Employees' Perceived Satisfaction and Productivity: Its Mediating Variables and Mediating Effects

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Abstract: This paper determines the effect of trust, shared vision, and network ties as a mediator to workplace internet leisure, perceived workplace internet policy and perceived workplace autonomy orientation as independent variables and the dependent variable- employees' perceived satisfaction in one of the public universities in the Philippines. Numerous researches revealed that employees' perceptions of the work condition are correlated to job satisfaction and productivity, but this study checked if the perception still applies. This is based on perceived organizational support theory. The essence of internet influences changes the way the majority business connects and transacts with the different stakeholders. Thus, employers realized the importance of providing the workplace environment with internet facility. Along with this, the facility provides an expectation that addressed productivity in the workplace. Descriptive and causal explanatory research design were used in investigating the mediating effect of each of the mediators and the effect to another mediator. Survey questionnaire, convenience judgment was utilized. Findings suggest that trust had a significant mediating effect between workplace internet leisure (IL) and employees' perceived satisfaction (ES), p<.05. Trust had a partial significant mediating effect between perceived internet policy and employees' perceived satisfaction, p<.05. Network ties had a significant mediating effect between workplace internet leisure and employees' perceived satisfaction, p<.05. Network ties had a significant mediating effect between perceived autonomy orientation and employees' perceived satisfaction, p<.05. Further results showed significant direct relationship among workplace internet leisure, perceived internet policy, perceived autonomy orientation on employees' perceived satisfaction.
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Key Words: *Internet Leisure; Trust; Vision; Satisfaction; Productivity*

1. INTRODUCTION

Attitude play as one of the important drivers for the success of an activity. Some studies revealed the influence of attitude to employees' performance and satisfaction as well. When companies hire job applicants, the employability is not limited to their acquired skills and experience but also their attitude.

Several factors are known to influence attitude. Some of these factors may create a negative attitude, and these include information access, colleagues' behavior, resources, policies, and workplace environment (Attitude: Definition, Nature and Characteristics, 2019). Concerning the nature of the available resources, and the nature of the workplace environment, the use of technology and the internet in

the workplace are common. Computers with internet connection are available in the majority of the companies where employees could also access for personal purposes. The managers realized the inherent need for an internet facility for employees to attain productivity. Hence, this study investigated the mediation of network ties, vision, and trust on employees use workplace internet for leisure, perceived internet policy, perceived workplace autonomy orientation and satisfaction at work as the study of (Etworks & Zhang, 2014) focused on online and offline networks in general. The study of (Zaal & Albuflasa, 2019) suggests investigating the mediating effect of network ties, shared vision, and trust on employees' perceived satisfaction and productivity. This study also confirms the mediating effect of employees' perceived satisfaction, between workplace internet leisure and employees' perceived productivity, perceived internet policy and employees' perceived productivity, and perceived autonomy orientation and employees' perceived productivity.

1.1 Statement of the Problem

The paper determined how workplace internet leisure, perceived workplace internet policy, and perceived autonomy orientation affect employees' perceived productivity in one of the public universities in the Philippines. Specifically, this study answered the following:
1. Is there a mediation effect of trust between workplace internet leisure and employees' perceived satisfaction, shared vision between perceived internet policy and employees' perceived satisfaction, and network ties between perceived autonomy orientation and employees' perceived satisfaction?
2. Is there a mediation effect of employees' perceived satisfaction between trust and employees' perceived productivity, shared vision and employees' perceived productivity, network ties and employees' perceived productivity?.
3. Is there a direct relationship between workplace internet leisure and employees' perceived satisfaction, perceived internet policy and

employees' perceived satisfaction, perceived autonomy orientation and employees' perceived satisfaction?

1.2 Significance of the Study

The results from this study would allow the employers to design programs that facilitate the relationship between workplace autonomy orientation and employees' satisfaction. Employers could review their workplace policies to ensure that employees' satisfaction fully supports the productivity level of the latter. Results could educate employees on how to value programs that their employers offer them to secure their workplace satisfaction, workplace autonomy orientation, and productivity. Researchers could use this study in highlighting the mediation effect of trust, shared vision, network ties, and employees' perceived satisfaction.

1.4 Scope and Coverage of the Study

The data were based on the employees' measured perceptions. The respondents of the study were the staff of one public university in the Philippines. The variables in the study were limited to workplace internet leisure (independent variable), perceived internet policy (independent variable), perceived autonomy orientation (independent variable), trust, shared vision and network ties (mediating variable on employees' perceived satisfaction), employees' perceived satisfaction (mediating variable) and employees' perceived productivity (dependent variable).

1.5 Theoretical Framework

Perceived organizational support theory introduced by Eisnberger et al, 1986, (*22_Perceived_Organizational_Support.pdf*, n.d.), predicted satisfaction, productivity and other positive work outcomes from employees who perceived support from the organization. The unwritten rules and expectations as perceived by employees are considered powerful motivators for favorable work attitudes and

behaviors. (*THE ROLES OF PERCEIVED ORGANIZATIONAL SUPPORT AND ANTICIPATED*, 2017). The perceived organizational support theory will help explain the relationship of the perceived organizational support to employees selected in this study.

A conceptual model is shown below examining trust, shared vision, network ties as mediator to employees' perceived satisfaction. While employees' perceived satisfaction will be the mediator between workplace internet leisure, perceived internet policy and perceived autonomy orientation on employees' perceived productivity.
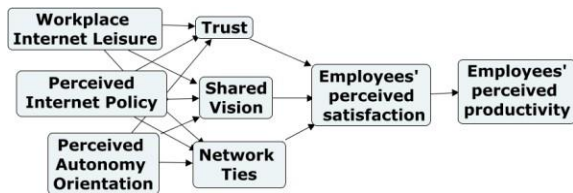

Fig. 1 Conceptual Framework Based on (Mohammad et al., 2019), Levin and Cross (2004), (Chiu et al. (2006), Tsai and Ghoshal (1998)

2   METHODOLOGY

The primary source of data is from one of the public Universities in the Philippines. The respondents selected were the staff of this university. They are selected since these employees were provided the internet facility in their workplace, following standard work time which is at least 8 hours a day in their respected workplace.

Explanatory research was used since the study would like to determine the relationship of the variables selected. In this study there are three classification of variables included such as the independent, mediating and dependent variable. Investigation and clarification of the nature of the causal relationship between the variables can be done through this method. Thus, the relationship between

the working environment and employee performance can be identified.

This study selected convenience in distributing the tool. This method provides ease of distribution and retrieval. However, the results cannot be generalized as convenience sampling was used. The researchers were able to retrieve 71.

The instrument used is the survey questionnaire. The questions for workplace internet leisure (IV), perceived internet policy (IV), perceived autonomy orientation (IV), employees' perceived satisfaction (dependent and mediating variable) and perceived employees' productivity were based on the study of (Mohammad et al., 2019). There are five questions for workplace internet leisure, four for perceived internet policy, nine items for perceived autonomy orientation, six for employees' perceived satisfaction, and five for employees' perceived productivity. All questions were answered through the five-point Likert scale, ranging from strongly disagree (1) to strongly agree (5). For other mediating variables, there were five questions for Trust based on Levin and Cross (2004), and three questions based on (Chiu et al. (2006) and Tsai and Ghoshal (1998). The reliability of the scale of the over-all constructs reveals .91. This indicated that the scale is reliable and has internal constancy. Therefore, the outcome from this questionnaire can be considered reliable. The study utilizes Jamovi software in the assessment of the reliability of the constructs and the determination of the mediation effects. Mediation analysis tests the independent variable (a) to another variable (b) and variable affects a third variable. The mediate functions show the Average Cause Mediation Effects, Average Direct Effects, Indirect Effect, Combined Indirect and Direct effects (Total Effect), and the ratio of estimates. Partial and full mediation effect of the mediating variable. Indirect effect a * b, Direct effect c, Total effect c + a * b

3.   RESULTS AND DISCUSSION

The results showed a significant direct relationship between workplace internet leisure (IL) and employees' perceived satisfaction (ES), p<.05. Test results also failed to reject H_{a1} that trust had a

significant mediating effect between workplace internet leisure (IL), and employees' perceived satisfaction (ES). Hence, a partial significant mediation effect of trust between IL and ES, p<.05. This result was supported by the findings of (Francois et al., 2013), concerning the disagreement of employees on the idea of providing restrictions on Facebook access in the workplace and consider this thought as a lack of trust.

Table 1. Mediation Estimates of Trust between Workplace Internet Leisure and Employees' Satisfaction

			Label	Estimate	SE	Z	p
MeanIL	→	MeanTru	a	0.458	0.1814	2.53	0.012
MeanTru	→	MeanES	b	0.290	0.0691	4.19	<.001
MeanIL	→	MeanES	c	0.346	0.1110	3.12	0.002

The results revealed a significant relationship of trust on employees' perceived satisfaction. The statistical test failed to accept H_{a2} trust had a significant mediating effect between perceived workplace internet policy (IP) and employees' perceived satisfaction (ES). It revealed a significant direct effect of perceived internet policy on employees' perceived satisfaction, p<.05. The study of (Mohammad et al., 2019) supports this result, that workplace internet leisure policy had a significant relationship on employees' satisfaction.

Trust had a significant relationship with employees' perceived satisfaction, p<.05. There's also a significant direct effect of perceived autonomy orientation (AU) on employees' perceived satisfaction (ES), p<.05. Hence, the results showed a significant partial mediation effect of Trust between perceived autonomy orientation (AU) and employees' perceived satisfaction (ES), p<.05.

Table 2. Mediation Estimates of Trust between Perceived Autonomy Orientation and Employees' Perceived Satisfaction

			Label	Estimate	SE	Z	p
MeanAu	→	MeanTru	a	0.629	0.1866	3.37	<.001
MeanTru	→	MeanES	b	0.231	0.0656	3.53	<.001
MeanAu	→	MeanES	c	0.554	0.1117	4.95	<.001

The statistical test failed to reject Ha_3 trust had a significant mediation effect between perceived autonomy orientation (AU) and employees' perceived satisfaction (ES), p<.05. Study of (Svare, 2017) reveals that the perceived trust partially mediates employee's control and mastery on the job. The study of (Githinji & Gachunga, n.d.) matches thoughts with the above findings utilizing work-life balance and job autonomy's correlation on employees' performance.

The statistical test failed to accept H_{a4} that shared vision (SV) had a significant mediating effect between workplace internet leisure (IL) and employees' satisfaction (ES). Further, the workplace internet leisure had a direct relationship with employees' perceived satisfaction, p<.05. The social media can progress the structure of the network ties, shared vision, and trust of an employee. Through social media, the employees acquired additional knowledge that enhances work performance and self-determination (Guo & Vogel, 2016).

The statistical test failed to accept H_{a5} SV had a significant mediating effect between perceived internet policy (IP) and ES. It however showed the significant direct effect of IP on ES, p<.05. There was also significant total effect among IP, SV, and ES, p<.05. Findings from studies revealed that clear vision sharing improve employees' satisfaction. Vision sharing had a significant mediation effect in each combination of shared vision attributes and employees' satisfaction. This relates to the study of (Quoquab, 2015), stating that workplace internet leisure policy significantly correlates with employee satisfaction. Employees however must be well-

oriented of the company's policy related to internet access.

Findings suggest that AU showed no significant relationship on SV. It also failed to accept H_{a6}, that SV had a significant mediating effect between AU and ES. Rather, SV showed a significant relationship with ES, p<.05. Further, AU showed a significant direct effect on ES. It revealed significant total effect among AU, SV, and ES, p<.05. The attitude of the employee while at work, therefore, can be the product of the nature of the organizational characteristics or the work climate, and relationship among those people working in the organization (Berberoglu, 2018).

The network ties (NT) had a significant partial mediation effect between IL and ES, p=.05. Thus, the statistical test failed to reject H_{a7} NT had a significant mediating effect between IL and ES. The study of (Etworks & Zhang, 2014) revealed that employees' engagement in online and offline workplace communication networks influences job performance supports this.

Table 3. Mediation Estimates of Network Ties between IL and ES

			Label	Estimate	SE	Z	p
MeanIL	→	MeanNet	a	0.350	0.1809	1.93	0.053
MeanNet	→	MeanES	b	0.258	0.0711	3.63	<.001
MeanIL	→	MeanES	c	0.389	0.1119	3.47	<.001

Perceived internet policy (IP) had a significant relationship on network ties (NT), p<.05. Also, NT had a significant relationship on ES, p<.05. Further results revealed that IP had a significant direct relationship on ES, p<.05. The statistical test failed to accept H_{a8} NT had a significant mediating effect between IP and ES. According to (Demircioglu, 2018) employees consider the contribution of easy work accomplishment due to the creation of a network.

The network ties had a significant partial mediation effect between AU and ES, p<.05. The statistical test failed to reject H_{a9} NT had a significant mediating effect between AU and ES. The study of

(Etworks & Zhang, 2014) supports this result. Employees' engagement in online and offline workplace communication networks influences job performance.

Table 4. Mediation Estimates of Network Ties between AU and ES

			Label	Estimate	SE	Z	p
MeanAu	→	MeanNet	a	0.635	0.1820	3.49	<.001
MeanNet	→	MeanES	b	0.180	0.0697	2.58	0.010
MeanAu	→	MeanES	c	0.585	0.1163	5.03	<.001

The statistical test failed to accept H_{a10} that ES had a significant mediating effect between NT and perceived productivity (Pro). Rather, results revealed that NT had a significant relationship on ES, p<.05. According to the study of (Karolis, 2019), employees seek advice from similar or dissimilar others when tackling a task for their employer.

Table 5. Mediation Estimates of ES between Network ties and Productivity

			Label	Estimate	SE	Z	p
MeanNet	→	MeanES	a	0.3129	0.0749	4.177	<.001
MeanES	→	MeanPro	b	-0.0287	0.1774	-0.162	0.871
MeanNet	→	MeanPro	c	0.0396	0.1257	0.315	0.752

The statistical test failed to accept H_{a11}, that ES had a significant mediation effect between SV and Pro. Findings showed that SV had a significant relationship on ES, p<.05. The study of (Econ, Sci, Mahmood, & Rehman, 2015), revealed that clear vision sharing improve employees' satisfaction. Also, vision sharing had a significant mediation effect in each combination of Vision attributes and employees' satisfaction.

Table 6. Mediation Estimates of ES between Vision and Productivity

			Label	Estimate	SE	Z	p
MeanVis	→	MeanES	a	0.2696	0.0789	3.416	<.001
MeanES	→	MeanPro	b	0.0513	0.1708	0.300	0.764
MeanVis	→	MeanPro	c	-0.1070	0.1233	-0.868	0.386

The statistical test failed to accept H_{a12} that ES had a significant mediation effect between Trust and Pro. Rather, the study revealed that Trust had a significant relationship on ES. The study findings of (Ahmed & Jamil, 2015) supports this result, trust of management had a significant impact on job satisfaction.

Table 7. Mediation Estimates of ES between Trust and Productivity

			Label	Estimate	SE	Z	p
MeanTru	→	MeanES	a	0.3511	0.0706	4.975	<.001
MeanES	→	MeanPro	b	0.0599	0.1840	0.326	0.745
MeanTru	→	MeanPro	c	-0.0877	0.1277	-0.687	0.492

4. CONCLUSIONS

1. Trust had no mediating effect between perceived internet policy and employees' perceived satisfaction. Therefore, employers should provide and discuss policies on the use of workplace internet for leisure.
2. Employers could consultatively review their best practices and shared vision to enhance productivity.
3. Conduct a future study in the private firm setting to further validate the study results using simple random sampling, as the results cannot be generalized since it used convenience sampling.

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