

Moderating Effect of Perceived Organizational Support on the Relationship Between Employee Performance and Its Determinants: A Case of Entrepreneurial Firms in UAE

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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 study is to assess the moderating effect of perceived organizational support on the relationships among abusive supervision, job stress, turnover intention, and agile leadership on 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. 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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1. INTRODUCTION

The performance outlook of an organization can be evaluated from various perspectives. Financial performance measures how efficiently a firm uses its assets to generate revenue over time and is considered a general indicator of organizational performance. Investors and stakeholders also assess the organization's well-being through its performance dynamics. Organizational performance can be measured through sales growth,

return on assets, return on equity, return on capital employed, and profit margins [1]. Non-financial performance reflects the company's quality of products or services and aligns its vision and strategy with organizational performance and strategic intent [2]. Among all performance indicators, employee performance is crucial as it directly affects both financial and non-financial outcomes.

Despite extensive research on employee performance in various contexts, there is a lack of comprehensive studies addressing the unique challenges and opportunities in UAE public sector organizations. Existing research focuses mainly on private sector organizations and does not account for the structural, socio-economic factors, and organizational dynamics affecting employee productivity and performance. Challenges such as employee retention, seasonal work demand, theft, safety, and productivity are significant, with staff retention being a key issue in UAE organizations [3]. Gulf News (2023) reports that staff turnover is a major concern in UAE, impacting performance and output. Abusive supervision also significantly affects employee performance, creating a toxic work environment, decreasing motivation, increasing job burnout, turnover intention, job stress, lowering productivity, reducing innovation, and leading to negative customer interactions [4].

Employee performance is crucial for organizational success, yet it is influenced by various organizational factors such as abusive supervision, job stress, turnover intention, and agile leadership. Despite extensive research on these factors, there is a significant gap in understanding how perceived organizational support (POS) moderates the impact of these determinants on employee performance, especially within the public sector firms in the UAE. This research aims to fill this gap by examining the moderating effect of POS on the relationship between these organizational factors and employee performance.

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 et al. 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. 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 [5].

Connecting this discussion to the broader context of sustainable development, the United Nations Sustainable Development Goals (SDGs) provide a comprehensive framework to address global challenges, including those faced by public sector organizations. Emphasize the importance of promoting inclusive and sustainable economic growth, employment, and decent work for all (Goal 8), and ensuring inclusive and equitable quality education (Goal 4). By fostering supportive work environments and effective leadership, organizations can contribute to these goals, enhancing employee performance and overall organizational sustainability. This study, therefore, not only addresses organizational challenges but also aligns with the global agenda of sustainable development, highlighting the interconnectedness of employee well-being and broader socio-economic objectives [6].

2. LITERATURE REVIEW

Iqbal and Khan focus on abusive supervision (ABS), employee performance, and employee creativity, with the mediating role of creative self-efficacy within public sector organizations in Pakistan. The study utilizes social cognition theory to analyze 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. Data were collected through email communication and face-to-face distributed questionnaires from a sample of 350 respondents from various public organizations, and analyzed using SPSS. 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 dis-

cussed. This research aims to bridge existing gaps in understanding abusive supervision within the public sector of Pakistan, addressing a relatively underexplored area in current knowledge [7].

Khan et al. aim to explore the relationships between a supervisor's Machiavellianism and subordinates' perceptions of abusive supervision (ABS), with the potential mediating and moderating effects of the supervisor's competitive worldviews and subordinates' performance, respectively, drawing on the dual process model of ideology and prejudice. Methodologically, the research employs a theoretical model tested with data collected from supervisors, subordinates, and the organization. Hierarchical linear model analysis was conducted on dyadic data from supervisors and subordinates, and the moderation effect of subordinates' performance on the mediated relationships was also tested. The empirical findings indicate that supervisors' competitive worldviews substantially mediate the positive connection between Machiavellianism and subordinates' perceptions of ABS, with this mediation being more pronounced when subordinates' performance is low. The study acknowledges limitations inherent in its focus on the linkage between supervisors' Machiavellianism and ABS, as well as the mediating role of supervisors' competitive worldviews. The research contributes to a deeper understanding of the mechanisms underlying ABS and its connection to personality traits, providing valuable insights into the mediating effect of competitive worldviews [8].

In addition, Al-Ali et al. aim to determine the direct relationship between employee turnover intention and employee performance, and further examine the mediating role of employee happiness. A sample of 211 usable questionnaires was utilized through the SEM technique. The study findings show a significant and negative relationship between turnover intention and employee performance [9]. Luna-Arocas and Camps examine the relationship between HR practices, performance factors, and the mediating role of job satisfaction and employee commitment. They state that the relationship between turnover intention and job satisfaction is mediated by employee commitment. Other studies have also explored the nexus between turnover intention and employee performance [10].

The term agile leadership refers to a leadership style that helps remove roadblocks for employees, enabling them to perform effectively and productively. Agile leadership and employee performance are directly connected, as shown in various studies. For example, Turan et al. claim that an agile leadership style can benefit both employees and organizations in critical environments [11]. Their study examines the nexus between agile leadership and employee performance, revealing a significant connection between the two [12]. Yalçın and Özgenel examine the effect of agile leadership on employee performance and the professional development of teachers, collecting data from 575 respondents and testing it using ANOVA, t-test, correlation, and regression analysis. The findings show that agile leadership positively influences teachers' professional development and performance [13]. Achieving the UN's Sustainable Development Goals (SDGs), particularly decent work and economic growth (SDG 8) and good health and well-being (SDG 3), requires addressing workplace challenges like employee performance and retention in the UAE's public sector. Organizational support plays a crucial role in mitigating issues such as job stress, turnover intention, and abusive supervision, thereby enhancing employee performance and contributing to these SDGs. This study explores the moderating effect of perceived organizational support on these organizational factors, aiming to provide insights that align with the broader goals of sustainable development [14], [15], [16].

Under both public and private organizations, the work environment is a significant factor in determining organizational success or failure. A supportive work environment benefits both employees and organizations by providing a positive atmosphere and addressing various workforce concerns. Several studies have examined the role of a supportive work environment in enhancing employee and organizational performance. For example, Aryee et al. explore the mechanisms of perceived organizational support and family-supportive supervisors in shaping employee behavior. The study findings reveal that perceived organizational support and family-supportive supervisors are indirectly linked to employee contextual performance, emphasizing the importance of a supportive work environment in achieving higher employee performance [17]. Hardiyono et al. claim that the work environment is crucial in determining employee performance. Their study examines the impact of a supportive work environment on job satisfaction and employee performance, finding a significant positive relationship between work environment, organizational culture, job satisfaction, and employee performance [18].

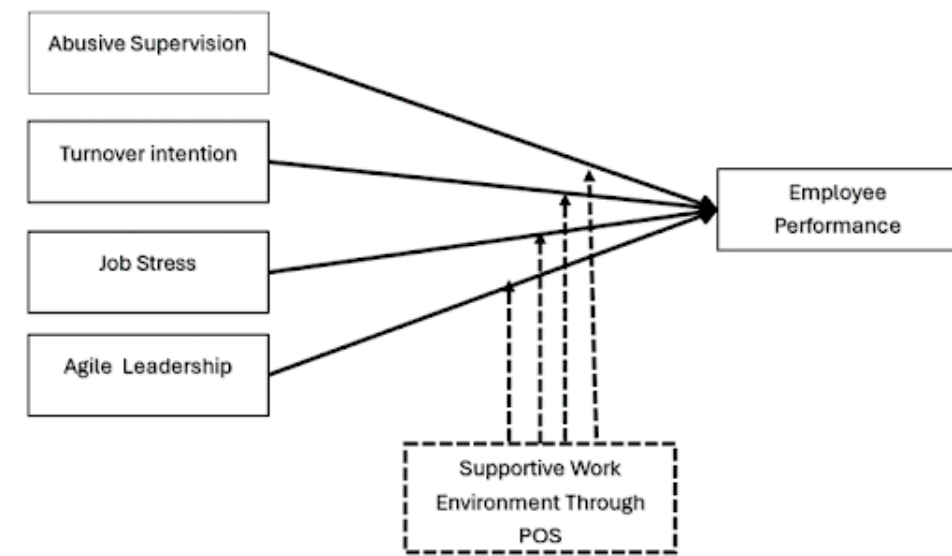


Figure 1. Conceptual Framework of the Study

The comprehensive literature review underscores the multifaceted influences on employee performance within organizational settings, particularly in public sector firms. Abusive supervision, agile leadership, job stress, turnover intention, and perceived organizational support (POS) emerge as critical factors. Studies by Iqbal and Khan highlight the impact of abusive supervision on employee creativity and performance, mediated by creative self-efficacy, within the public sector in Pakistan. Their research draws on social cognition and conservation of resources theories to elucidate these relationships [19]. Khan et al. explore how supervisors' Machiavellianism and competitive worldviews affect perceptions of abusive supervision and subordinate performance, revealing significant mediating and moderating effects [20]. In contrast, Al-Ali et al. and Luna-Arocas and Camps examine turnover intention, finding it negatively correlated with employee performance and mediated by job satisfaction and employee happiness [21].

Agile leadership, which removes workplace roadblocks, is shown by Turan et al. and Yalçın and Özgenel to positively influence employee performance and professional development. Akkaya and Sever further emphasize agile leadership's adaptability in dynamic environments [22]. The work environment, particularly perceived organizational support (POS), plays a pivotal role in enhancing employee performance. Aryee et al. and Hardiyono et al. find that supportive environments significantly boost job satisfaction and performance [23]. These studies collectively highlight the importance of a supportive organizational culture in achieving high employee performance, with implications for policy and practice in public sector firms.

3. METHODOLOGY

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. 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. 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 1 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 [24].

In order to select a sample from study population, there are two major techniques which are known as probability sampling and non-probability sampling [25]. The method of probability sampling indicates that all the individuals in the study population have equal chances of selection in the study sample. On the other side, the method of non-probability indicates that all the individuals don't have equal chances of selection in the study sample. In addition, for the determination of sample size, this study has used the G-power software which has got much attention in the existing literature [26]. Using the statistical test of linear multiple regression, F-test family, effect size of 0.15, alpha 0.05%, and power of 0.80 with the total six number of predictors in the model, the minimum sample size was found as 98 under the present study as shown in Figure 2. However, due to the limited number of the study population of 228 public firms, the current research has inflated the sample size by 130% (approximately) by reaching all the public sector organizations working in seven different states of UAE.

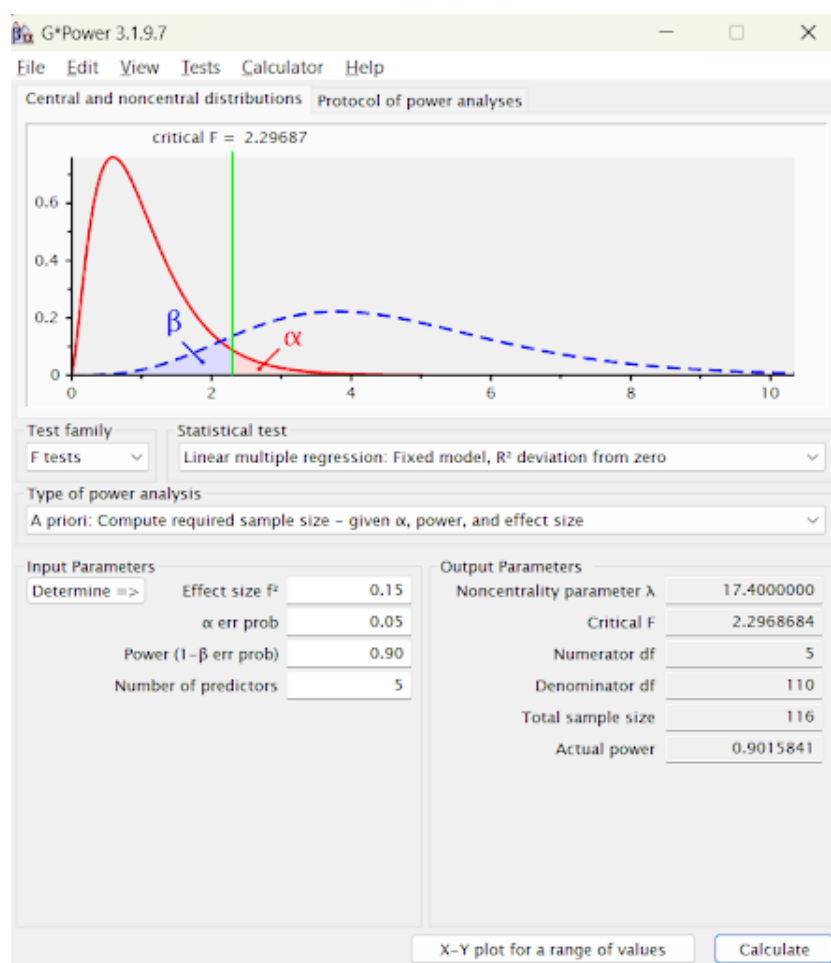


Figure 2. Sample Size through G-power

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. 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 [27]. 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 (1998) have suggested the approach like Fornier 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 as suggested [28]. 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 [29]. 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 R^2 would be examined which indicates the change in main dependent variable due to set of independent variables. 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 of rejection of the hypothesis, the role of standard deviation is very important [30]. 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. 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 [31].

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 [32]. 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 [33]. 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. 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.

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 [34]. The results under Table 2 show that the shared variance is not higher than the square root of the AVE. 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.

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. 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.

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. More specifically, after achieving a satisfactory examination of the measurement model, the subsequent step in the assessment of Smart PLS SEM (Structural Equation Modeling) findings involves several key processes. First, the direct effects of the independent variables on the dependent variables are assessed to understand the primary relationships proposed in the model. Second, the moderating effects are analyzed to see how the relationships between variables change in the presence of a third variable. This comprehensive approach ensures that the structural model provides a detailed and nuanced understanding of the complex interactions between variables.

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. 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. 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 [35]. 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. 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 EMPT 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. 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 [36]. 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. 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.

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 [37]. 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. 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 %. It means that the direct effect of ABS on the employee performance of the public firms is not beneficial [38]. 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 [39].

In this regard, exploring the moderating effect of POS between ABS and EMP is crucial. Higher levels of POS can act as a protective mechanism against the adverse outcomes of ABS. When employees perceive strong organizational support, they are better equipped to cope with the stress and negative impacts of ABS, thereby improving their performance. Figure 3 illustrates that POS mitigates the negative relationship between ABS and EMP in UAE public firms. Specifically, firms with higher POS levels more effectively dampen this negative relationship compared to those with lower POS levels.

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 [40].

Table 5 shows that POS significantly moderates the relationship between AGL and EMP in UAE public firms, with a coefficient of 0.334 (t-value=3.929, p-value=0.000). This indicates that POS positively influences employee performance when agile leadership is present. A 1% increase in POS leads to a 0.334 increase in employee performance. Additionally, AGL directly impacts EMP positively (beta=0.787, t-value=17.166, p-value=0.000). POS enhances EMP by fostering a supportive work environment, leading to increased job satisfaction, commitment, and performance. Figure 4 further illustrates that higher POS levels strengthen the positive relationship between AGL and EMP more effectively than lower POS levels in UAE public firms.

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. 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 [41]. 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. 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 Figure 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 [42]. Besides, the overall graph reveals that POS significantly dampens the negative relationship between JST and EMP among the public firms of UAE.

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

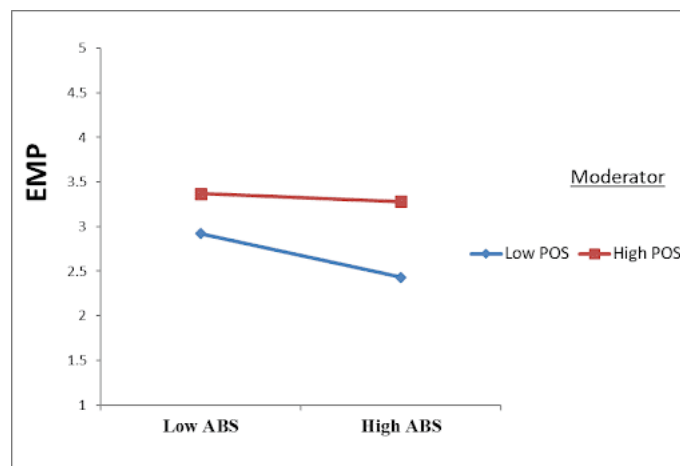


Figure 3. Moderating Effect of POS between ABS and EMP

Figure 3 demonstrates the moderating effect of perceived organizational support (POS) on the relationship between job stress (JST) and employee performance (EMP). This suggests that POS serves as a protective buffer, helping employees cope better with job stress and maintain higher performance levels.

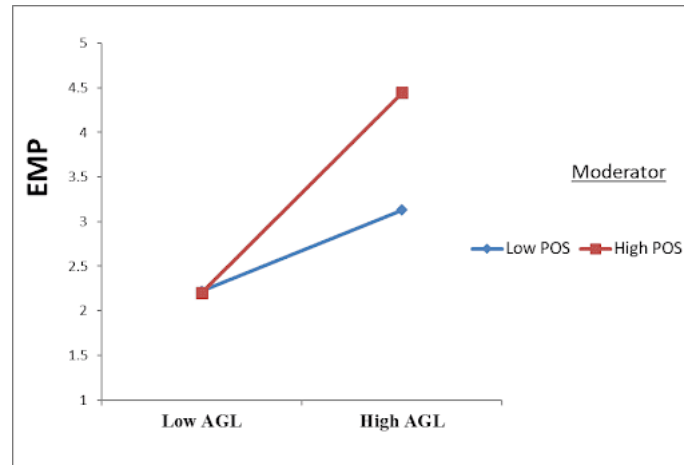


Figure 4. Moderating Effect of POS between AGL and EMP

Figure 4 shows the moderating effect of POS on the relationship between agile leadership (AGL) and employee performance (EMP). The graph reveals that higher POS (represented by the red line) significantly enhances the positive impact of agile leadership on employee performance.

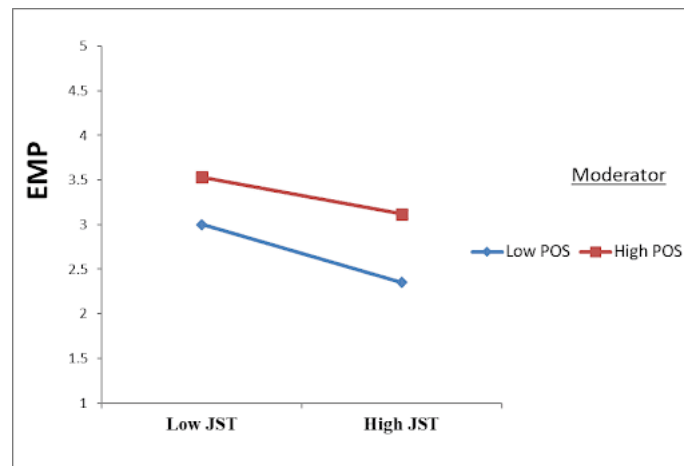


Figure 5. Moderating Effect of POS between AGL and EMP

Figure 5 illustrates the moderating effect of POS on the relationship between abusive supervision (ABS) and employee performance (EMP). The graph indicates that higher POS (represented by the red line) reduces the negative impact of abusive supervision on employee performance. These figures collectively highlight the critical role of perceived organizational support (POS) in moderating the relationships between job stress, agile leadership, and abusive supervision with employee performance.

5. CONCLUSION AND POLICY IMPLICATION

The primary objective of this study was to collect data from public firms in the UAE. A questionnaire, developed based on existing literature and distributed with the help of seven team members, covered all 228 public firms. The valid sample of 211 respondents revealed that agile leadership, abusive supervision, and job stress significantly impact employee performance. Additionally, perceived organizational support moderates the relationships between abusive supervision, job stress, agile leadership, and employee performance.

Based on these findings, several policy suggestions are provided. To address abusive supervision, public sector organizations should introduce mandatory leadership training programs focused on promoting positive and productive leadership practices, effective communication, and conflict resolution. Establishing a

clear code of conduct for leaders regarding respectful communication and fair treatment of subordinates is also recommended. To mitigate job stress, public firms in the UAE should implement flexible work arrangements, including telecommuting, flexible working hours, reduced workweeks, job-sharing, and work-from-home facilities, to help employees balance professional and personal obligations. To enhance employee performance through agile leadership, public firms should promote agile leadership practices by establishing dedicated funds for ongoing development initiatives and creating agile decision-making protocols. These protocols will help leaders make quick and effective decisions, benefiting both employees and the organization.

6. DECLARATIONS

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6.2. Author Contributions

Conceptualization: AA; Methodology: RA; Software: FH ; Validation: FH and RA; Formal Analysis: FH and AA; Investigation: RA; Resources: FH; Data Curation: AA; Writing Original Draft Preparation: RA and FH; Writing Review and Editing: AA and RA; Visualization: RA; All authors, AA, RA, FH, 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.

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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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