APPROVAL FORM

I, the undersigned, confirm that I have read and endorse the project titled "**THE MEDIATING EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT ON THE RELATIONSHIP BETWEEN EMPLOYEE COMMITMENT, JOB ENGAGEMENT AND JOB PERFORMANCE. A CASE OF ZESA HOLDINGS**" submitted by **Kudzaishe C. Mutimba** to the Great Zimbabwe University, as part of the requirements for the Master of Science in Human Resources Management. I recommend its acceptance.

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JULIUS NYERERE SCHOOL OF SOCIAL SCIENCE

DEPARTMENT OF HUMAN RESOURCES MANAGEMENT

A RESEARCH SUBMITTED BY

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ON

The mediating effect of perceived organizational support on the relationship between employee commitment, job engagement and job performance. A case of ZESA Holdings

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Dissertation submitted to the Great Zimbabwe University in partial fulfilment of the requirements for the award of the Master of Science in Human Resource Management

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DECLARATION

I hereby solemnly declare that this document is my own work and that all the sources I have used or quoted have been acknowledged by means of complete references.

Kudzaishe Charity Mutimba

ACKNOWLEDGEMENTS

ABBREVIATIONS

EC   Employee Commitment

IPC   Industrial Psychology Consultants

JE   Job Engagement

JP   Job Performance

OST   Organisational Support theory

POS   Perceived Organisational Support

SET   Social Exchange Theory

SPSS   Statistical Package for Social Sciences

WE   Work Engagement

ZESA   Zimbabwe Electricity Supply Authority

ABSTRACT

The challenging economic environment in the Zimbabwe currently and the changing organizational context require higher commitment from employees to survive, grow and acquire competitive advantage. An engaged and committed workforce is results oriented and productive. This research study sought to determine the mediating effect of perceived organisational support on the relationship between employee commitment, job engagement and job performance. The study took a positivist stance which aligns with quantitative approach and informed the use of a correlational design. The target population drawn from employees in ZESA. Out of the 210 structured questionnaires distributed, a total 203 were returned, giving a response rate of 97%. The Perceived Organisational Support Scale, Organisational Commitment Scale, Utrecht Work engagement scale and Individual Employee Job Performance scale were used as scales to collect data on Perceived Organisational Support Scale, Employee Commitment, Job engagement and Job performance respectively. Data was analyzed using SPSS 24 and SmartPLS. It was found that there indeed perceived organisational support mediates the relationship between employee commitment, employee engagement and job performance. The study recommends that employers ensure that employees feel valued at the workplace so as to keep them dedicated, committed and engaged. This results in improved job performance. It is further recommended that future researchers consider extending the scope surrounding the mediating effect of perceived organizational support on the three variables since this study has only focused on a specific industry

CHAPTER ONE: INTRODUCTION

1.0 INTRODUCTION

The world of work is dynamic and changing from time to time resulting in some organisations facing challenges as some embrace new opportunities. Changes arise due to new trends in the global market, political instability, economical changes and technological advancement (Porter 2015). Most recently Covid 19 brought about changes in the way organisations operate. These changes might result in the triumph or failure of a business. In order to curb these challenges organisations have to provide adequate organizational support that influences the wellbeing of their employees.

Perceived organizational support is defined by Hakkak and Ghodsi (2016) as a type of collaboration or support required to successfully complete a task. Perceived organizational support is defined by Muse and Stamper (2018) as "the extent to which employees perceive that their contributions are valued by their organization and that organisation cares about their wellbeing." Thus, perceptions of organizational support are crucial in assessing employees' levels of commitment, engagement, and performance at work. The success of the organization is influenced by how satisfied employees are with their work.

Employee commitment is described in Meyer's 2017 work as "psychological attachment and the resulting loyalty of an employee to an organization." Employees that are dedicated to their organization typically feel a connection with it, a sense of belonging, and a comprehension of its objectives, according to Chionuma (2019). These workers create value by being more committed to their task, exhibiting a high level of productivity, and being more proactive in providing assistance. In this study, we examine how perceived organizational support mediates the relationship between employee commitment, job performance, and work engagement

Job engagement is described as an employee's expressive interest in their work, as seen by their ardour and excitement for doing their duties successfully. Dr. William Kahn was the one who initially proposed the idea of employee engagement in 1990. According to his theory, individuals are engaged in their job on three different levels: physically, intellectually, and emotionally. Employee engagement levels might be lower or they could be deliberately disengaged.

High energy individuals who have close relationships with their co-workers, especially their immediate boss or supervisor, are often the characteristics of highly engaged workers, according to McCoy (2019). They clearly understand their obligation to the company. They like change, new challenges, and the opportunity to find solutions to complex issues. In addition, they frequently seek out new opportunities to expand their skill sets and are naturally interested. They effectively serve as representatives of the company and are always on the lookout for or strategies to further the organization's mission and publicize it.

As opposed to engaged employees, disengaged employees simply put in their specified hours at work and leave (McCoy 2019). They do not involve themselves in activities beyond their regular jobs, and they value the job just enough to ensure that they get their pay check at the end of the month. This brings us to the concept of job performance.

The overall expected value to the organization of the discrete behavioural incidents that an individual engages in over a certain time period is what Motowidlo (2003) defines as "job performance." Job performance measures how successfully a person performs their duties. According to Campbell (2015), doing a job is a multifaceted activity rather than a single action. It is a way to carry out a task, perform a duty, or advance an organization's objectives.

In this study we begin by taking the assumption that there is an affirmative association between perceived organisational support, job performance, and employee commitment and employee engagement. We assume that perceived organisational support increases employee performance and employee commitment.

1.1 BACKGROUND OF THE STUDY

Perceived organizational support is a significant concept in today's competitive world with recognised organizational rewards. The concept of Perceived Organisational support can be traced back to the works of Robert Eisenberger in 1986. Rhodes and Einsenberger (2002), postulate that, "Over the past few decades, organizational behavior scholars have become increasingly interested in how employees perceive their interactions with their organization."

 Mulder (2019) asserts that Perceived Organisational Support is strongly driven by a number of key factors, with the following four being the most dominant:

- ➢ Effective leadership
- ➢ HR Policy
- ➢ Fairness
- ➢ Working Conditions

According to Eisenberger and Rhoades, providing staff with assistance is a key component of good leadership. Their personnel feels more supported and enjoys their jobs more as a result of greater assistance. When managers show their appreciation for their staff members' efforts, POS rises. This encourages reciprocity because when workers perform their duties properly, their managers are more likely to commend them. The more effort is acknowledged and appreciated, the happier the staff members are. Managers are also able to include their staff in decision-making and in achieving company and departmental goals by putting them on an equal footing.

Another important element is HR policy. Employment benefits and conditions are issues that fall under the purview of sound human resources policy. A good wage gives you the chance to make a disgruntled worker happy. Thus, an organization's reward strategy is crucial to developing a motivated workforce. To energize employees and maintain their motivation, HR policy might concentrate on the following elements, according to Eisenberger et al.

- • Opportunities for progress and promotion
- • Provide challenging and varied work assignments
- • Give job security in the form of fixed contracts following an annual contract,
- • Provide the opportunity for education and training

Organizations that provide the aforementioned are more likely to generate devoted, engaged, and pleased workers.

Another factor that affects POS, or perceived organizational support, is fairness. Mulder (2019) asserts that when employees feel they are receiving fair treatment relative to their colleagues, they experience feelings of encouragement, visibility, and hearing. According to the "equity theory," workers perform labour that is proportionate with the pay they receive for it, and vice versa. Since they strive for a healthy balance, an employee expects to be paid more the harder they work. The hierarchy's implications of increased compensation are understood by the

workforce. Mulder (2019), on the other hand, contends that POS will suffer if there is an imbalance and a lower-ranked individual obtains a bigger salary than a higher-ranked worker. Additionally, according to Ambrose and Schiminke (2003), fair treatment includes the norms and values that promote open and honest communication between all parties as well as internal procedural justice within the organization.

Another important consideration is the working environment. This can be explained by the autonomy that employees have when carrying out their duties on their own in a comfortable working environment (Mulder 2019). Worker autonomy boosts output, guarantees that they take personal responsibility, and keeps them committed to the company. They grow more independent and self-assured, which inspires them to perform well. The right workspaces, top-notch tools, and a convenient work/rest schedule are all elements of the working environment that improve POS. According to a new survey by Customer Relationship Management Salesforce, employees are more than four and a half times more likely to feel empowered to accomplish their best job than those who don't feel heard in the workplace.

Job engagement may seem a relatively recent concept but actually it goes back over 20 years when the term first appeared in an academic journal in 1990, (Bryne 2013). Employee happiness was the emphasis of human resources prior to then, in the 1970s and 1980s. But this had little or no connection with performance and was more about the employee than the organisation or the employee's relationship with it. From satisfaction to commitment to engagement, the focus has changed over time. Employee engagement discusses the extent to which an employee feels connected with, supported by and integral to an organisation due to which he or she outperforms beyond expectations to drive organisational growth (Hewitt, 2012). An engaged employee behaves as a "citizen" rather than a guest in the organisational environment.

To sustain an organisation's position in the current competitive markets is a significant task which requires organisations to connect and engage its stakeholders (Gupta et al, 2019). The role of internal stakeholders especially employees is believed to be important in meeting organisational objectives. Employees are a special asset that, when properly utilized, may provide businesses with a long-lasting source of competitive advantage, according to Gupta et al. (2019). Organizations are concentrating their efforts on engaging workers through a range of programs in order to effectively harness this resource. Positive employee engagement is associated with improved organizational performance and lower turnover rates. Additionally,

it has been demonstrated to have an impact on a variety of behavioral, financial, and attitude outcomes (Albrecht et al., 2015).

Meyer and Morin (2016) claim that commitment is a state of mind that describes a worker's connection with a company and has an impact on the choice to remain a member of that company. Employee commitment is the attachment that an employee has on their organisation due to their experiences. It is thought that employees who are devoted to their organization typically experience a connection with their organization, a sense of belonging, and a sense of understanding the organization's aims. Employees that exhibit these traits tend to be more dedicated to their work, exhibit a high level of productivity, and take initiative to give assistance.

Organizational commitment comes in second among work attitude factors, behind only job satisfaction in the eyes of academics (Rogelberg, 2007). According to Gallup research from 2015, just 30% of workers claim to be dedicated to their jobs. Nearly 20% of employees admit they have become acutely detached from their work, and more than 50% of employees say they do not feel committed. This study will investigate how such a scenario can affect the business. According to Marzullo (2019) Employees are more likely to be content and effective when they are dedicated to their jobs and employers. Employees that are dedicated take responsibility for their job and represent the organization both within and outside the walls of the workplace. It would seem essential to do research on staff commitment and engagement to improve productivity and service delivery in a highly competitive corporate climate where parastatals occasionally lag behind in this area.

Job performance is seemingly the end product of the other three variables, perceived organisational support, and employee engagement and employee commitment. According to Fletcher (2021) job performance is the sum total of a worker's execution of assigned tasks. Cheng and Kallberg (2017) assert that identifying the factors that affect the quality and quantity of employees' job performance is an important issue in the study of work and the workplace. It is generally assumed, for example that greater organisational commitment contributes to better performance as more committed employees should be more motivated to work on their organisation's behalf (Kallberg and Marsden 2007). People with better skills and greater ability are usually thought to be more capable of performing their work tasks well, irrespective of their levels of organisational commitment. Performance is also assumed to be affected by structural and task characteristics such as whether employees are able to exercise autonomy and

discretion in their work, the extent to which their tasks are clearly defined and whether they are rewarded for hard work (Cheng and Kallberg,2009. Despite the importance of understanding the determinants of job performance Cheng and Kallberg (2009) postulate that empirical research on this topic is conspicuously scarce hence this study will contribute to the existing body of knowledge.

Perceived Organisational support has received quite substantial research consideration since it was first introduced. Researchers have investigated factors that lead to Perceived Organisational Support among employees in the Western context (Yogeswaran, 2020). However, such studies did not include countries like Zimbabwe, hence motivated to carry out a local study on the mediation of perceived organizational support on job engagement, employee commitment, job engagement and job performance. Studying the effects of perceived organizational support is crucial because when individuals feel appreciated, their performance improves. An employee is more likely to respond positively to management changes and business requirements, the more compliments or acknowledgment they receive for their work.

Prior research analyzed the relationship between organizational commitment and perceived organizational support. No studies, however have found that perceived organisational support is a mediator in the association between employee commitment, job engagement and job performance hence motivated to carry out the study. Gupta et al. (2016) explored the mediating impact of POS on work-related outcomes and engagement in previous research. However, more empirical evidence is required to support the link between POS and its outcomes (Kurtessis et al., 2017). We will examine the direct effects of POS on job engagement in order to fill the knowledge gap.

1.2 STATEMENT OF THE PROBLEM

Employee engagement levels must be increased given the difficult economic conditions now present in Zimbabwe and the evolving organizational backdrop in order for the company to thrive, advance, and gain a competitive edge. A company's personnel will be more committed and engaged to the organization's goals if it demonstrates a higher level of devotion to them.

Employee attitudes toward work (Robinson, 2004), management, and the workplace environment (Poisat, 2006), as well as their emotional, cognitive, and personal commitment to go above and beyond at work (Kahn, 1990; Lockwood, 2007), are all indicators of employee

engagement, which is typically used to refer to the alignment of an organization's mission and that of its employees in relation to the former (Mathis and Jackson, 2011).In the end, employee engagement influences employee behaviours favourably, resulting in organizational success, as measured against indicators such as productivity, profitability, safety, customer satisfaction and corporate reputation, employee commitment, key staff retention among others particularly in changing labour markets (Robinson, 2004; Lockwood, 2007; Macheno and Endres, 2008; Dickson, 2011; Mathis and Jackson, 2011). Therefore, it is crucial for organisations to create a fertile ground for employee engagement to flourish if they are to tap into their knowledge and human capital. Macey and Schneider (2008) posit that employees come to work ready to be engaged, and emphasise that organisations need to create favourable conditions for engagement.

ZESA Holdings is one of the many parastatals in Zimbabwe. Recently, though, it has struggled to give its customers enough energy supplies, underperforming. ZESA Holdings falls under essential services and is a critical sector in the nation. It thus seems imperative to study the company's greatest asset, its employees and analyse their contribution to organisational efficiency. It thus becomes imperative to assess the mediating effect of perceived organisational support on the relationship between employee commitment, job engagement and job performance. It assists in ascertaining to what degree employees in ZESA Holdings feel their company values their contribution and is concerned about their welfare, which may affect their dedication, engagement, and work performance.

A report by IPC (2020) indicated that 71% of employees in Zimbabwe were satisfied with their jobs. It is not known if this is still the case if employees threatening collective job action & leaving the country in numbers is anything to go by. Zimbabwe 's human brain drain has been rated 7 out of a possible 10 by Zimpoint Statistics in 2022. Many organisations and institutions have been experiencing high levels of staff turnover as employees seek greener pastures. There has been a skills flight. The skills flight could be an indicator that something is amiss in our organisations. Some organisations have also been characterized by low staff morale. It thus is critical to study the mediating effect of perceived organizational support on the relationship between employee commitment, job engagement and job performance. In a volatile economy with data from National statistics showing that the inflation rate in Zimbabwe stood at 244% in December 2022 it seemingly is important that the welfare of is considered to ensure survival and growth of organisations.

1.3 OBJECTIVES OF THE STUDY

Main objective

To examine the mediating effect of perceived organizational support on the relationship between employee commitment, job engagement and job performance in ZESA Holdings.

Sub objectives

1. Ascertain the mediating effect of perceived organizational support on employee commitment and job performance.
2. Examine the relationship between perceived organizational support and job engagement
3. Analyse how perceived organisational support can influence job performance.
4. Ascertain if employee commitment positively affects job performance
5. Ascertain if job engagement positively affects job performance.

1.4 RESEARCH QUESTIONS

The study set out to determine what role perceived organizational support plays in mediating the link between employee commitment, work engagement, and job performance.

Sub questions

The following sub questions were addressed by the research study in an effort to find the answers:

- To what extent are employee commitment, work engagement, and job performance relate to perceived organizational support?
- Does perceived organizational support affect how well a job is done?
- Does perceived organizational support affect the level of commitment and job engagement among employees?
- Does job satisfaction have a positive impact on job performance?
- Does job satisfaction have an impact on work performance?

1.5 HYPOTHESIS OF THE STUDY

H1: Employee commitment and work performance are mediated by perceived organizational support.

H2: The link between work performance and perceived organizational support is moderated by perceived organizational support.

H_3: There is a positive relationship between perceived organisational support and job performance.

H_4: There is a positive relationship between employee commitment and job performance.

H_5 : There is a positive relationship between job engagement and job performance.

1.6 ASSUMPTIONS

The following set of presumptions guide the study:

• That respondents from the research sample will cooperate with the researcher and give truthful and accurate answers.

• Since the majority of the respondents were literate, the researcher considered that honest, impartial responses were given.

• The study's resources were sufficient

1.7 LIMITATIONS

Santrock (2004) defined constraints as those factors outside of the researcher's control that might limit how the study's findings can be applied to other contexts. In order to conduct interviews and provide questionnaires to the respondents, research studies take a lot of planning, travel, and time. Throughout the study, there are difficulties that could arise. The following limitations will be encountered:

Financial constraints – this is a major limitation because the researcher will have to fund themselves for all the processes in carrying out this research

Time constraints- The researcher has very little time to do the research hence hard, long working hours will need to be dedicated to the research so as to fully complete the research. Most respondents in ZESA Holdings are busy people who will need sacrifice their time to assist the researcher by answering questionnaires and interview questions given to them.

Accessibility to data- Is another limitation that can affect the research since some participants may withhold the necessary information. Some participants may fear victimisation or reprisals from the employer and thereby not divulge some important information to researcher.

1.8 DELIMITATIONS

These are the parameters of the research study, depending on the choice of what to include and what to leave out made by the researcher. They focus the research to make it more digestible and pertinent to the point you are making. (Anon., 2020) The study's scope was limited to ZESA Holdings, and its time frame was 2022–2023.

1.9 SIGNIFICANCE OF THE STUDY

Perceived organizational support is essential in a highly competitive economy. Organizations that respect their workers' contributions get an edge because happier individuals perform better at their jobs. By studying the mediating role that perceived organizational support plays in the relationship between employee commitment, work engagement, and job performance, the study will advance the body of knowledge in this area.

1.10 CHAPTER SUMMARY

The backdrop of the study, which focused on perceived organizational support, employee commitment, job engagement, and job performance, is provided in this chapter. The link between employee commitment, work engagement, and job performance is thought to be

mediated by perceived organizational support. This chapter has discussed the aims and questions of the study as well as the basic problems of hypothesis, delimitation, constraints, and assumptions. With a focus on ZESA Holdings, the study is anticipated to contribute to the corpus of research on the mediating role of perceived organizational support on the link between employee commitment, work engagement, and job performance.

CHAPTER TWO: LITERATURE REVIEW

2.0 INTRODUCTION

Understanding the context of the study topic was the main goal of the preceding chapter. This aided in the formulation of the research problem. The study's goals, research questions, and numerous hypotheses were listed after that. The work of earlier experts is examined in this chapter in order to further knowledge in a relevant field. This acts as the cornerstone on which further study is built. According to Blaxterrel (2016), the goal of a literature review is to identify the research endeavor, provide its context or backdrop, and offer insights into prior work. This chapter examined the subject under investigation's theoretical and conceptual underpinnings, as well as earlier studies.

2.1 THEORETICAL FRAMEWORK

The study is supported by two theories the Organisational Support theory and the Social Exchange theory.

2.1.1 Organisational Support Theory

Eisenberger, Huntington, Hutchinson, and Sowa introduced the theory in 1986. They contend that workers build an overall view of how much the organization values their contributions and cares about their well-being in order to satisfy socio-emotional requirements and evaluate the advantages of higher job effort. Employees' felt responsibility to aid the company in achieving its goals, their emotional attachment to the organization, and their anticipation that increased performance would be rewarded would all grow as a result of such perceived organizational support (POS). In-role and extra-role performance would rise as a result of POS, and stress-related withdrawal behaviors like absenteeism and turnover would decrease (Krishnan and May, 2012). Employees therefore take an active interest in the regard with which they are held by their employer.

If employees in an organisation perceive that their organisation values their contribution and cares about their wellbeing, they would thus increase their obligation to help the company reach

its objectives. This would be evident in their work ethic, meeting set targets and deadlines, customer care and prompt response to customer queries and so on. Absentees and staff turnover rates may greatly decrease when employees feel valued. Employees frequently attribute human traits to their workplaces, which promotes the growth of POS, according to the organizational support theory (Eisenberger et al., 1986). Supervisors and other agents who work for organizations are frequently thought of as behaving in accordance with organizational goals rather than their own (Levinson, 2010). Organizational policies, norms, and cultures that provide continuity and specify appropriate behaviours, as well as the influence that the organization's agents have over specific employees, all contribute to the organization's personification of the organization (Miller 2008). Employees rely their assessments of their perceived worth to the organization on how well the organization treats them as a result of the personification of organizations.

Employees would see assistance from the company as being really cherished and respected by it if it provides resources to them voluntarily rather than due to uncontrollable situations (Babalola, 2010). According to this theory, POS will be improved more successfully if workers see organizational benefits like compensation, promotions, job enrichment, and influence over organizational policy as voluntary organizational behaviors (Eisenberger et al., 1986).
Favorable treatment from supervisors should increase employees' POS since they are frequently perceived as organizational actors; however, this link is moderated by employees' perceptions of how much supervisors' actions are determined by organizations rather than on their own. (May and Krishnan, 2010

Strengths of OST theory

According to the idea, workers exchange their effort and commitment to their organization for physical incentives like salary and benefits, as well as for socioemotional rewards like respect, acceptance, and care (Eisenberger et al. 1986). The idea is still applicable in organizations today since it recognizes that a positive employee–employer connection satisfies crucial socio–emotional needs for employees and may thus improve employee wellbeing (Benjamin et al., 2000). It aids managers in comprehending worker motivation.

Limitations of OST theory

The theory emphasizes employees' perceptions about the organisation but fails to acknowledge that at times the employees' expectations are flawed, unrealistic or wrong. An individual's personality affects how they view things in everyday life. This can be negative if one's perception of things begins to cloud your judgement or is severely altered from what it should be. (Tanner, 2020)

2.1.2 Social exchange theory

The Social Exchange Theory (SET) of George Homans, published in 1958, postulates that social behavior is the result of an exchange process. The goal of the exchange is to reduce costs while maximizing returns. The idea behind the social exchange theory is that a relationship between two individuals develops through a process of cost-benefit analysis. According to Scriven et al. (2019), social engagement entails two persons sharing rewards that the other person needs. People consider the advantages and disadvantages of their social ties, according to this notion. They will end the connection or leave it behind if the risks exceed the benefits.

Although there is a certain amount of giving and receiving in most relationships, this does not imply that the exchanges are always equal (Cherry, 2022). According to social exchange, whether or not we decide to maintain a social affiliation depends on how much we value the advantages and disadvantages of each relationship. In this regard the employer and employee relationship is a give and take one. According to the notion of social exchange, a worker's employer organization and he or she share both material and intangible resources in a dyadic relationship. According to Coyle-Shapiro and Shore (2007), social trade entails a succession of exchanges that lead to duties to reciprocate. Employees are likely to evaluate the favorable or unfavorable treatment they receive from their organization on a frequent basis because they want to maintain a balance between the "give" and "take" from the organization. Consequently, the theory holds that the employer-employee relationship is one of social exchange.

According to Cropanzo and Mitchell (2007) A few ideas relating to social structures, human behavior, and people's attitudes about relationships form the foundation of SET. The first tenet is that individuals prefer rewards over punishment and tend to avoid it. Another fundamental idea is that everyone is driven by the thought of "what's in it for me?" The third tenet is that the

cost-benefit analysis will have already been done before the connection has ever been established. Last but not least, the Social Exchange Theory contends that individuals are aware that rewards might differ from one another. Because of this, they are very particular about who they let into their inner circle.

Strengths of Social Exchange Theory

It does well to explain the development and management of interpersonal relationships. Kurtessis et al (2017). Both the employers and employees would become enlightened on what is regarded as a benefit or a cost to the other party. The theory highlights that social exchanges affect the relationships among members of groups and organisations. It is easy to understand and applies everywhere.

Weaknesses of Social Exchange Theory.

The notion has been criticized for being overly simple. Relationships may be complicated in terms of what individuals get from them and what they lose (Miller, 2008). Although the theory can aid in providing a broad overview of a relationship, there are still a great number of other factors to take into account before deciding whether to keep a relationship going or end it.

Altruism or selflessness are not addressed by the theory, according to Cook and Rice (2010). People occasionally act in a way that benefits another at tremendous personal expense without anticipating receiving anything in return in the future. The theory doesn't account for people who don't seek out the greatest benefit in a relationship or who continue relationships in which there is a net cost to themselves instead of a net reward.

2.2 CONCEPTUAL FRAMEWORK

The research is guided by the framework below in Figure 1 as follows:
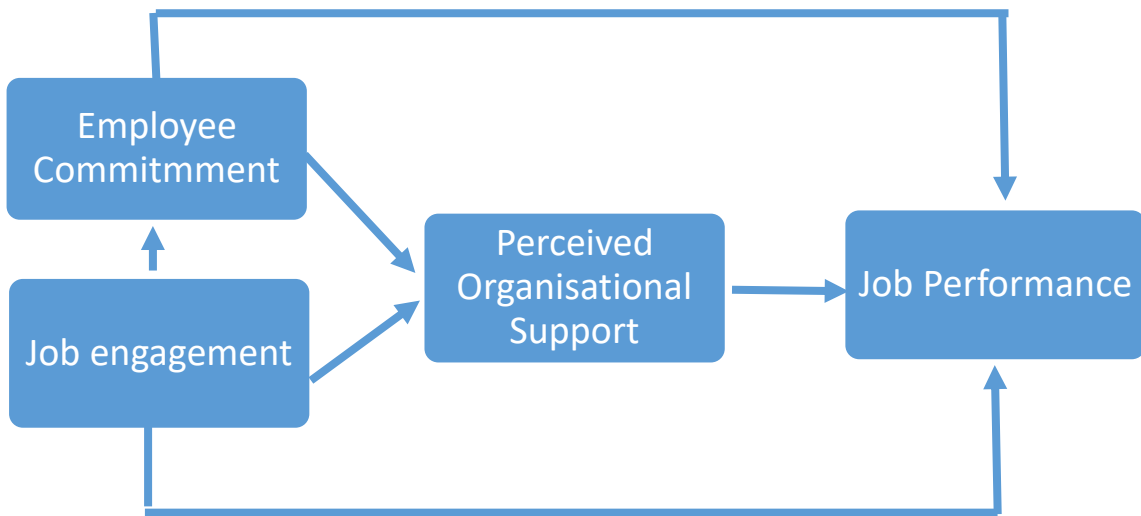
Source: Researcher (2023)

Figure 1

2.2.1 Perceived Organizational Support (POS)

According to the organizational support theory (OST; Eisenberger et al., 2020), a worker is more likely to adopt a positive outlook when they see that their employer appreciates their efforts and is concerned about their quality of life (Kurtessis et al., 2017). Within the OST, a concept known as perceived organizational support (POS) was developed, and POS was found to have three conditions:
 (a) employee attributions,
 (b) employee-organization exchange process, and
 (c) employee self-enhancement.

The idea that employees' contributions to the company will depend on whether they are treated favourably or unfavourably by it is made clearer by POS. If that impression is positive, the employee will work harder to support the organization's objectives. Affective organizational commitment (Chordiya et al., 2017), individual results (Harris, & Kacmar, 2018), job satisfaction, and employee work engagement are just a few of the attitudinal outcomes that POS is related to.

The key components of POS are how the company values the employee's contribution and shows concern for their welfare (Eisenberger et al., 1990). In addition, Kraimer et al. (2011) suggest that a business treats its employees well by putting an emphasis on their professional and financial requirements and by showing that they care about them, including family adjustments during job transfers. Orientation toward the organization and job, subjective well-being, and behavioral results are the three categories under which POS outcomes are categorized (Kurtessis et al., 2017). According to Eisenberger et al.'s study from 2020, both in-role and out-of-role performance are associated to work outcomes. The mediating impact of POS on work-related outcomes and engagement is covered in prior research by Gupta et al. (2016). To support the link between POS and its results, further empirical data are required (Kurtessis et al., 2017). The direct impact of POS on work engagement will be looked at in order to close the research gap.

2.2.2 Employee Work Engagement

Two schools of thought have been developed around the notion of employee work engagement (Bakker, 2011). The motivational component, the emotional component, and the cognitive component make up the first of the three pillars of job engagement. It describes an employee's desire to go above and beyond what is expected by the company. The motivating element displays the employee's behavioral intention to go above and above the call of duty. The cognitive component depicts the willingness that an employee manifests by his or her behavioral elements, while the emotional component illustrates the affective attitude of workers toward their jobs and the business as a whole. Work engagement, according to another school of thinking, is "a positive, fulfilling, work-related state of mind that is characterized by vigour, dedication, and absorption" (Besieux et al., 2018). Effort levels are referred to as vigour, devotion and absorption are terms used to describe how interested and focused a person is in their task, respectively (Bakker, 2011).

In one longitudinal study, job demands and resources were found to be predictors of employee work engagement, with job resources being a greater predictor than job demands (Sawasdee et al., 2020). Similarly, in the context of public administration, Borst et al. (2017) investigated job demands-resources as a predictor of work engagement. According to Mekhum and Jermsittiprasert (2019), work engagement is influenced by support from coworkers and supervisors. Eisenberger et al.'s study from 2020 also makes the case that organizational

support improves employee behavior outcomes, employee well-being, and employee orientation toward their business and job. Organizational support is one of the resources that improves employee work engagement from the standpoint of job resources. However, the concept is only partially supported by empirical data. As a result, this study develops and proposes a link between organizational support and employee job engagement.

Dimensions of engagement

1**. VIGOR**. It is the very definition of someone who is involved and proactive—someone who not only has the desire to go above and beyond but also the physical stamina to do so, or what is known in the business as "discretionary effort." (Robertson 2020) Vitality, or energy at one's disposal, is the crucial component in this situation. When someone possesses it, they feel curiosity and aliveness, as well as a sense of well-being that prompts good affect. They also experience a magnetic pull that may help them and others overcome barriers. One is willing to use that energy to exert more effort than usual.

2. DEDICATION. This is the element of commitment in employee engagement. One is motivated to work more because they are enthusiastic about the company, its aim, and how they can help the team and overall objective. Roberts and Davenport (2009). It contrasts with the cynicism brought on by burnout, which regards any self-initiative as fruitless and naïve. The passion and loyalty of dedication cannot coexist with burnout.

For one to feel valuable, they must feel effective. Because they have opportunities to contribute and change the world, loyal employees feel appreciated. They acquire meaning from what they accomplish because they feel important, and this intrinsic satisfaction motivates them to do more. In 2020, Robinson. Employees that are dedicated to their work will persevere through all difficulties. The significance of the good or service to the client or clients has been absorbed by them. As a result, they take pleasure in completing challenging tasks.

3. ABSORPTION. The word "engaged" refers to someone who is immersed in their task. Engagement, which is fueled by intrinsic drive and ingrained interest in the activity, gives the task a new level of focus. In 2010 (Johnson), Not completing the task as quickly as feasible is the aim; rather, it should be completed as effectively as possible.

Many experts claim that proactive attention is the main component of engagement. The decision to put all of your attention on the task at hand, without taking into account any prospective benefits from other sources, is yours. Studies show that the more concentrated your attention is, the more you will enjoy, remember, and gain intrinsic enjoyment from what you are doing. The concept of ideal experience, commonly referred to as flow, is absorption. There is a sense of mastery, a lack of self-consciousness, a clear concentration, in addition to a sense of competence and autonomy, when your talents meet a challenge in the present, and that meets two fundamental psychological requirements. (Roninson, 2020)

Burnout is characterized by retreat and detachment. Full immersion in the activity at hand prevents detachment, acting as a safeguard against burnout-related behavior. Organizations must pay a high price for employee burnout, including lost productivity, absenteeism, and medical expenses. Furthermore, it wastes almost a third more performance. With the antidote of engagement, the immunization of effort, managers can protect themselves and their organizations from the escalating cycle of chronic stress and burnout. Roberts and Davenport (2010

2.2.3 Employee Commitment

According to Meyer et al. (2012)'s multifaceted definition of commitment, it may be seen from emotional, continuation, and normative viewpoints. The three components of commitment are affective, continuance, and normative (Mugizi et al. 2015). The affective dimension of commitment refers to an emotional attachment to and involvement with an organization, continuance commitment denotes the perceived costs of leaving an organization, and normative commitment denotes the felt responsibility to support and remain a member of an organization

According to Yilmaz & Okluk-Bökeolu (2018), employees with strong organizational commitment sentiments have a favorable impact on the performance of their organizations since they exhibit negative behavior less frequently and provide higher-quality services. Committed workers give value to the company by their tenacity, pro-active assistance, comparatively high productivity, and awareness of quality. Employee commitment data is regarded as a key indicator of employee loyalty and an organization's effectiveness. (2011) Meyer, J.P., and Herscovitch

Types of employee commitment

Affective Commitment

The term "affective commitment" describes a worker's perceived emotional connection to their company. When an employee thinks that their values and goals are in accordance with the mission of the firm and that they are at home in the workplace, that employee is more likely to show affective commitment (Mercurio, 2015). Employees' level of desire to remain at their company is similarly related to affective commitment. According to Wainright (2022) an employee who is affectively devoted to their organization is one who wants to remain there. They often feel like they fit within the organization, are content with their job, and identify with the aims of the organization. Affectively dedicated workers are fantastic assets for businesses because they feel appreciated, serve as brand ambassadors, and overall feel valued (Mercurio 2015).

Normative Commitment

Normative commitment refers to how long people believe they should continue working for their company (Wainright 2022). Most employees who are normatively committed think they should stay with their employers. The majority of devoted employees feel bad about quitting their firm because they think there would be awful consequences if they depart. This type of commitment occurs when you feel compelled to your employer, regardless of whether you are happy in your role or want to pursue more opportunities (Meyer, 2010). You consider it ethically appropriate to continue working for your employer.

Although the causes of such guilt can vary, they frequently stem from employees' perceptions that if they left the company, a knowledge or skill gap would be left behind, putting pressure on their co-workers (Meyer, 2010). Such emotions have a negative impact on employees' performance in organizations and already do

Continuance Commitment

The degree to which workers feel compelled to remain with their company is referred to as continuity commitment.2016 (Kelling) Employees who are committed to the organization in the long run do so because they need to continue working there. The urge to remain with an

organization may have a variety of causes, but the two basic ones are compensation and the absence of other employment options. This kind of commitment is when a person thinks that staying would cost them more than staying out would benefit them (Werf, 2010). Continuous commitment is, in essence, a fear of being left behind. Any type of loss is possible, including loss of social standing, financial security, or friendships.

One of the best examples of continued commitment is when employees feel obliged to remain with their employer since quitting would mean receiving less money and perks. Such circumstances can be problematic for firms since long-term workers may lose interest in their work yet still be reluctant to leave the organization.

2.2.4 Job performance

Performance of an employee is measured by how those activities are perceived, not by the actions themselves (Motowidlo, Borman, & Schmit 2007). Employee behavior in the workplace is taken into account when evaluating an employee's performance (Beltrán-Martn & Bou-Llusar 2018). Employee performance relates to the duties, obligations, and tasks that the organization depends on them to do successfully. According to Groen, Wilderom, and Wouters (2017), employers judge an employee's performance based on how well they carry out their duties.The evaluation examines qualitative and quantitative output demonstrating the employee's methods of operation. Employee performance only takes into account scalable tasks or serves as a tool for managing effectiveness and efficiency (Spicer and Ahmad 2006).

Quantitative and Qualitative aspects of job performance

Production time is an example of a quantitative performance indicator that may be assessed directly without relying on human judgment (Condrey, 2016). The majority of qualitative performance metrics, however, are difficult to quantify since they often comprise immaterial factors that call for subjective opinion.

Qualilative measurement: Without the use of data or analytics, management observation is the only method used to monitor goals qualitatively. Employees are assessed based on arbitrary criteria that cannot be quantified. Behavioural and leadership abilities like "communication" and "initiative" are qualitative since they lack clearly defined objectives that are equal to success (Anderson, 2021).

When we think about objectives, we frequently think of quantitative ones (Roberts 2019). For instance, a recruiter's objective can be to place a given number of candidates within a certain period of time. The figures are reliable. An employee is evaluated quantitatively based on characteristics of their job that can be measured. With the elimination of subjectivity, managers may provide employees specific feedback on their strengths and opportunities for development (Anderson 2021).

Productivity

The quantity of products and services that a group of employees generate in a specific period of time is known as workforce productivity. Employee productivity is characterized as an evaluation of the value produced by a single person over the course of a given time period (Spicer & Ahmad 2010). Return on investment (ROI) and company outcomes (both short- and long-term) are directly correlated with productivity. An action cannot be seen as productive without this connection. Employee productivity measures a worker's or a group of workers' effectiveness

Productivity may be calculated based on an employee's output over a specific time period. The productivity of a worker is frequently assessed in relation to the average of workers who complete jobs that are comparable to theirs. Since labour productivity is a key component of any company's success, employee productivity is an important factor for organizations.

Innovation

Innovative employees are the key to ensuring a company is voracious about its market position (Luke 2017). Innovation helps businesses keep up with the competition. It helps unlock employees' talent, which ultimately drives the organization to the cutting edge. (Sting and Salvado 2022) The concept of innovation encompasses more than just bettering goods and services. It aids in enhancing the working atmosphere for staff members, fostering the expansion of the business.Innovation in the workplace refers to developing new, more effective methods of doing things. It might be something as straightforward as a fresh approach to job management or a brand-new item or service. Workplace innovation can sometimes take the form of something more complicated, like a new business model. Employees need to get outside of their usual duties in order to get them to think differently. Finding the right balance between routine jobs that don't encourage creative thought, such as returning calls, attending

meetings, and preparing lists, requires time and effort- and exercises that stimulate original thought. Employees may become innovators if given the proper resources and direction.

2.3 HYPOTHESIS DEVELOPMENT

2.3.1 Job engagement Versus Employee commitment

Vance 2014 asserts that employees who are engaged in their work and committed to their organizations give companies crucial competitive advantages—including higher productivity and lower employee turnover. Thus, it is not surprising that organizations of all sizes and types have invested substantially in policies and practices that foster engagement and commitment in their workforces. Employee engagement and organizational commitment are two important concepts affecting work performance and the attraction and retention of employees. (Brooks etal 2010). The two concepts can be closely linked – high organizational commitment can be associated with increased engagement and high engagement can be associated with increased commitment. However, people can be involved in their work even if they are not loyal to the company, as long as it allows them to put their skills to use. It's possible that some knowledge workers are like this. For instance, researchers could be primarily interested in the facilities provided for their study and the chance to establish a reputation for themselves. Therefore, they only join and stay with a company if it offers them the opportunities they want. It is important to make the distinction between the two since improving job engagement may call for different strategies than increasing organizational commitment.

Employee engagement occurs when workers are enthusiastic about their occupations, eager in doing a good job at them, and willing to go above and beyond to complete them. Bevan et al.'s definition of an engaged employee from 2017 is that they are "aware of the business context and work closely with colleagues to improve performance within the job for the benefit of the organization."

Although engagement is defined differently by various organizations, some common themes emerge. These themes include how satisfied employees are with their jobs and how proud they are of their employers, how much individuals like and believe in what they do for a living, and how much employees feel their employers respect what they have to offer. The more engaged

an employee is, the more probable it is that they will "go the extra mile" and provide good on-the-job performance. Additionally, committed employees may be more likely to decide to stay with their current company. We postulate the following in this study:

H1 Job engagement positively affects Employee Commitment

2.3.2 Employee commitment Versus Job performance

Employee commitment, according to Stackhouse et al. (2022), boosts an organization's performance and helps it accomplish its objectives since it makes its members feel more a part of it, which leads to increased productivity and dedication to their job. Employee commitment is favorably and strongly associated to organizational performance, according to a study conducted by Turner et al. in 2022 to look at the impact of employee commitment on textile enterprises in Sweden. For any firm to function excellently over the long run, employee dedication is a need. Committed personnel give value to the company by their tenacity, proactivity, productivity, and awareness of quality (Turner et al., 2022).

Involving employees in decision-making will increase their commitment to the organization as a whole (Smyth, 2022), so organizations must do this to increase employee commitment. Transparency and open communication are values that organizations should promote. Employees feel appreciated and trustworthy when a business keeps them informed. According to the organizational commitment idea, when employees are committed to or loyal to their employer, they will work harder and more effectively, resulting in an improvement in total job performance.

The businesses are facing new challenges in the current world, which is not only competitive but also changing very fast due to the increased technological improvement (Sarna, 2020). These challenges include sustaining productivity and having employees that are committed to the organization. In the present business environment, no organization can function as effectively as it could unless every employee is committed to attaining the company's objectives. Employee commitment plays a significant role in the development of organizational performance, making devoted workers an increasingly valuable asset to the business (Bhatti and Qureshi, 2010). Every firm seeks to improve performance in the current environment so that it may successfully counteract market pressures. The employee commitment helps the

organization in this objective. In fact, it is crucial and a key element in the organizational success.

When employees are highly committed, they contribute their maximum energy and time for achieving the organizational goals and objectives. This also provides the employees a sense of satisfaction and this sense of satisfaction further motivates them to give their best (Smyth 2022). Employees that are engaged, devoted, and driven become assets for the company because they raise productivity, which improves the organization's performance. Employee commitment also causes the workers to have a sense of affinity to their company. Employee engagement and satisfaction increase as a result of the change in attitude among the workforce. Employees develop into great performers. The productivity of the workforce and the caliber of the products they produce both help the company. We will hypothesize that:

H2 Employee commitment positively affects job performance

2.3.3 Job engagement versus Job performance

Some experts claim that as work engagement increases, employee emotional, cognitive, and future-focused behaviors will also improve, enhancing job performance (Wang and Chen, 2020). Work engagement helps both people and companies since it's expected that motivated employees would perform better on the job (Demerouti & Cropanzano, 2010). Engaged employees perform better than non-engaged employees due to the positive emotions of joy, excitement, and enthusiasm (Bakker & Demerouti, 2008). The broaden-and-build theory (Fredrickson, 2010) states that positive emotions like happiness, interest, and contentment all have the power to expand people's fleeting thought-action repertoires and increase their personal resources (physical, intellectual, social, and psychological resources) by expanding the variety of ideas and actions that come to mind. By inspiring a desire to play and be creative, joy expands resources. Interest encourages a person's drive to learn new things, experience new things, and expand their horizons.

Positive feelings are frequently felt by engaged workers (Schaufeli & Van Rhenen, 2006). According to Cropanzano and Wright (2001), happy individuals are more open to possibilities at work, approachable and willing to help others. They are also more self-assured and upbeat. When it comes to in-role performance, for instance, Bakker and Bal's (2010) research on

engaged teachers found that they obtained higher evaluations from their managers, suggesting that they perform well and are prepared to go above and beyond.

Some researchers contend that, contrary to what may appear to be an inverted U-shaped relationship, an increase in work engagement does not always translate into a steady rise in job performance (Bouckenooghe et al., 2021). For example, the job demands resources model (JD-R) proposed by Demerouti et al (2001) proposes that the factors that affect the job performance of employees are due to two aspects: work requirements and work resources. The physical, psychological, social, and organizational needs of employees that depend on their ongoing physical and/or psychological efforts and/or skills, such as their capability to handle work pressure, engagement, emotional exhaustion, work-life conflict, and other similar issues. Work resources are the organizational, social, psychological, and physical assets that employees can use to further their professional objectives. Personal belongings as well as readily accessible social and organizational resources may be included in these assets. These aspects include the employees' cognitive preferences, self-assurance, and behavioral models, leadership, support from coworkers, family, and friends, prospects for growth, remuneration, the work environment, the diversity of activities, and other elements (Demerouti et al. 2010).

When work requirements match an individual 's work resources, increasing work engagement will improve job performance. However, if the work requirements exceed an individual's work resources and increase work engagement, this will fail to bring about an improvement in job performance and will also result in the loss of an individual's mental and physical resources, leading to energy exhaustion, anxiety, burnout, disappointment and other negative emotions further reducing their job performance and leading to turnover and health problems. (Lu and Tu 2015).

Nevertheless, the positive relationship between job engagement and job performance cannot be overemphasized. In this study we hypothesize that**:**

H3 Job engagement positively affects Job performance

2.3.4 Perceived Organisational Support versus Job Performance and Employee Commitment

According to research by Caesens, Stinglhamber, and Ohana (2016), perceived organizational support has been found to be favorably correlated with a variety of good employee work attitudes and behaviors and negatively correlated with destructive attitudes and behaviors at work. Eisenberger et al. (2011) claim that POS is believed to increase emotional commitment in part by fostering a sense of duty in employees to support and care for their company. In particular, POS should instill a sense of duty to be concerned for the organization's well-being and to assist the organization in achieving its objectives based on the reciprocity principle. Employees might pay this debt by giving more of themselves emotionally. Employees who believe their employer values them are more likely to be dedicated to both their work and the company. They would desire to accomplish the organizational objectives and feel satisfied helping the organization succeed.

Positive employee well-being is important not only in fulfilling organisational goals. Well-being is worth investigating, not only because understanding employees' "optimal functioning" is likely beneficial to organizations, but because fostering employees' health, happiness and betterment are legitimate goals and ends in themselves (Schaufeli, 2007, Wright, 2010). Having a committed workforce will also likely reflect in employees' physical health and psychological states. A committed team is likely to enjoy good interpersonal relationships that can result is less absentees and turnover. Perception of organisational support plays an important role in creating organisational commitment. (Tumwesigye, 2010) Organizations benefit immensely from having a committed workforce (Wainaina, Iravo, & Waititu, 2014). Committed employees are retained, they perform effectively, work compatibly, they are productive and are good organizational citizens (Sayğan, 2011; Mayer & Martin, 2010).

The effects of Covid 19 are still being felt in organisations. Organisations would want to recover from the lost time and revenue. In order to make employees feel supported by the management, Silva et al. (2022) argue that managers should place a stake on their staff as vital resources for the success of their businesses. In addition to being effective, this essential support for the employees should also be perceived, meaning that in addition to the management's unwavering support for its employees, an effort should be made to ensure that this support is plainly visible, well-known, and understood by the employees. It is essential to have the employees feel secure and at ease so that they may be as devoted as they can be at this uncertain period. For their engagement, contentment, and dedication to the organization, their impression of managerial support is a critical motivator. (Silva et al, 2022)

Studies on the association between POS and work performance have been conducted at Chinese institutions and an IT enterprise in Poland. According to Polish study, there is a link between POS and improved work performance. Therefore, POS can be considered a crucial organizational tool for characterizing employee performance (Karpacz, 2019). However, POS should be modified as employees encounter fresh experiences, receive fresh materials, or learn fresh information from their company. According to a study conducted at Chinese universities by Guan et al. (2014), employee commitment and work satisfaction serve as a mediator and are affected by POS in the link between perceived organizational support and job performance. Given the information above, we can speculate that:

H₄: Perceived organisational support mediates the relationship between employee commitment and job performance

2.3.5 Perceived Organisational Support versus Job engagement and Job Performance

Any business that wants to succeed in the intense competition must work to develop its own committed workforce. 2016's Dai and Xing An "engaged employee" is someone who is completely focused and excited about their job and who therefore takes constructive action to further the reputation and interests of the company. Reigner (2019) claims that motivated workers are motivated to improve the situation. They make adjustments and give the organization advice that is taken into consideration.

According to 90% of survey participants, there is clear evidence relating engagement to performance, and it has a particularly high effect on both customer satisfaction and productivity (Bython, 2021). This means that motivated individuals would likely perform better at work. According to Jain (2018), highly engaged workers are more loyal, motivated, and generate higher-quality work, all of which contribute to the expansion and profitability of the organization. They are more likely to propose excellent talent to the company and are less likely to miss work. High achievers are typically engaged workers (Callison, 2016). From the evidence presented above, we can speculate that:

H5: Perceived organisational support mediates the relationship between job engagement and job performance

2.4 RELATED STUDIES

There hasn't been any research on the role that perceived organizational support plays in mediating the link between employee commitment, work engagement, and performance. The majority of studies on this subject have only examined one or two of the factors. Dai and Xing (2016) conducted study on perceived organizational support and employee engagement. The study's attention was on university professors in Chinese universities. It might be incorrect to generalize the results to developing countries like Zimbabwe.

Similarly, studies were carried out in Instabul Turkey on the mediating role of POS on work engagement and job performance. The study by Sanflioz etal (2022) focused on the health sector after the advent of COVID 19. It reaffirmed that in the twenty-first century, both the wonderful medical advancements and therapies that research has provided to mankind, as well as the many unfavourable effects that science has had on the industry and its workers, cannot be disregarded. In addition to the Covid-19 epidemic, the high workload in the healthcare industry and the dangers of the workplace have become a significant cause of stress for the workers. Both job performance and employee engagement have been impacted by this. Sanflioz et al. The study examined the role that perceived organizational support had in moderating the relationship between job performance and work engagement among healthcare workers who were under a lot of stress and strain. The analysis's findings suggest that perceived organizational support mediates the link between job performance and work engagement.

Karpacz and Ingram (2019) conducted another study at a Polish IT company with a focus on perceived organizational support and employee performance. The purpose of the study was to shed light on the connection between employees' performance and their perception of organizational support. Evidence supports the critical role that perceived organizational support plays in enhancing employee wellbeing.

2.5 KNOWLEDGE GAP

Many scholars have studied the topic of perceived organizational support, employee engagement, and job performance but the studies have been limited to Europe and Asia and they do not fairly represent Africa (Gyekeye and Salminen, 2009). It is therefore important to

contextualize the concept to Africa and Zimbabwe in particular. No study has examined all the three variables employee engagement, employee commitment and job performance in Zimbabwe. While the variables in this research study that is employee engagement, employee commitment and job performance have been studied before, no research has been conducted on this relationship existing amongst these three variables.

2.6 CHAPTER SUMMARY

This chapter reviewed literature surrounding perceived organisational support, employee engagement, employee commitment and job performance. It also justified the study and pointed out the knowledge gap. In our previous studies we find no research that assesses the mediating effect of perceived organizational support on the relationship between employee engagement, employee commitment and job performance. Most related studies have been outside developing countries and have not considered the variables holistically.

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 INTRODUCTION

The previous chapter reviewed existing literature and focus was given to theoretical considerations in relation to the variables in this study. In this chapter we focus on the methods employed to gather and anaylse data . We discuss key concepts such as the research philosophy, research approach, population, sample and sampling methods, research instruments and data presentation and analysis.

3.1 RESEARCH PARADIGM

American philosopher Thomas Kuhn first introduced the word paradigm to describe a way of thinking in his book "The Structure of Scientific Revolutions" from 1962. A research paradigm, according to Babbie (2008), is a method, a model, or a pattern for conducting research. It is a collection of ideas that enables the application of theories and practice. Each paradigm has a unique perspective on research and holds distinct beliefs about the nature of reality (Bhattacherjee, 2012). Research paradigms are important because they provide the philosophical framework for a study (Bryman, 2008). The three most common paradigms are positivism, constructivism or interpretivism and pragmatism. These paradigms are inconsistent with each other, meaning that if you hold onto a particular paradigm, you cannot hold onto another, therefore they call for different research methods (Greener, 2008). There are two most popular paradigms that is, positivism, which was propounded by Auguste Comte and interpretivism which is generally the direct opposite of positivism (Bhattacherjee, 2012).

There is just one reality that can be measured and understood, according to positivists (Kivunja 2017). They present a hypothesis that may either be confirmed or disproven by statistical data analysis. Positivism holds that actual events may be viewed and comprehended logically and objectively. On the other hand, interpretivists contend that there are several realities rather than just one (Kivunja, 2017). They spend their time figuring out and assessing the meaning of an action.

In this study a positivist approach was adopted which assumes that reality can be objectively studied and described. The researcher adopted this philosophy as it aligns with quantitative methods used in this research. It aligned with the deductive process to confirm or refute hypotheses (Babbie, 2008). The advantage of a positivist approach to research is that the researcher can cover a wide range of situations in a short period of time (Nel 2016). The use of quantitative instruments such as a structured questionnaire was consistent with this research paradigm. The need to test the relationship between variables (Babbie, 2008; Greener, 2008) also influenced the choice of the positivist philosophy.

3.2 RESEARCH APPROACH

According to Mertens (2009), research methodologies are plans and procedures for carrying out investigations that span everything from broad assumptions to particular methods for accumulating, processing, and interpreting data. It's the technique the researcher has opted to use to collect, examine, and interpret data. Mixed, qualitative, and quantitative research methodologies are the three different categories.

Quantitative research gathers and examines numerical data in order to characterize, clarify, forecast, or control occurrences of interest (Creswell, 2012). It is a technique for putting to the test theories on the relationships between variables. These factors may be quantified, frequently employing equipment, to enable statistical analysis of numerical data (Bhattacherjee, 2012). Quantitative research employs deductive reasoning.

In order to obtain knowledge about a specific phenomenon of interest, qualitative research involves gathering, analyzing, and interpreting extensive narrative and visual data (Cresswell 2012). According to Mertens (2009), qualitative research is trying to understand things as they are in their natural state while simultaneously studying a variety of elements of a phenomenon. Inductive reasoning is applied in this strategy.

By using both types of data in a single study, mixed methods research (Tashakkori and Teddie, 2010) integrates quantitative and qualitative methodologies. The researcher can strengthen the connection and compatibility between quantitative and qualitative research methodologies by using mixed methods research. This enables a deeper comprehension of the topic under study (Merterns, 2009).

In this study the quantitative approach is used. It involves the use of statistical, mathematical tools to derive results. When trying to quantify a problem, quantitative data will conclude on its purpose and understand how dominant it is by looking for results that can be projected to a larger population (Abraham and MacDonald, 2011). Quantitative method is suitable for this study as it is fast, focused, scientific and relatable.

3.3 RESEARCH DESIGN

A research design is a framework of research methods and techniques chosen by a researcher to conduct a study (Greener 2008). It is guided by the research problem and the specific topic it is addressing. It is a strategy plan that outlines the steps to take in order to arrive at reliable results, taking participant selection, data collecting, and analysis into account (Bhattcherjee, 2012; Pandey & Pandey, 2015). An effective and methodical approach to problem-solving in research is beneficial. A research design is a plan for utilizing empirical data to respond to the study topic (McCombes, 2021).

A good research design should be objective, reliable, valid, and generalizable and have adequate information (Pandey & Pandey, 2015). Research design is critical in achieving minimum expenditure; smooth scaling of research operations; collect relevant data; provide blueprint for plans and provide an overview to other experts and give general direction of the research (Pandey & Pandey, 2015).

This study uses the descriptive correlational design to test whether variables are related, and if so, how strong, or significant is the relationship. Descriptive correlational design is used in research studies that aim to provide static pictures of situations as well as establish the relationship between different variables (McBurney & White, 2009). This research design was appropriate since the research sought to discover the relationships between variables.

3.4 POPULATION

Research studies are usually carried out on sample of subjects rather than whole populations (Banagree and Chaundry, 2010). The large population that researchers are looking at is known as the target population. It is a collection of individuals or things used as the focus of a research

since they have a lot in common (Mensah et al. 2017). The large population that researchers are looking at is known as the target population. It is a collection of individuals or things used as the focus of a research since they have a lot in common (Mensah et al. 2017). The study will focus on ZESA Holdings employees in Harare drawn from its Head Office and subsidiary companies Zimbabwe Electricity Transmission and Distribution Company (ZETDC) and Zimbabwe Power Company (ZPC). Since it would not be possible to cover all ZESA employees in Zimbabwe, the researcher finds it practical to determine a sample size for the study.

3.5 SAMPLING

Due to concerns with the enormous size of the population, high expenditures, and timeliness, it might not be feasible for every subject from the community to participate in the research (Saunders et al., 2009; Pandey & Pandey, 2015). Sampling is a process that involves choosing certain individuals or a small portion of the population in order to draw conclusions about the population as a whole and estimate its characteristics (Babbie 2008). Since samples are useful, affordable, practical, and manageable, it is simpler to gather data from them. The homogeneity of the subjects, the potential for representative selection, and considerable accuracy are among the fundamental presumptions that must be upheld in order to carry out the sampling process (Pandey & Pandey, 2015).

3.5.1 Sampling procedure

In this study, respondents were chosen via convenience sampling. Convenience sampling is a non-probability sampling technique in which units are chosen for the sample because they are the most accessible to the researcher (Saunders et al., 2009). This can be because of close proximity, availability at a specific time, or interest in taking part in the study. Out of a potential 624 responders, 230 from the ZESA group were selected.

The most prevalent kind of non-probability sampling, convenience sampling focuses on gathering data from individuals (the sample) who are 'convenient' for the researcher to access (Barbie 2008). To get a range of opinions, the sample will include ZESA Holdings personnel from both management and non-management roles. Conspicuous sampling is aI.

3.5.2 Sample size

Table 1: Sample

Category	Population (No. of employees)	Sample Size	Sample as a percentage of population
Management	62	30	48.38%
Non-management	562	190	33.80%
Total	**624**	**203**	**34.94%**

Source: Researcher (2023)

3.6 DATA COLLECTION

Banagree and Chaundry (2010) define data collection as the systematic process of gathering and analyzing data on pertinent variables in order to test hypotheses, evaluate outcomes, and address predetermined research objectives. A questionnaire that was issued physically and by email served as the data collection tool in this study. ZESA provided permission to conduct research within the organization when it was requested. 250 questionnaires in all were provided, and the respondents had 14 days to complete them. The surveys were received and collected after the fourteen-day period, and occasional reminders were issued to the responders.

3.6.1 Pilot study

A pilot study is important before administering a questionnaire as it will reveal flaws in some questions, suggest possible improvements (Baylor 2012). Before data was collected, a pilot study to test the applicability of the research instrument (questionnaire) was conducted. Five (5) employees from ZESA Holdings were used for the pilot study. They went through the questionnaire and reiterated that the questions were clear save for one question that needed clarity and it was amended accordingly.

3.7 RESEARCH INSTRUMENT

3.7.1 Questionnaire

A questionnaire is a *research instrument that consists of a set of questions or other types of prompts that aims to collect information from a respondent* (Baylor 2012). The questionnaire is a deliberate attempt by the researcher to obtain responses in a particular order and the respondent is expected to read, understand the questionnaire on their own (Kothari, 2004). The respondents give their personal responses without manipulation or influence from the researcher. The researcher used closed ended questions and the answers based on the 5-point Likert Scale.

According to (Debois 2020) questionnaires **a**re inexpensive, practical, easy to analyse, allow for comparability and respondents anonymity. With e-mails, the researcher can distribute the questionnaire to many subjects in a short space of time. Additionally, the questionnaire is free of the bias that typically affects the interviewer because the respondent is allowed to complete it on their own time and without the researcher's involvement.

However, a questionnaire has its downsides. The instrument is only relevant when the respondents are educated and can read and understand (Kothari, 2004). In this study however it was not a limiting factor as all respondents could read and understand the questions asked. The questionnaire also has a disadvantage that it is probably the slowest of all instruments (Kothari, 2004) and the researcher will have to wait for the respondents' time. The researcher cannot probe further like in an interview to get deeper insights into an issue. Nevertheless, the questionnaire remains a powerful data collection method reaching a broad audience and enabling the researcher to analyse the various responses and draw conclusions.

3.7.2 Structure of the questionnaire

The questionnaire used in this study has a 5-point Likert Scale where respondents had to choose from Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4) and Strong Agree (5), against each statement provided in the questionnaire. In addition to the preamble which introduced the

subject matter, ethical considerations and instructions to respondents, the questionnaire had five sections which are as follows:

Section A: Demographic data

The respondents' typical demographic information was the main subject of this section. These covered inquiries about their age range, gender, and marital status, as well as inquiries about their highest level of education and time spent working for their current employer.

Section B: Perceived Organisational Support

In this section questions were asked to draw responses on the views on Perceived organizational support. This was measured using eight-item scale developed by Eisenberger et al. One of sample items is "My organization strongly considers my goals and values."

Section C: Employee Commitment

The Organizational Commitment Questionnaire created by Mowday, Steers, and Porter (Mowday et al, 1979) was utilized in this part, which focused on employee commitment. There are three components that make up commitment.

- Willingness to work hard
- A yearning to be an organization member
- Acceptance of its principles

The study included a total of 6 items to gauge commitment

Section D: Job Engagement

Utilizing the Utrecht Work Engagement Scale created by Schaufeli,Martinez et al. in 2002, this section assessed employee engagement at work. It has 17 things.The three components of labor engagement—vigor, devotion, and absorption—are measured by the scale. A condensed version of nine items was utilized in this study.

Section E: Job Performance

Section focuses respondents' views on Employee Performance. The Individual Employee Job Performance Scale by Koopman (2015) was used to administer 7 items to the respondents.

3.8 VALIDITY AND RELIABILITY

Although the results of a reliable measurement may be reproducible, they are not always valid (Middleton 2019). If a test yield correct finding, they should be reproduceable, and a valid measurement is often dependable (Middleton 2019). By employing validated scales like the POS and the Utrecht Work Engagement Scale in this study, the researcher was able to guarantee excellent validity and reliability.

3.8.1 Reliability

Reliability describes the degree that the results of a given study can be repeated or replicated under the same conditions (Caroll 2022). A study with high reliability is one that has consistent results each time it is conducted. If the same result can be consistently achieved by using the same methods under the same circumstances, the measurement is considered reliable (Middleton 2019). It is important for research to be transparent and clear to allow for the reader to be able to undertake the same study and produce the same results, and in achieving that, triangulation may help (Greener, 2008). In this research reliability was improved by collecting data from the primary source and selecting a sample of 34% of the population.

3.8.2 Validity

Validity is a criterion for judging a research study's level of quality, similar to dependability. The degree to which the outcomes genuinely reflect what they were supposed to reflect is referred to as validity (Caroll 2022). The degree to which the outcomes genuinely reflect what they were supposed to reflect is referred to as validity (Caroll 2022). A study's correctness is referred to as its validity. According to Mcleod (2021), there are two primary areas of validity—content and criterion—that are used to evaluate the test's validity. Face validity and concept validity lie under content-related validity.

Face validity: simply refers to whether the exam seems to assess what it purports to (at face value). (Mcleod 2021)

Construct validity: which was ensured in this study by using validated scales of measurement, is the ability of a technique to measure what it is intended to assess (Greener, 2008).

There is criterion related validity and under it falls concurrent and predictive validity.

Criterion validity: assesses how well a test captures the outcome it was intended to capture. (Caroll 2022)

Predictive validity: The term "predictive validity" describes a test's or another measurement's capacity to forecast a future result.

In this study we considered content validity were it evaluates how well an instrument covers all relevant parts of the construct it aims to measure.

3.9. DATA ANALYSIS AND PRESENTATION

After the questionnaires have been collected or submitted data cleaning was done on inaccurate or incomplete questionnaires. A data analysis package, Statistical Package for Social Sciences (SPSS) was used to analyse data collected through the questionnaires. The use of SPSS was made with guidance from Kothari (2004) who highlighted that researchers utilising computer analysis must be aware of the need to organize and code data, storing data, selection of appropriate measures and execution of the relevant computer program. Tables and bar graphs were used to present the data. The analysis and presentation of data from SPSS was backed by various interpretations to assist the readers in understanding the meaning of the data.

3.10 ETHICAL CONSIDERATIONS

Saunders et al (2008) defines ethics as the appropriateness of the researcher's behavior in relation to rights of those who become your subjects or are affected by it. Some of the ethical issues are:

Confidentiality: The principle of confidentiality in ethical research states that the identity of the participants must remain anonymous and the information they supply must be respected (Kothari, 2004). In this research the respondents were given a full explanation what their data would be used for and were assured of confidentiality.

Anonymity: Anonymity means *that there is no way for anyone (including the researcher) to personally identify participants in the study (Greener 2008). In this research respondents were advised not to write their names on the questionnaire. Ensuring anonymity allows for the respondents to respond freely without fear of victimisation or reprisals from their superiors.*

*Voluntary Participation***:** Research participants must participate voluntarily, free from coercion and/or any pressure (MacDonald & Headlam, 2009). The researcher, in the preamble of the questionnaire advised all targeted participants of their right to choose not to participate. All participants participated voluntarily and were aware of their right not to participate or to withdraw at any given point.

Access: Access to research subjects was granted formally. A confirmation letter was obtained from Great Zimbabwe University and submitted to ZESA Holdings. Permission was granted to carry out research in the organization.

3.11. CHAPTER SUMMARY

This chapter focused on the research methodology adopted in this research. The research took a positivist philosophy which aligns well with quantitative research approaches. The sample used was 34% of the population. The descriptive correlational design was used, and this informed the use of SPSS as a data analysis tool. Validity and reliability were ensured mainly by already existing and tested scales as well as a relatively large sample. Issues to do with voluntary participation, access to information, confidentiality and anonymity were considered as the key ethical considerations.

CHAPTER FOUR: DATA PRESENTATION

4.0 INTRODUCTION

The focus of this chapter is on the comprehensive exploration, analysis, and presentation of the collected data. To achieve this, statistical techniques like SPSS and SmartPLS were employed to examine and interpret the questionnaire responses. The results obtained were then effectively presented in the form of tables and figures for a clear understanding of the findings.

4.1 RESPONSE RATE

The primary goal of the research was to target a population of 210 employees of Zesa Holdings, for which both manual and electronic questionnaires were distributed. However, the number of completed and returned questionnaires was limited to 203, as evidenced by the percentages of response rates shown in Table 2.

Table 2: **Response rate**

Instrument	Distributed	Returned	Response rate (%)
Questionnaire	210	203	97

Table 4.1 indicates that the response rate achieved through phone calls and email follow-ups was remarkably high. Such a high response rate is an indication of employee cooperation, and it is expected that the analysis will yield significant insights and findings.

4.2 GENDER OF THE RESPONDENTS

Considering the gender of the participants is a critical factor in examining the mediating impact of perceived organizational support (POS) on the connection between employee commitment (EC), job engagement (JE), and job performance (JP). The percentage distribution of gender is presented in a summarized form in Figure 4.1, which can be used to draw meaningful insights from the analysis.
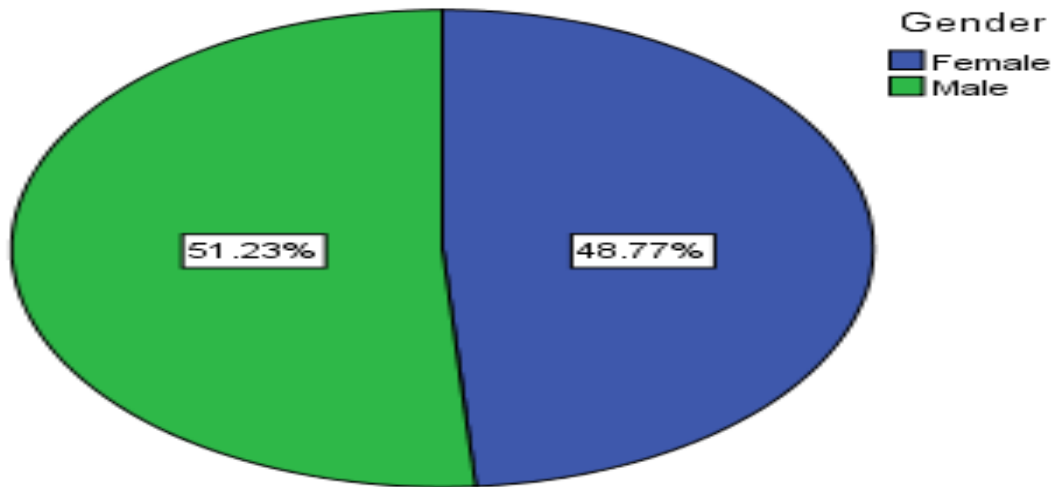
Figure 2: **Gender distribution**

Based on the data presented in Figure 2, it can be observed that the study had a relatively balanced distribution of male and female respondents, although there were slightly more males. This finding suggests that there may be a gender balance at Zesa Holdings. Having a fair representation of all genders in the study also indicates the possibility of obtaining unbiased and reliable results.

4.3 AGE DISTRIBUTION

Figure 4. reflects the age distribution of the Zesa Holdings study participants. The age distribution of the Zesa Holdings employees who took part in the study is shown in Figure 2. The respondents were categorized into different age groups, and the figure provides a visual representation of the percentage of participants in each group.
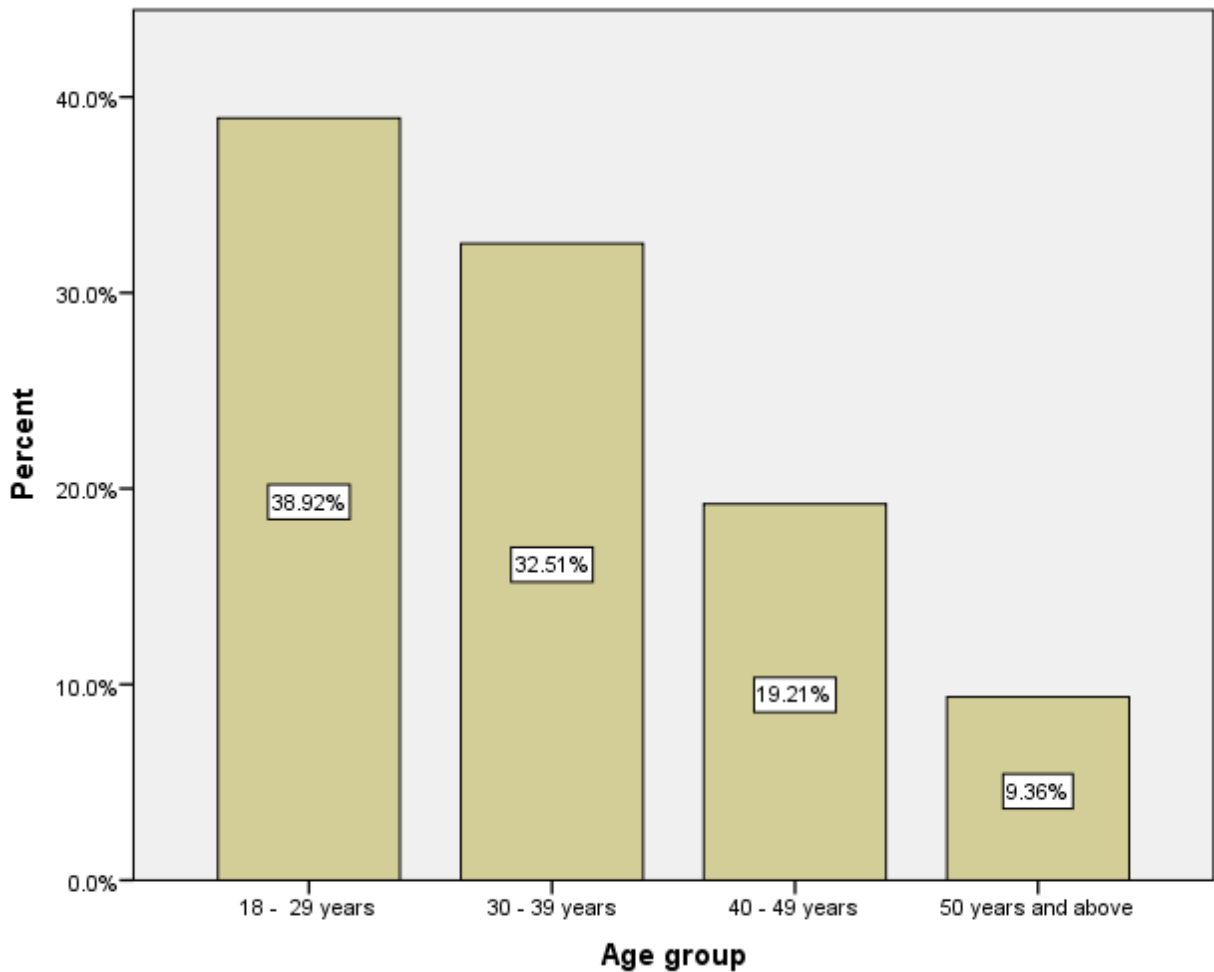
Figure 3: Age groups of employees

As depicted in Figure 3, the participants in this study were divided into different age groups, with the majority of respondents falling in the age brackets of Ages 18 to 29, 30 to 39, and 40 to 49. The distribution of respondents across all age groups indicates that the study provides a comprehensive representation of the viewpoints and opinions of Zesa Holdings employees from different age brackets. This suggests that the study is less likely to suffer from significant bias.

4.4 EDUCATIONAL QUALIFICATIONS OF EMPLOYEES

The educational qualifications of the Zesa Holdings employees who took part in the study are an important variable to consider when examining the mediating effect of perceived organizational support (POS) on the relationship between employee commitment (EC), job

engagement (JE), and job performance (JP). Table 3 presents a summary of the participants' educational qualifications, which can provide valuable insights into the level of expertise and skills that employees bring to their jobs.

Table 3: Educational qualification of employees

		Frequency	Percent	Valid Percent	Cumulative Percent
	Certificate	49	24.1	24.1	24.1
	Diploma	33	16.3	16.3	40.4
Valid	Degree	102	50.2	50.2	90.6
	Other	19	9.4	9.4	100.0
	Total	203	100.0	100.0	

Based on the information presented in Table 4.2, it can be observed that a significant proportion of the participants held degrees and certificates in various fields, with a smaller proportion of diploma holders. This suggests that the study included individuals with a relatively high level of education, which may have implications for the analysis and interpretation of the data. The inclusion of participants with a range of educational qualifications is important for obtaining a comprehensive understanding of the research topic and for ensuring that the findings are representative of the wider population.

4.5. EMPLOYMENT DURATION

Figure 4 offers a condensed overview of the tenure of employment for the study participants, showcasing a diverse range of experiences based on the length of time they have been with their respective organizations.
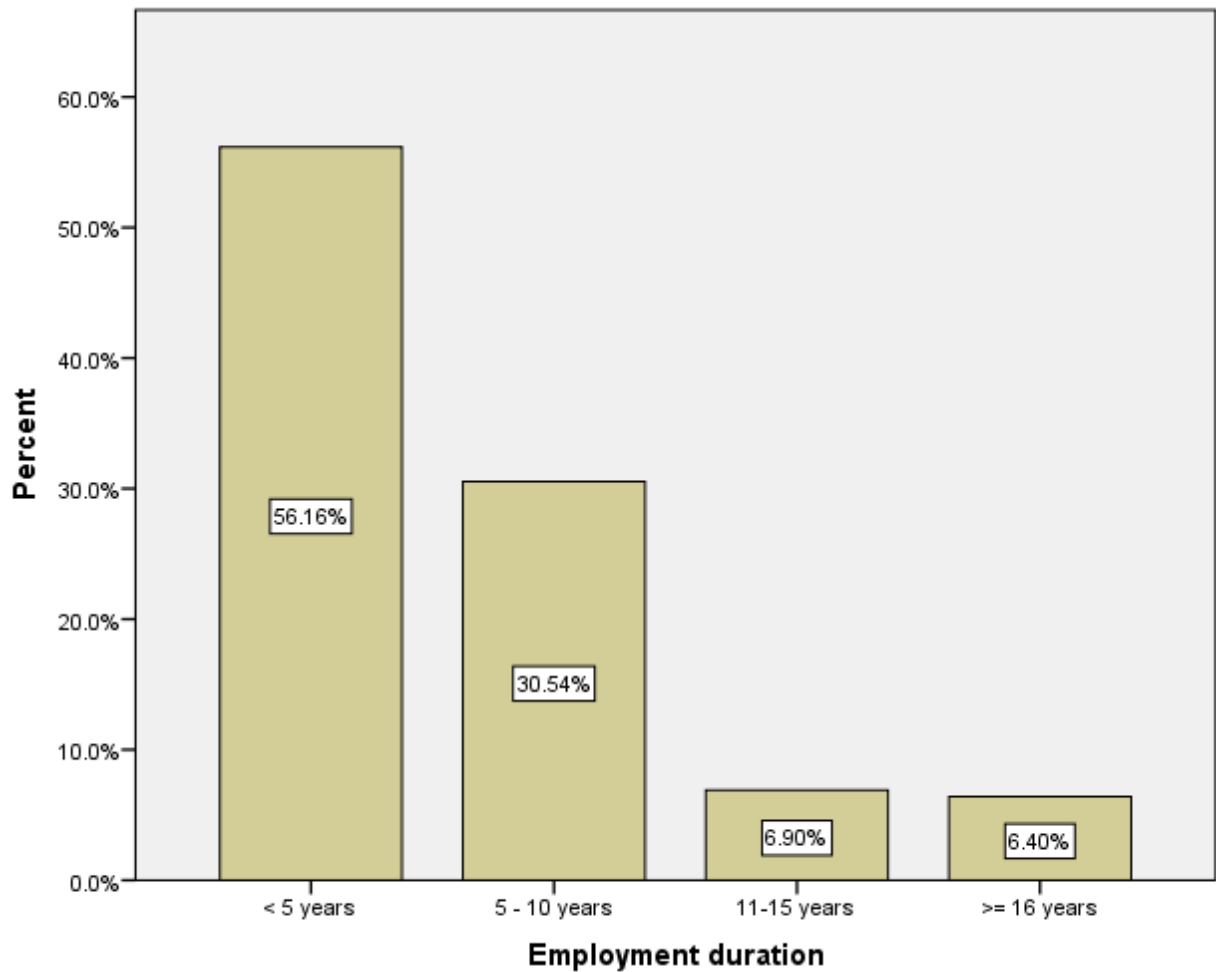
Figure 4: Employment duration

A detailed breakdown of the participants' job length for the study participants is shown in Figure 4.3. It is clear that most of the employees had only a few years of experience, with less than five years and five to ten years being the most typical ranges. A smaller proportion had spent between 11 and 15 years and more than 15 years working for Zesa Holdings. This conclusion implies that a diverse variety of experience was represented in the sample, which may have contributed to outcomes that were both relevant and trustworthy. Longer-tenured participants could have gained a better awareness of the organization's rules and practices, which might have a big influence on the study's findings.

4.6 MARITAL STATUS

Table 4 gives a summary of the marital status of the study's participant employees at Zesa Holdings. In order to evaluate the potential impact of perceived organizational support (POS) on the link between employee commitment (EC), job engagement (JE), and job performance (JP), this element was judged crucial.

Table 4: Marital status

		Frequency	Percent	Valid Percent	Cumulative Percent
	Single	109	53.7	53.7	53.7
	Married	7	3.4	3.4	57.1
Valid	Windowed	83	40.9	40.9	98.0
	Divorced	4	2.0	2.0	100.0
	Total	203	100.0	100.0	

According to the data presented in Table 4, it can be observed that the majority of the participants in the study were single or widowed, while only a small percentage were married or divorced. This diverse range of marital statuses among the participants is crucial as it enables the researchers to explore the effects of perceived organisational support (POS) on employee commitment (EC), job engagement (JE), and job performance (JP) across different marital statuses. Therefore, the study's findings can be generalized to a broader population with varying marital statuses.

4.7 RELIABILITY ANALYSIS OF THE STUDY VARIABLES

The internal consistency of the constructs used in the study is essential to ensure the reliability and validity of the research instruments. Table 5 displays the outcomes of the tests conducted to assess the Cronbach alpha (CA), Composite Reliability (CR), and Average Extracted

Variance (AVE). These tests provide important insights into the quality of the data collected, enabling researchers to draw valid conclusions from the results. Analyzing these outcomes will enable the establishment of the mediating effect of perceived organizational support (POS) on the relationship between employee commitment (EC), work engagement (WE), and job performance (JP).

Table 5: Reliability results

Items	CA	CR	AVE
EC	0.887	0.897	0.689
JP	0.896	0.897	0.707
POS	0.903	0.908	0.72
WE	0.878	0.886	0.674

Table 5 indicates the CA and CR scores exceeded the suggested threshold of 0.70, indicating that the constructs utilized in the study are internally consistent. The AVE values also indicate that the measurement constructs are reliable, as they surpass the recommended threshold of 0.5. To enhance the model's reliability, measurement items with factor loadings below 0.70 were removed. To ensure the constructs' discriminant validity, the Fronell-Larcker criterion was employed, and the results are presented in Table 6.

Table 6: Fronell-*Larcker* criterion results

	EC	JP	POS	WE
EC	**0.830**			
JP	0.780	**0.841**		
POS	0.718	0.771	**0.849**	
WE	0.783	0.753	0.795	**0.821**

Note: The number in bold is the square root of AVE

.

The discriminant validity of the measuring model utilized in the investigation is supported by the data in Table 6. The table shows that the square root of the AVE for each factor is bigger than the correlation coefficients between factors. This confirms that the measurement constructs are distinct and not measuring the same underlying construct. To strengthen the evidence for discriminant validity, the study also employed the Heterotrait-Monotrait Ratio of Correlations (HTMT) technique, which is reported in Table 7.

Table 7: *Heterotrait-Monotrait Ratio* **of Correlations** *(HTMT)* **discriminant validity**

	EC	JP	POS	WE
EC				
JP	0.879			
POS	0.896	0.764		
WE	0.797	0.857	0.881	

The HTMT results show that the values of the HTMT ratios are below the recommended threshold of 0.9, which indicates good discriminant validity. These results suggest that the measurement model used in the study is reliable and valid for measuring the constructs of perceived organizational support (POS), employee commitment (EC), work engagement (WE), and job performance (JP). Table 8 displays the results of the variance inflation factor (VIF) analysis that was conducted to examine the possibility of multicollinearity.

Table 8: Full collinearity statistics (VIF) results

Item	VIF	Item	VIF
EC10	2.339	POS1	2.762
EC2	2.282	POS2	2.448
EC4	1.820	POS3	2.244
EC7	2.872	POS4	2.842
EC9	2.344	POS8	2.321
JP1	2.383	WE2	2.132

JP2	1.982	WE3	1.850
JP3	2.571	WE4	2.247
JP4	2.154	WE5	2.250
JP9	2.298	WE6	2.657

The VIF values for all latent variables in the model were obtained and presented in the table. High VIF values indicate the presence of multicollinearity, which can lead to biased estimates and unreliable results. The results indicate that all VIF values are well below the recommended threshold of 3.3 as suggested by Hair et al (2011), suggesting that multicollinearity is not a significant concern in the study's data. This finding strengthens the model's reliability and enhances the validity of the research results.

Before testing the proposed hypothesis, the study assessed the fitness of the model using various model fit indices. One of the measures that are useful in evaluating the model's quality is R^2 and Q^2. Briones-Penalver et al. (2018) recommend that these measures should be greater than zero. Table 4.8 displays some of the goodness-of-fit results obtained in the study. The table summarizes various model fit indices, including the Normed Fit Index (NFI) and Standardized Root Mean Square Residual (SRMR).

Table 9: Goodness of fit results

Latent variable	R^2	Q^2	SRMR	NFI
JP	0.852	0.792		
POS	0.693	0.677	0.069	0.919

The goodness of fit results of the study are presented in Table 9, indicating that the proposed path model has predictive relevance for each dependent construct. The R^2 and Q^2 values being greater than zero, as recommended by Briones-Penalver et al. (2018), suggest that the model has good quality. The model's acceptability is further confirmed by the SRMR value of 0.069, which is below the suggested threshold of 0.08, indicating a good fit. In addition, the NFI value of 0.917 is higher than the recommended threshold of 0.90, indicating a good model fit to the

data. These findings suggest that the proposed model provides a good representation of the relationship between the variables in the study.

4.8 STRUCTURAL MODEL

The investigation into the mediating role of perceived organizational support (POS) on the relationship between employee commitment (EC), work engagement (WE), and job performance (JP) used SmartPLS software to conduct data analysis and the partial least squares (PLS) approach. The following hypotheses were tested in the study:

H1The correlation between employee commitment (EC) and job performance (JP) is highly positive.

H2: The correlation between work engagement (WE) and job performance (JP) is highly positive.

H3: Job performance (JP) and perceived organizational support (POS) have a strong positive association.

H4: Perceived organisational support (POS significantly mediates the relationship between work engagement (WE) and job performance (JP).

H5: Perceived organisational support (POS significantly mediates the relationship between employee commitment (EC) and job performance (JP).
The PLS results for the structural model are displayed in Table 10.

Table 10: SEM path coefficients.

Hypothesis	Relationship	Coefficient	T statistic	P-values	Decision
H1	EC -> JP	0.359	4.127	<0.001	Supported
H2	WE -> JP	0.210	3.374	0.001	Supported
H3	POS -> JP	0.410	5.492	<0.001	Supported

The study's findings, as presented in Table 10, confirm the significant positive impact of on JP ($\beta = 0.359$, t=4.127, p <0.001), WE had a significant positive impact of on JP ($\beta = 0.210$, t=3.374, p =0.001) and POS had a significant positive impact of on JP ($\beta = 0.410$, t=5.492, p <0.001). These findings support all three hypotheses (H1, H2, and H3), as they are statistically

significant at a significance level of 5%. Therefore, the study provides empirical evidence of the significant relationships between EC, WE, POS, and JP, indicating that enhancing these factors can lead to improved job performance.

4.9 MEDIATING EFFECT

The results of the mediation hypotheses H4 and H5 are presented in Table 11. The study examined the significance of both the direct and indirect effects using a 95% confidence interval (CI) and 5000 bootstrapping samples.

Table 11: Mediating effects

Relationship	Coefficient			95% CI Bias-corrected		Mediation existence
	Beta	T	P-value	2.50%	97.50%	
WE -> POS -> JP	0.136	2.398	0.017	0.043	0.266	Partial
EC -> POS -> JP	0.216	3.621	<0.001	0.111	0.344	Partial

The findings of the study suggest that POS plays a significant role in mediating the relationship between EC and JP, as well as between WE and JP. Table 11 presents the results of the mediation analysis using a 95% confidence interval (CI) and 5000 bootstrapping samples. The analysis revealed that the 95% CI for the indirect effect of EC on JP through POS did not include zero, indicating significant mediation. Similarly, the 95% CI for the indirect effect of WE on JP through POS did not include zero, indicating significant mediation. The study identifies the mediation as partial since the significant links between EC and POS, and POS and JP are observed, along with the significant direct link between EC and JP. Similarly, the significant links between WE and POS, and POS and JP are present, along with the significant direct link between WE and JP, indicating partial mediation. Therefore, both H4 and H5 hypotheses are supported by the study's findings.

Figure 4.4 provides an overview of the fitted model, presenting both the coefficients and factor loadings. It offers a visual representation of the relationships between the latent variables, observed indicators, and the corresponding path coefficients, which indicate the strength and

direction of the associations between the constructs. By examining the figure, researchers can gain insights into the overall structure of the model and how the different components interact with each other.
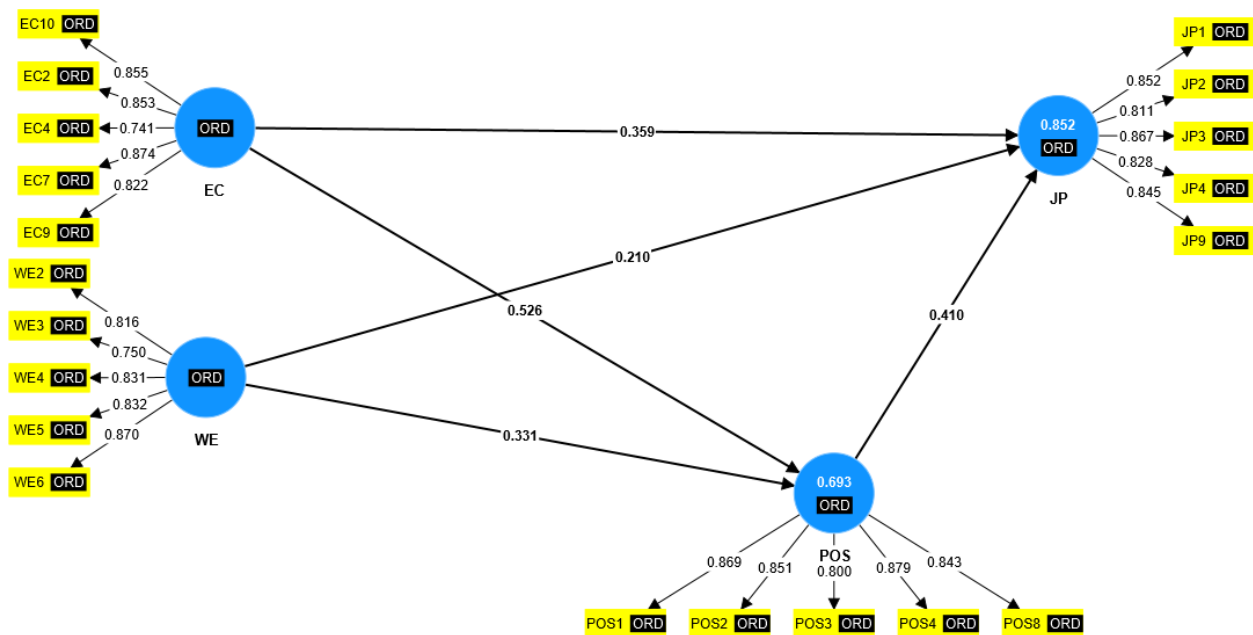
Figure 5: SEM with coefficients

Figure 4.5 presents a summary of the fitted model, showing coefficients and factor loadings. The model shows good convergent validity since all factor loadings are above 0.70. The results indicate that EC, WE, and POS can explain 85.2% of the total variability in JP, while EC and WE can explain 69.3% of the total variability in POS. This suggests that the variables in the model have strong relationships with each other and can account for a substantial amount of the variation in the constructs they measure.

4.10 CHAPTER SUMMARY

In this chapter, various aspects of the study have been presented, including the response rate and demographic data of respondents, reliability statistics, SEM, and diagnostic tests. Additionally, it has been examined how POS influences the relationship between EC, JE, and JP. In order to provide readers a thorough comprehension of the findings, the following chapter will concentrate on going into great depth about the results and connecting them to pertinent literature.

CHAPTER FIVE: DISCUSSION OF RESEARCH FINDINGS

5.0 INTRODUCTION

Chapter 4 sought to lay the basis upon which the researcher could come up with findings. The main aim of this chapter is therefore, to bring to the fore the main issues identified in the research findings, interpret and relate the results to previous findings in related studies. The discussion of these research findings is based on the hypotheses and the research study objectives.

5.1 DISCUSSION OF RESEARCH FINDINGS

5.1.1 Demographic Data

This section briefly describes statistically the demographic data of responses of the respondents per the major hypothesis tested of the research study which are Perceived Organisational Support, Job Engagement, Employee commitment and Employee performance.

5.1.2 Age

The 18-29 years age group had the highest percentage of 38.92% of all respondents and the least being the 50 years and above age group which had 9.36%. According to research findings shown in figure 4.2, employees above the age of 50 had statistically greater job engagement levels than employees under that age. Higher ratings in absorption and devotion were also shown to be statistically significant (Douglas and Roberts, 2020).

5.1.3 Gender

More females constituting 51.23% had a higher response to the perceived organisational support versus job performance hypothesis than their male counterparts constituting of 48.77%. A study was carried out at a Polish IT Enterprise to ascertain the relationship between POS and job performance. The research in Poland found a positive relationship between POS and job performance (2019). Job performance was found to be higher in females who perceived the presence of POS than males. This is also corroborated with same findings in this research study.

5.1.4 Marital Status

Single respondents have a highest figure of 109 out the total number of 203 respondents. 83 respondents are married (Table 4.3). Shukla, Adhikari and Singh (2015) posit that married employees were more engaged than unmarried employees. It was found to be the same in this study. Additionally, it was discovered that workers with more work experience were more engaged and dedicated than workers with less experience.

5.1.5 Highest Level of Education

The profile frequency on the highest level of education shows that 102 respondents are degree holders, according to Table 4.2. However, Pham-Thai et al. (2018) contend that while much research has recently been done to pinpoint the factors that influence employee commitment, job engagement, and job performance, little attention has been given to how education level affects job engagement, which in turn influences contextual performance. By giving people greater declarative and procedural knowledge to properly accomplish their duties, education also helps people do core activities more effectively (Ng and Feldman, 2009).

5.1.6 Duration of Employment

This is tabulated on figure 4.3. According to the research findings of Pham-Thai et al. (2018), highly experienced employees were more engaged than less experienced employees. In other words, employees with high experience are more engaged than employees with less experience. The knowledge and skills necessary for effective job performance are likely to be strengthened and sharpened over years of service and learning by trial and error (Ng and Feldman, 2009). According to Reigner (2019) engaged employees have a mind-set to make things better. They make improvements and make recommendations to the organisation that are adopted.

In a comparable study, 90% of survey participants felt that there was good evidence tying performance to engagement, and that this relationship had the most effects on customer satisfaction and output (Bython 2021). This means that motivated individuals would likely perform better at work. According to Jain (2018), highly engaged workers are more loyal, motivated, and generate higher-quality work, all of which contribute to the expansion and profitability of the organization.

5.2 HYPOTHESIS TESTING

5.2.1 Employee commitment (EC) versus Job performance (JP).

The hypothesis that there is a correlation between employee dedication and job performance (H1) was confirmed (= 0.359, t=4.127, p 0.001). This is also stated in a study conducted by Turner et al. in 2022 to look at the impact of employee engagement on organizational performance in Swedish textile enterprises. Employee commitment was discovered to be significantly and favorably connected to organizational performance.

According to Meyer and Allen's (1997) organizational commitment theory, when workers are committed to or loyal to their employer, they will work harder and smarter, enhancing overall job performance. Through their tenacity, initiative, comparative high productivity, and focus on quality, committed employees add value to the company (Turner et al., 2022). Employee commitment has a significant role in the development of an organization's performance, making committed workers a more5.2.2 Work engagement (WE) versus Job performance (JP).

The hypothesis **(H2)** which states that there is a positive relationship between job engagement and job performance has been **supported (β = 0.210, t=3.374, p =0.001).** Researchers have proposed that with an increase of work engagement, employee emotional, cognitive and forward-looking behaviours will positively improve, which will also lead to an increase in job performance (Wang and Chen, 2020). Better performance among engaged workers, in comparison to non-engaged workers, is accounted by engaged employees' positive emotions, such as happiness, joy, and enthusiasm (Bakker & Demerouti, 2008). According to the broaden-and-build theory (Fredrickson, 2010), positive emotions including joy, interest and contentment all share the capacity to broaden people's momentary thought – action repertoires and build their personal resources (physical, intellectual, social and psychological resources) through widening the array of thoughts and actions that come to mind. Joy broadens resources by creating the urge to play and being creative. Interest fosters the desire to explore new world, assimilate new information and experience, and grow.

5.2.3 Perceived organisational support (POS) versus Job performance (JP)

The hypothesis (H3) that there is a correlation between work performance and perceived organizational support (POS) has been confirmed (= 0.410, t=5.492, p 0.001). According to research by Caesens, Stinglhamber, and Ohana (2016), perceived organizational support has been linked both favorably and adversely to a variety of favorable employee work attitudes and behaviors. At a Polish IT company, research has been done to determine the connection between POS and job performance. According to Polish research, there is a link between POS and improved job performance. Therefore, POS can be viewed as a crucial organizational tool for analyzing employee performance. 2019 (Karpacz). The results from Poland are consistent with those from this study.

5.2.4 Mediating effect of perceived organisational support on the relationship between work engagement (WE) and job performance (JP).

Given the results of B=0,136, t=2,398, and p=0.017, the hypothesis (H4) that perceived organizational support mediates the link between job engagement and job performance is confirmed. Dedicated personnel are thought to be a necessity for any business hoping to succeed in the cutthroat market. As of 2016, Dai and Xing The term "engaged employee" refers to a worker who is completely engrossed in and excited about their work and who therefore acts favorably to advance the reputation and goals of the company. The organization adopts the recommendations made by Reigner (2019). Work performance often improves when employees are more engaged.

5.2.5 Mediating effect of perceived organisational support on the relationship between employee commitment (EC) and job performance (JP).

The hypothesis (H5) that indicates that Perceived Organizational Support mediates the association between Employee Commitment and Job Performance was accepted, B=0.216, t=3.621, p=0.001. According to research by Caesens, Stinglhamber, and Ohana (2016), perceived organizational support has been found to be favorably connected to a variety of positive employee work attitudes and behaviors and negatively related to destructive attitudes and behaviors at work. According to Eisenberger et al. (2011), POS improves affective engagement in part by making employees feel required to care about and support their job. Employees that feel valued by the company are more likely to be dedicated to both their work

and the company. They would desire to accomplish the organizational objectives and feel satisfied helping the organization succeed. When it comes to fostering organizational commitment, perceptions of organizational support are crucial, (2010) Tumwesigye A 'devoted staff is extremely beneficial to organizations', (Wainaina, Iravo, & Waititu, 2014). According to Sayan (2011) and Mayer & Martin (2010), committed personnel are retained and perform well, cooperate well, are productive, and are excellent organizational citizens.

5.3 SUMMARY

This chapter discussed research findings under two major headings namely the demographic profile of respondents and the hypothesis testing. The demographic profile of the respondents focused on age, gender, marital status, educational level and duration of employment. Relevant literature was also referred to with regards to the importance of demographic data in a research study. The chapter also discussed results of the hypotheses test and again relevant literature was referred to, all the hypotheses were accepted. The next chapter focuses on conclusion and recommendations from this research study.

CHAPTER SIX: CONCLUSIONS AND RECOMMENDATIONS

6.0 INTRODUCTION

In the previous chapter, the researcher examined the study's findings in the preceding chapter and made note of the mediating role that perceived organizational support had in the link between employee commitment, work engagement, and job performance. All of it was confirmed. The researcher draws a conclusion on the research findings, gives some suggestions, and makes some research contributions in this chapter

6.1 RESEARCH SUMMARY

In achieving the goal of this research, an empirical study was conducted, which was guided by a positivist stance, and a quantitative approach. Chapter one set the direction of the whole research by providing the background to the research problem and setting out research objectives and hypotheses. A review of literature was done in Chapter two, and it was noted that limited related studies have been conducted in Zimbabwe or Africa on the research topic. Although not comprehensive, some studies globally were encountered, and these helped in building hypothesis and acted as a benchmark for findings in this research. In Chapter three, the research methodology was provided to guide the data gathering process. This was followed by Chapter four, which presented findings of the research study. Chapter five gave a discussion of the findings of this study.

6.2 CONCLUSIONS

Based on the discussions in the previous chapter, the following conclusions are made

6.2.1 Relationship between employee commitment (EC) and job performance (JP)

It was found that there is a positive and significant relationship between employee commitment and job performance. It is therefore concluded that employees who are committed are likely to perform better at work. They are likely to meet set targets, produce results and exceed goals.

6.2.2 Relationship between work engagement (WE) and job performance (JP).

It was discovered that engaged employees exhibit positive emotional, cognitive and forward-looking behaviours which in turn result in improved performance. Engaged employees are most likely to produce tangible results as they are creative and seek to come up with new ideas. An "engaged employee" is completely engrossed in and excited about their work, and as a result, they take constructive action to advance the standing and goals of the company. It is therefore concluded that engaged employees are better performers hence employees should carry out engagement surveys to ascertain engagement levels of employees often.

6.2.3 Relationship between perceived organisational support (POS) and job performance (JP).

Numerous positive employee work attitudes and behaviours have been found to be positively correlated with perceived organizational support. Thus, employees who believe their company values them are likely to work harder. Therefore, it can be said that employees who perceive organizational support are more likely to perform well at work than those who do not

6.2.4 Mediating effect of Perceived Organisational Support between work engagement (WE) and job performance (JP).

This study aimed to comprehend how perceived organizational support affected job performance and work engagement. It was found that indeed POS mediates the relationship between work engagement and job performance. Perceived organizational support is the extent to which employees perceive that their contributions are valued by their organisation and that organisation cares about their wellbeing. Perceived organisational support thus becomes important in determining employees' levels of job engagement, commitment and job performance. It is concluded that indeed POS mediates the relationship between WE and JP.

6.2.5 Mediating effect of Perceived Organisational Support between employee commitment (EC) and job performance (JP).

The perception of organizational support is crucial in fostering organizational commitment, which boosts performance. POS fosters emotional commitment in part by instilling a sense of

responsibility in workers to support and care for their workplace. Employees who believe their employer values them are more likely to be dedicated to both their work and the company. They would wish to achieve the objectives of the organization. It was discovered that POS does, in fact, moderate the interaction between EC and JP.Recommendations

6.3. RECOMMENDATIONS

6.3.1 Recommendations for practice

It is believed any company that wants to win in the fierce competition must try to make their own employees dedicated. Engaged and committed employees are an invaluable asset towards the attainment of organisational goals thus employers should strive to make employees dedicated. Regular engagement surveys can be conducted to measure engagement levels. It was shown that perceived organizational support (POS) acted as a mediator in the connection between job engagement, employee commitment, and job performance. Employers should thus make sure employees feel valued by the organisation. Mulder (2019) contends that a variety of crucial elements, including effective leadership, HR policy, justice, and working conditions, have a significant impact on perceived organizational support. When managers show their appreciation for their staff members' efforts, POS rises. This encourages reciprocity because when workers perform their duties properly, their managers are more likely to commend them.

Employers should also find out what causes low commitment levels such as job insecurity, lack of employee involvement and participation and remuneration issues. Maintaining a motivated and vibrant work force works to any organisation's advantage. Yilmaz & Okluk-Bökeolu (2018) explain that employees with strong organizational commitment sentiments have a favorable impact on the success of their organizations because they exhibit negative behavior less frequently and provide better customer service. Committed workers give value to the company by their tenacity, pro-active assistance, comparatively high productivity, and awareness of quality. For people to be engaged and committed, which ultimately leads to improved performance, they need to feel appreciated.

6.3.2 Recommendations for further studies

This study has made significant contribution to the body of knowledge specifically from a developing country perspective since there has always been limited research in this area. This is the first study to explore the mediating effect of perceived organizational support on three variables namely employee commitment, job engagement and job performance. No other study had been done before. However, it is acknowledged that this research focused on Zimbabwe Electricity Supply Company which is minor compared to the Zimbabwean industry. While the quantitative nature of this study allows us to generalize results, it may be helpful to conduct the same research but on a wider scale. Researchers may consider further pursuit of perceived organizational support and its relationship with employee commitment, job engagement and job performance. Other variables such as job satisfaction can also be studied.

6.4 CONTRIBUTIONS OF THE STUDY

The study therefore added to our understanding of the significance of perceived organizational support and its impact on worker commitment, engagement, and performance. This is the first study to on the mediating effect of perceived organizational support on three variables namely employee commitment, job engagement and job performance.

Further, most previous research was limited in that they were Eurocentric without adequate representation of the African region, and in particular, Zimbabwe. This research has therefore added to the body of literature from a Zimbabwean perspective. Our findings in this study, the research contributes to publicizing the importance of the concept even in Africa and Zimbabwe in particular.

The research has also contributed by advancing the perceived organizational support concept which is important in the employment relationship. Employers are now motivated to increase POS so as to enhance employee engagement and commitment.

6.5 CHAPTER SUMMARY

In this closing chapter, the researcher considered the conclusions of this study largely in relation to the objectives of this research. It was noted Perceived organizational support has a mediating effect on the relationship between employee engagement, employee commitment

and job performance. Recommendations were also proffered in this chapter, and the need for a similar study but with a wider scope. The chapter was concluded by noting the knowledge gap that this research has bridged, and this include the addition to the body of knowledge on the topic especially from a developing country perspective.

APPENDIX 1: QUESTIONNAIRE

FACULTY OF SOCIAL SCIENCES
DEPARTMENT OF HUMAN RESOURCES MANAGEMENT

PREAMBLE

I am a student at Great Zimbabwe University in the Department of Human Resources Management. I am undertaking a research study title ***THE MEDIATING EFFECT OF PERCEIVED ORGANISATIONAL SUPPORT ON THE RELATIONSHIP BETWEEN EMPLOYEE COMMITMENT, JOB ENGAGEMENT AND JOB PERFORMANCE. A CASE OF ZESA HOLDINGS***, in partial fulfilment of the requirement of a Master of Science degree in Human Resource Management. I am kindly requesting you to spare some time to complete this questionnaire. The study is purely for educational purposes and information will be treated with the utmost confidentiality. You are also assured that your responses will be treated with anonymity and that users of the final research report will not be able to trace the responses to you or your organisation. To help uphold anonymity, you are encouraged not to state your name or the name of your organisation in this questionnaire. Please note that participation in this study is voluntary. Should you require further information or clarity please feel free to contact me on 0777880867 or my supervisor Dr N. Mashavira on 0775130481.

Yours faithfully,

Kudzaishe Mutimba
Reg. No. M081490

INSTRUCTIONS
   a. Evaluate your level of agreement with the statements presented.
   b. Indicate your answer by ticking the box against, following your chosen answer.
   c. Please respond as honestly as possible and note that there are no right or wrong answers.

SECTION A: DEMOGRAPHIC DATA

1. Age
   a) 18 - 29 years   b) 30 - 39 years
   c) 40 - 49 years   d) 50 years and above

2. Gender
   a) Male   b) Female

3. Marital Status
   a) Married   b) Divorced

c) Single	☐	d) Widowed ☐

4. Highest Level of Education

a)	Certificate	☐	b) Diploma	☐
c)	Degree	☐	d) Other *(Specify)*:…...................................

5. Duration of employment with current employer in years

a)	Less than 5 years	☐	b) 5 - 10 years	☐
c)	11 - 15 years	☐	d) 16 years & above	☐

Using the scale below, indicate by ticking your level or agreement/disagreement with statements given in Sections A, B and C.

SCALE: 1 – Strongly Disagree (SD)   2 – Disagree (D)   3 – Neutral (N)   4 – Agree (A)   5 – Strongly Agree (SA)

SECTION B: PERCEIVED ORGANISATIONAL SUPPORT

		1	2	3	4	5
1	My organisation strongly considers my goals and values	SD	D	N	A	SA
2	My working conditions support the results I am expected to achieve	SD	D	N	A	SA
3	My manager supports my overall success and achievements	SD	D	N	A	SA
4	My manager fosters genuine and trusting relationships on the team	SD	D	N	A	SA
5	My manager supports my growth and development	SD	D	N	A	SA
6	This company provides fair compensation and benefits in return for my contribution to the company	SD	D	N	A	SA
7	This company provides me with tools I need to help me grow and navigate my career	SD	D	N	A	SA
8	The benefits I receive in this company meet my needs	SD	D	N	A	SA

SECTION C: EMPLOYEE COMMITMENT

		1	2	3	4	5
9	I am proud to tell others that I am a part of this organisation	SD	D	N	A	SA
10	I really care about the fate of this organisation	SD	D	N	A	SA
11	I am willing to put effort beyond that normally expected in order to help this organisation to be successful	SD	D	N	A	SA
12	I feel loyal to this organisation	SD	D	N	A	SA
13	I find that my values and the organisation's values are very similar	SD	D	N	A	SA
14	Deciding to work for this organisation was not a mistake	SD	D	N	A	SA

		SD	D	N	A	SA
15	This organisation inspires the very best in me in the way of job performance	SD	D	N	A	SA
16	For me this is the best of organisations to work for	SD	D	N	A	SA
17	I would accept almost any type of job assignment in order to keep working for this organisation	SD	D	N	A	SA
18	I talk about this organisation to my friends as a good organisation to work for	SD	D	N	A	SA

SECTION D: WORK ENGAGEMENT

Vigour		1	2	3	4	5
19	I burst with energy when I am at work	SD	D	N	A	SA
20	At my job I feel strong and vigorous	SD	D	N	A	SA
21	When I get up in the morning ,I feel like going to work	SD	D	N	A	SA

Dedication		1	2	3	4	5
22	I am enthusiastic about my job	SD	D	N	A	SA
23	My job inspires me	SD	D	N	A	SA
24	I am proud of the work I do	SD	D	N	A	SA

Absorption		1	2	3	4	5
25	I get carried away when I am working	SD	D	N	A	SA
26	I am immersed in my work	SD	D	N	A	SA
27	I feel happy when I am working intensely	SD	D	N	A	SA

SECTION E: JOB PERFORMANCE

		1	2	3	4	5
28	I manage to plan my work so that I finish on time	SD	D	N	A	SA
29	I keep in mind the work result I need to achieve	SD	D	N	A	SA
30	I am able to prioritise my tasks	SD	D	N	A	SA
31	I am able to carry out m work efficiently	SD	D	N	A	SA
32	I manage my time well	SD	D	N	A	SA
33	On my own initiative I start a new task when my old tasks are completed	SD	D	N	A	SA
34	I take on challenging tasks when they are available	SD	D	N	A	SA
35	I work on keeping my job related knowledge up to date	SD	D	N	A	SA
36	I work on keeping my work skills up to date	SD	D	N	A	SA
37	I come up with creative solutions to new problems	SD	D	N	A	SA
38	I actively participate in meetings and or consultations	SD	D	N	A	SA
39	I complain about minor work related issues at work	SD	D	N	A	SA
40	I focus on the negative aspects of a situation at work instead of the positive aspects	SD	D	N	A	SA

THANK YOU FOR YOUR CO-OPERATION

APPENDIX 2: LETTER ACCOMPANYING QUESTIONNAIRES

Julius Nyerere School of Social Sciences
Department of Human Resource Management
P O Box 1235
MASVINGO
Zimbabwe
Tel: 0772389615
E mail: hmupani@gzu.ac.zw

GREAT ZIMBABWE UNIVERSITY

28 February 2023

To Whom It May Concern:

This is to inform that _KUDZAISHE CHARITY MUTIMBA_ student registration number _M081490_ is a Master of Science Degree student in the Department of Human Resource Management. In order for the student to successfully complete the degree programme, it is necessary that she/he engages in research. The research experience will enrich academic development of the student. We are hereby appealing for your co-operation in assisting the student to gather information required for the project from your institution.

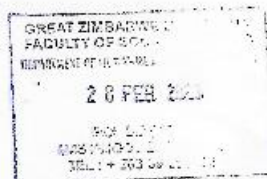He/she is currently doing research on:

The mediating effect of perceived organisational support on the relationship between employee engagement, employee commitment and job performance

Could you please assist him/her in his/her research.

Thank you

Dr. H. Mupani
Chairperson

GREAT ZIMBABWE
FACULTY OF SOC
DEPARTMENT OF H. R. MANGT

2 8 FEB 2023

Kudzaishe Mutimba is the HRO at HESCo Head office.

APPENDIX 3: APPROVAL TO CARRY OUT A STUDY

		Document No.	IMSF M...
	ZPC	Revision No.	00
Section	INTEGRATED MANAGEMENT SYSTEM	Effective Date	01/07/2019
Subject	INTERNAL CORRESPONDENCE	Page No.	Page 1 of 1

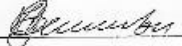**TO** : Managing Director (A)   **AT:** ZPC Head Office

FROM: Senior Manager Human Resources (A)   **AT:** ZPC Head Office

DATE: 02 March 2023   **REF:** LM/lm/03/23

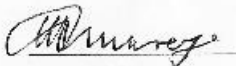**SUBJECT: REQUEST TO CARRY OUT AN ACADEMIC RESEARCH – KUDZAISHE MUTIMBA**

Reference is made to the above subject matter.

The above named is a Human Resources Officer working under HESCO Head Office. She is currently enrolled at Great Zimbabwe University, studying towards a MSc in Human Resources Management. The participant is requesting for permission to conduct research at ZPC Head Office. Her research topic is titled, **"The mediating effect of perceived organizational support on the relationship between employee engagement, employee commitment and job performance"** Her research shall be made available to the Company upon completion.

PP *[signature]*

L. MHANGO
SENIOR MANAGER HUMAN RESOURCES (A)

Approved/Not-Approved

[signature]   Date: 03/03/2023

W. MAREYA
MANAGING DIRECTOR (A)

'Powering Zimbabwe into the future the IMS Way'

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APPENDIX 4: APPROVAL TO GAIN ACCESS IN COMPANY'S RESTRICTED AREAS

ZESA HOLDINGS (PRIVATE) LIMITED

Internal Correspondence

From:	General Manager: Loss Control	At:	Head Office
To:	Director (A)	At:	HESCO
Date:	11 April 2023	Ref:	FM/tm/2023/1104

Subject: REQUEST FOR SECURITY CLEARANCE TO ENTER HARARE POWER STATION

With reference to the above subject, kindly be advised that Hwange Electricity Supply Company (HESCO) Human Resources Officer was cleared to visit the station to carry out an academic research.

Below are their details.

Name	ID Number	Address
Kudzaishe C. Muzimba	22-242475C27	692 Forbes Road, Waterfalls, Harare 0777880957

Taking photographs is prohibited.

F. MADEMBO
GENERAL MANAGER: LOSS CONTROL

cc: Power Plant Manager
     Senior Loss Control Officer

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