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Perceived Supervisor Support and Its Impact to Job Performance: A study of hospitality industry in Nashik & Ahilyanagar District

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Abstract:

The present study examines the relationship between perceived supervisor support and employee job performance in the hospitality industry of Nashik and Ahilyanagar districts, Maharashtra. The study also investigates the predictive roles of job satisfaction and organizational commitment in employee job performance. A quantitative research approach was adopted, and data from 500 hospitality industry employees were analyzed using descriptive statistics, Pearson correlation, and multiple regression analysis through SPSS. The findings revealed a significant positive relationship between perceived supervisor support and job performance ($r = .681$, $p < .001$). Job satisfaction and organizational commitment demonstrated significant positive associations with job performance. Multiple regression analysis indicated that these variables jointly explained 52.8% of the variance in employee job performance ($R^2 = .528$). Job satisfaction emerged as a stronger predictor than organizational commitment. The study highlights the importance of supportive supervision, employee satisfaction, and organizational commitment in hospitality workforce management.

Keywords: Job Performance, Supervisor Support, Hospitality, Organizational Commitment.

Introduction:

Perceived Supervisor Support (PSS) has emerged as an important concept in human resource management and organizational behaviour, particularly in the hospitality industry, where employee performance directly influences service quality and customer satisfaction. PSS refers to employees' perceptions regarding the extent to which their immediate supervisors value their contributions, recognize their achievements, consider their personal needs, and provide necessary assistance in the workplace. In hotels, restaurants, resorts, and other hospitality establishments, supportive supervision can contribute to a positive working environment by improving employee motivation, engagement, and organizational commitment.

The hospitality industry is characterized by intensive customer interaction, demanding working schedules, emotional labour, and continuous pressure to maintain service standards. Under these circumstances, the relationship between supervisors and employees becomes particularly important. Employees who receive adequate guidance, encouragement, recognition, and emotional support may demonstrate greater willingness to fulfil their responsibilities and contribute to organizational objectives. Conversely, inadequate supervisory support may contribute to dissatisfaction, stress, reduced engagement, and employee turnover.

Existing research has examined the relationship between supervisor support and several organizational outcomes, including job performance, organizational commitment, innovative work behaviour, employee retention, and psychological well-being. For instance, Quan et al. (2023) established the importance of supervisory support in improving social capital and service performance among hotel employees in South Korea and China. Similarly, Le et al. (2025) presented hospitality-industry data connecting perceived supervisor support with job satisfaction, organizational commitment, and job performance in Vietnam.

Literature Review:

Arasli and Arici (2019) examined the influence of supervisor support on work engagement and employee retention in five-star hotels in Turkey. The findings revealed that supervisor support improved employee engagement and job embeddedness while reducing turnover intention. The study emphasized the importance of supportive supervision in retaining seasonal hospitality employees. Chung et al. (2021) investigated the effects of customer incivility, job stress, and supervisor support on employee turnover intention in South Korean hotels. The findings indicated that job stress increased turnover intention, whereas supervisor support helped reduce employees' intention to leave their organizations. Tu et al. (2021) studied the effects of COVID-19-related layoffs on employee stress and performance in China's hospitality industry. Using data from 302 employees and supervisors, the study found that layoff-related stress negatively influenced job performance. Family support reduced these negative effects, whereas organizational support intensified them in this particular context.

Wang (2022) examined the relationship between perceived supervisor support and employee proactive behaviour among 555 employees in China. The findings revealed that supervisor support was significantly associated with proactive behaviour, with work-family conflict acting as a mediator and job role identification as a moderator. Wang (2022) investigated transformational leadership, perceived organizational support, organizational commitment, and employee performance in Taiwan's hospitality industry. The findings demonstrated that leadership and organizational support positively influenced employee creativity and performance, with affective organizational commitment playing a mediating role.

Zhu et al. (2023) examined supportive supervisor behaviour and employee helping behaviour among 461 hotel employees in Ghana. The study found that supportive supervision positively influenced helping behaviour, while intellectual, social, and affective engagement partially mediated this relationship. Quan et al. (2023) investigated organizational climate and service performance among 773 hotel employees in South Korea and China. The findings revealed that supervisory support positively influenced social capital, which subsequently contributed to improved service performance.

Astawa et al. (2023) studied supervisor support, employee performance, and retention among 125 employees of five-star hotels in Bali. The findings indicated favourable relationships between supervisor support, employee motivation, performance, and retention, highlighting the importance of supervisory guidance. Chan et al. (2024) examined supportive and abusive supervision among 194 employee-supervisor pairs in Chinese hotels. The findings highlighted the complex effects of supervisory behaviour on employee job stress and organizational citizenship behaviour, emphasizing the importance of consistent and supportive leadership.

Chaiyapruksayanonde and Ponchaitiwat (2025) investigated supportive work environments and job performance among 275 hotel employees in Thailand. The study revealed that physically and psychologically supportive environments positively influenced innovative work behaviour and employee job performance. Le et al. (2025) examined perceived supervisor support, job satisfaction, organizational commitment, and job performance in Vietnam's hospitality industry. Using 322 valid responses, the study highlighted the importance of supervisor support and the potential mediating roles of job satisfaction and organizational commitment in employee performance.

Jantamaneechot et al. (2026) investigated supervisor support, trust in leaders, soft skills, and job performance among 420 hospitality and tourism employees in Thailand. The findings revealed that supervisor support and leadership trust significantly mediated the relationship between soft skills and employee job performance. Ma and Zhu (2026) examined leadership support, psychological empowerment, and innovative work behaviour among 411 software developers in China. The findings indicated that leadership support strengthened the positive effects of AI-related resources on employee empowerment and innovative behaviour, offering broader insights into supportive leadership outside hospitality.

Research Methodology:

The study adopts a quantitative research approach to examine the relationship between perceived supervisor support and employee job performance in the hospitality industry of Nashik and Ahilyanagar districts of Maharashtra. The study also investigates the associations of job satisfaction and organizational commitment with employee job performance. A descriptive and correlational research design is employed to examine the relationships among the selected variables through statistical analysis. The research focuses on understanding employees' perceptions of supervisory support and identifying

significant predictors of their job performance. The analysis is based on responses obtained from 500 employees working in the hospitality industry.

Objectives of the study:

1. To examine the level of perceived supervisor support among employees working in the hospitality industry in Nashik and Ahilyanagar districts.

2. To assess the relationship between perceived supervisor support and job satisfaction among employees in the hospitality industry.

3. To analyze the influence of perceived supervisor support on organizational commitment among hospitality industry employees.

4. To evaluate the impact of perceived supervisor support, job satisfaction, and organizational commitment on employee job performance in the hospitality industry.

Hypothesis of the Study:

H_{01}: There is no statistically significant relationship between perceived supervisor support and employee job performance in the hospitality industry.

H_{02}: Job satisfaction and organizational commitment do not significantly predict employee job performance in the hospitality industry.

Data Analysis:

Table 1: Pearson Correlation Between Perceived Supervisor Support and Job Performance

Variable	1	2
1. Perceived Supervisor Support	—	
2. Job Performance	.681**	—

Note. N = 500. ** p < .01 (two-tailed). The correlation is significant at p < .001.

Table 1 shows, The Pearson correlation analysis revealed a strong positive relationship between Perceived Supervisor Support (PSS) and Employee Job Performance (JP) in the hospitality industry, with a correlation coefficient of r = .681. The relationship was statistically significant at the 0.01 level (p < .001), based on a sample of 500 respondents. This indicates that employees who perceive higher levels of support, encouragement, and assistance from their supervisors tend to report better job performance. The findings highlight the importance of supportive supervisory practices in promoting employee effectiveness and workplace productivity. The null hypothesis (H_{01}) is rejected, and the alternative hypothesis is supported.

Descriptive statistics

Table 2: *Descriptive Statistics for Study Variables*

Variable	**M**	**SD**	**N**
Job performance	3.7184	0.78313	500
Organizational commitment	3.8388	0.76277	500
Job satisfaction	3.8028	0.82481	500

Note. M = mean; SD = standard deviation.

Table 2 shows, Organizational commitment had the highest observed mean (M = 3.84, SD = 0.76), followed by job satisfaction (M = 3.80, SD = 0.82) and job performance (M = 3.72, SD = 0.78). The relatively modest standard deviations

indicate some dispersion around each mean. Descriptive differences alone do not establish statistically significant mean differences or causal effects.

Bivariate correlations

Table 3: *Pearson Correlations Among Study Variables*

Variable	1	2	3
1. Job performance	—		
2. Organizational commitment	.633	—	
3. Job satisfaction	.676	.631	—

Note. N = 500. All off-diagonal correlations have one-tailed $p < .001$.

Table 3 shows, Job performance was positively associated with organizational commitment ($r = .633$, $p < .001$) and job satisfaction ($r = .676$, $p < .001$). Job satisfaction and organizational commitment were also positively related ($r = .631$, $p < .001$). Thus, higher scores on each predictor tended to accompany higher job performance scores. These correlations do not establish causal direction.

Model summary

Table 4: *Multiple Regression Model Summary*

R	R^2	Adjusted R^2	SE estimate	ΔR^2	F change
.726	.528	.526	.53934	.528	277.525

Note. F change (2, 497) = 277.525, $p < .001$; N = 500.

The model, table 4, showed a multiple correlation of $R = .726$. Job satisfaction and organizational commitment jointly accounted for 52.8% of the observed variance in job performance ($R^2 = .528$), with an adjusted R^2 of .526. The standard error of the estimate was approximately 0.539 job-performance scale points.

Table 5: *Analysis of Variance for the Regression Model (ANOVA)*

Source	SS	df	MS	F	p
Regression	161.458	2	80.729	277.525	< .001
Residual	144.572	497	.291	—	—
Total	306.031	499	—	—	—

Note. SS = sum of squares; MS = mean square.

The regression, table 5, was statistically significant, $F(2, 497) = 277.525$, $p < .001$. The joint null hypothesis that both population regression slopes equal zero can therefore be rejected. At least one of the two predictors contributes to prediction of job performance; the coefficients table determines whether each predictor contributes uniquely.

Table 6: *Multiple Regression Coefficients Predicting Job Performance*

Predictor	B	SE B	β	t	p	95% CI for B	VIF
Constant	.708	.132	—	5.379	< .001	[.450, .967]	—
Organizational commitment	.351	.041	.342	8.612	< .001	[.271, .432]	1.662

Job satisfaction	.437	.038	.460	11.574	< .001	[.363, .511]	1.662

Note. B = unstandardized coefficient; β = standardized coefficient; CI = confidence interval; VIF = variance inflation factor. Each predictor has tolerance = .602.

Table 6 shows, Controlling for job satisfaction, organizational commitment was a significant positive predictor of job performance, B = .351, SE = .041, β = .342, t(497) = 8.612, p < .001, 95% CI [.271, .432]. Holding organizational commitment constant, job satisfaction was also a significant positive predictor, B = .437, SE = .038, β = .460, t(497) = 11.574, p < .001, 95% CI [.363, .511]. The larger standardized coefficient for job satisfaction suggests a stronger unique standardized association in this model. Neither confidence interval includes zero. The fitted prediction equation is: JP_Mean = 0.708 + 0.351(OC_Mean) + 0.437(JS_Mean). A one-point increase in organizational commitment corresponds to a 0.351-point increase in predicted job performance when job satisfaction is held constant; the corresponding job-satisfaction coefficient is 0.437.

Table 7 : *Collinearity Diagnostics*

Dimension	Eigenvalue	Condition index	Constant variance	OC variance	JS variance
1	2.962	1.000	.00	.00	.00
2	.023	11.279	.90	.05	.38
3	.015	14.132	.09	.95	.62

Note. both predictors have VIF = 1.662 and tolerance = .602.

Table 7 shows, The VIF values of 1.662 and tolerance values of .602 suggest no serious multicollinearity under common screening thresholds. The largest condition index was 14.132, below frequently used concern thresholds such as 30. Although the third dimension contains relatively large variance proportions for both predictors (.95 and .62), the condition index is not high enough to indicate severe instability.

Table 8: *Residual and Predicted Value Statistics*

Statistic	Minimum	Maximum	M	SD	N
Predicted value	2.1100	4.5791	3.7184	.56883	500
Residual	-2.10089	1.48999	.00000	.53826	500
Standardized predicted value	-2.828	1.513	.000	1.000	500
Standardized residual	-3.895	2.763	.000	.998	500

Note. Residual = observed minus predicted job performance. Standardized residuals outside ±3 warrant case-level inspection.

Table 8 shows, the predicted scores ranged from 2.1100 to 4.5791. Residuals averaged approximately zero, as expected for an ordinary least squares model with an intercept. Standardized residuals ranged from −3.895 to 2.763; at least one negative residual exceeds −3, indicating a potentially unusual observation.

Figure 1 : *Histogram of Regression Standardized Residuals*

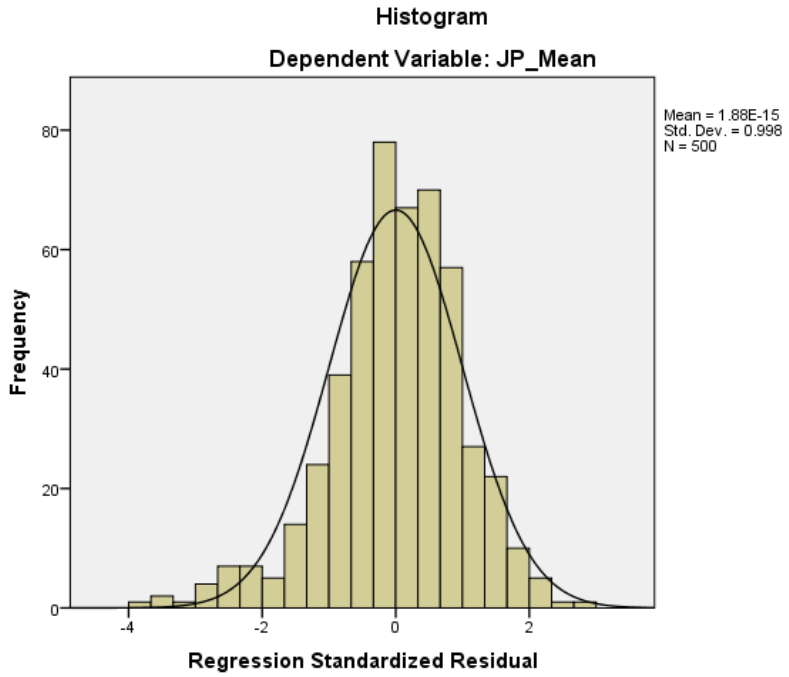

Figure 1 shows, the standardized residual distribution is approximately bell-shaped and centered near zero (plot annotation: mean ≈ 0, SD = .998, N = 500). The left tail extends farther than the right and includes a few extreme negative values. The plot provides reasonable visual support for approximate residual normality, but not perfect normality.

Figure 2: *Normal P–P Plot of Regression Standardized Residuals*

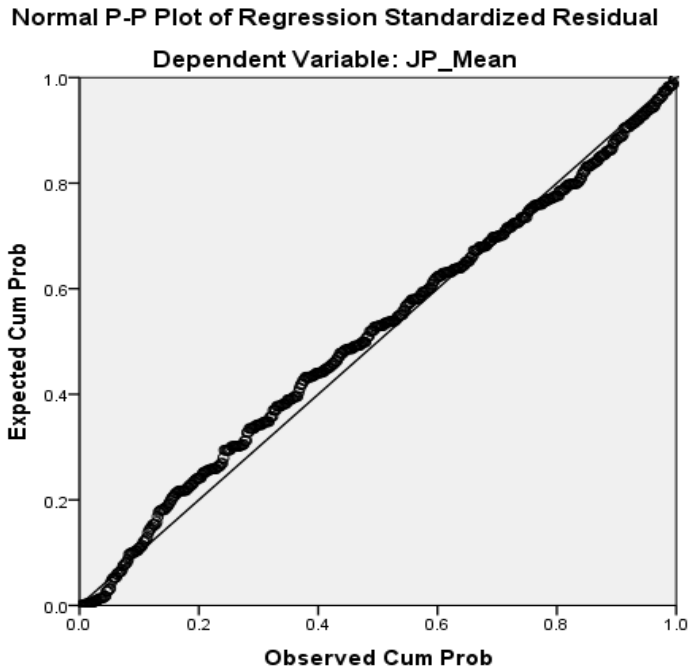

Figure 2 shows, most plotted points lie close to the diagonal reference line, with small departures in portions of the distribution. This is broadly consistent with approximately normally distributed residuals. Visual inspection does not establish exact normality, and with N = 500 modest deviations may be less consequential for coefficient inference.

Figure 3: *Standardized Residuals Versus Standardized Predicted Values*

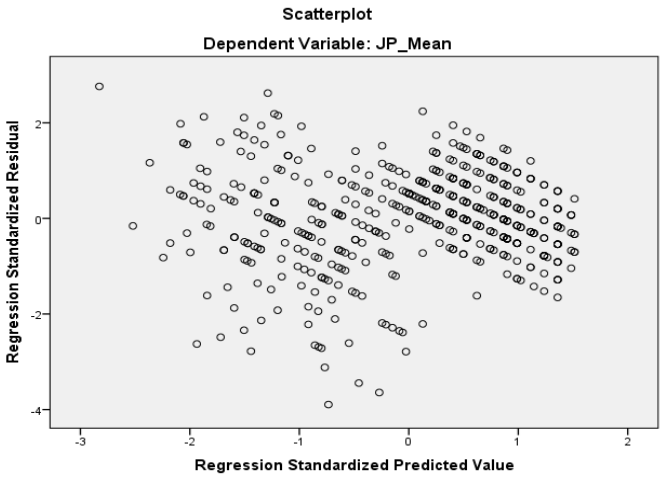

Figure 3 shows, The residual scatterplot shows several diagonal bands, plausibly reflecting discrete or bounded composite scores. The vertical spread appears wider at lower fitted values and narrower at higher fitted values, suggesting possible nonconstant error variance (heteroscedasticity). Some extreme negative residuals are visible.

Table 9 : *Hypothesis Test Decision*

Hypothesis	Evidence	Decision
H_{02}: JS and OC do not significantly predict JP	$F(2, 497) = 277.525$, $p < .001$; both slopes $p < .001$	Reject H_{02}

Note. $\alpha = .05$.

The regression model in, table 9, significantly predicted job performance and explained 52.8% of its observed variance. Both job satisfaction and organizational commitment contributed statistically significant, positive unique associations, with job satisfaction showing the larger standardized coefficient. Accordingly, H_{02} is rejected.

Findings:

The study, involving 500 hospitality industry employees from Nashik and Ahilyanagar districts, revealed a statistically significant positive relationship between perceived supervisor support and employee job performance ($r = .681$, $p < .001$). Job satisfaction ($r = .676$) and organizational commitment ($r = .633$) were also positively correlated with job performance. Multiple regression analysis demonstrated that job satisfaction and organizational commitment jointly explained 52.8% of the variance in employee job performance ($R^2 = .528$). Both variables emerged as statistically significant predictors ($p < .001$), with job satisfaction ($\beta = .460$) demonstrating a stronger standardized association than organizational commitment ($\beta = .342$).

The findings further revealed that organizational commitment recorded the highest mean score ($M = 3.84$), followed by job satisfaction ($M = 3.80$) and job performance ($M = 3.72$). A significant positive correlation was also observed between job satisfaction and organizational commitment ($r = .631$, $p < .001$). The overall regression model was statistically significant, $F(2, 497) = 277.525$, $p < .001$. Multicollinearity diagnostics indicated no serious multicollinearity concerns, with VIF values of 1.662 for both predictors. Based on the statistical results, both null hypotheses were rejected, confirming significant associations between the examined variables and employee job performance in the hospitality industry.

Conclusion:

The study concludes that perceived supervisor support is significantly and positively associated with employee job performance in the hospitality industry of Nashik and Ahilyanagar districts. The findings further establish that job satisfaction and organizational commitment are significant predictors of employee job performance, jointly explaining 52.8% of its variance. Job satisfaction emerged as a stronger predictor than organizational commitment. These results

highlight the importance of supportive supervision, employee satisfaction, and organizational commitment in the hospitality sector. Hospitality organizations should prioritize supportive leadership practices, employee well-being, and a positive working environment to encourage greater job satisfaction, organizational commitment, and improved employee performance.

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