employee performance is better if they feel supported by the organization.

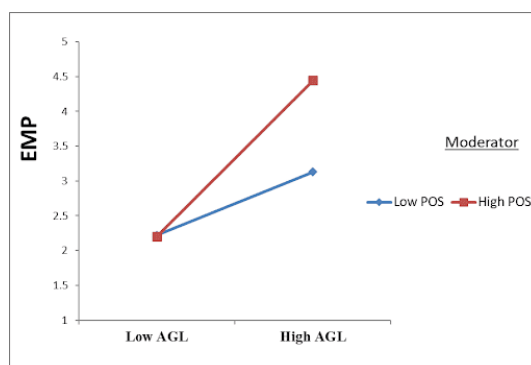


Figure 4. Moderating Effect of POS between AGL and EMP

Figure 4 depicts the moderating effect of Perceived Organizational Support (POS) on the relationship between Agile Leadership (AGL) and Employee Performance (EMP). The graph shows that at low AGL levels, EMP tends to be low for both POS levels. However, when AGL is high, EMP increases significantly, especially at high POS levels. This indicates that POS amplifies the positive effect of AGL on EMP, meaning that perceived organizational support enhances the positive impact of agile leadership on employee performance.

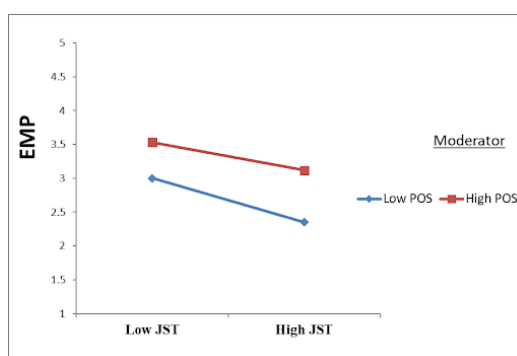


Figure 5. Moderating Effect of POS between AGL and EMP

Figure 5 depicts the moderating effect of Perceived Organizational Support (POS) on the relationship between Agile Leadership (AGL) and Employee Performance (EMP). The graph shows that at low AGL levels, EMP tends to be low for both POS levels. However, when AGL is high, EMP increases significantly, especially at high POS levels. This indicates that POS amplifies the positive effect of AGL on EMP, meaning that perceived organizational support enhances the positive impact of agile leadership on employee performance.

5. CONCLUSION AND POLICY IMPLICATION

Considering the summary of the key findings, it is stated the primary objective of the present study is to collect the data from public firms as operating in the regional context of the United Arab Emirates (UAE). To achieve this, a questionnaire was developed using the existing body of literature and distributed with the assistance of seven team members across various public firms in the UAE. More specifically, the study sample size was increased by 97% to cover all the 228 public firms. The estimated data from a valid sample of 211 respondents reveal that there is a significant impact of agile leadership, abusive supervision, and job stress

on the employee performance among the public firms of UAE. Moreover, there exists a significant moderating effect of perceived organizational support on the relationship between abusive supervision and employee performance, between job stress and employee performance, and between agile leadership and employee performance, respectively. Based upon the findings, the following policy suggestions have been provided:

Firstly, it is suggested that to address the abusive supervision, the public sector organizations need to introduce on immediate grounds the mandatory leadership training programs for supervisors and managers within public firms. In this regard, the focus of such programs is to promote a positive and productive leadership practices across different functional areas through an effective way of communication, and conflict resolution between the staff and the managers. Such strategic practices would help to address the concerns related to the abusive supervision and their subsequent adverse impact on the employee productivity and performance outcomes. Moreover, this study also suggests that public sector organizations at UAE should establish a clear code of conduct for the leaders specifically in terms of respectful communication, fair treatment of the subordinates, consequences for violating any code of conduct. Such a control mechanism will constructively address the concerns related to ABS and its negative impact on the employee performance as well.

Secondly, the current study observes that there is a significant and negative impact of the job stress on the employee performance among the public firms of UAE. In this regard, the current study focuses on the few but substantial policy implications for addressing the concerns related to job stress. For instance, the public firms in UAE need to implement flexible work arrangements which can further help the employees to create a reasonable balance between their professional vs personal obligations. Such an effort could include telecommuting, flexible working hours for the employees, reduced workweeks, job-sharing, and possible work-from-home facilities.

Thirdly, the current research also observes that agile leadership is causing an upward shift in the employee performance among the public firms. Therefore, it is suggested that public firms need to promote such leadership practices over the long run. In this regard, several policy implications have been suggested. For example, the public firms in UAE need to establish a dedicated fund which can provide a financial support to ongoing AGL development and related initiatives. It is further suggested that public firms need to establish an agile decision-making protocols to create a structured framework for decentralized and expeditious decision-making within the organizational context. These initiatives imply initiating the organizational guidelines to help leaders make some quick decisions. Such guidelines will clarify when and how leaders should make fast choices in various situations for the overall benefit of the employees and public firms as well.

6. DECLARATIONS

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Conceptualization: MA; Methodology: AA; Software: MF ; Validation: MF and AA; Formal Analysis: MF and MA; Investigation: AA; Resources: MF; Data Curation: MA; Writing Original Draft Preparation: AA and MF; Writing Review and Editing: MA and AA; Visualization: AA; All authors, MA, AA, MF, have read and agreed to the published version of the manuscript.

6.3. Data Availability Statement

The data presented in this study are available on request from the corresponding author.

6.4. Funding

The authors received no financial support for the research, authorship, and/or publication of this article.

6.5. Declaration of Conflicting Interest

The authors declare that they have no conflicts of interest, known competing financial interests, or personal relationships that could have influenced the work reported in this paper.

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