

An Empirical Analysis of Organizational and Psychological Factors Affecting Job Satisfaction in Pakistan

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Abstract

This research investigates the role of perceived stress, organizational justice, leadership behavior, and perceived organizational support on job satisfaction in Pakistan, and suggests a combination of organizational and psychological determinants. A cross-sectional research design was used that was quantitative. A structured questionnaire containing five-point Likert scale was administered to 173 employees in different fields. The analysis of the measurement and structural models was done using SmartPLS 4. The results indicate that the positive influence of perceived organizational support on job satisfaction is the greatest, and then leadership behavior and organizational justice. But perceived stress did not have a significant impact. The findings show that relationship and organizational factors are more influential than psychological stress in the determinants of job satisfaction in a collectivist context. To ensure that job satisfaction is enhanced, organizations need to make support systems stronger, fair and develop effective leadership practices and not merely use stress management tactics. It has potential to improve the welfare of employees through enhancing conducive and fair working conditions which can enable organizations to attain effectiveness and development in socio-economic terms. The study is an integrated and wholesome concept of job satisfaction, in Pakistan, that bridges the gaps in the literature.

Keywords: *Job satisfaction, perceived organizational support, organizational justice, leadership behavior, perceived stress, Pakistan*

Introduction

Background of the Study

In the modern company, job satisfaction is a crucial variable that determines the performance of employees, their commitment to a company, and retention. In emerging economies like Pakistan, where organizations are typically grappling with structural factors, workforce diversity and economic strains, the knowledge of job satisfaction determinants has become a matter of great concern. Job satisfaction can be defined as a general assessment of the employee regarding job experiences and working conditions (Köroglu et al., 2024). It is influenced by a number of organizational and psychological variables, such as the perceived stress, organizational justice, leadership behavior, and perceived organizational support. Recent research highlights the fact that these variables have a great impact on employee attitudes and organizational performance in emerging economies (Ashfaq, Abid, Ilyas, & Elahi, 2025).

The perceived stress is an issue that is on the rise because of the growing workloads, job uncertainty, and technological alterations. With high stress levels, burnout and decreased job satisfaction frequently occur (Daneshmandi, Hessari, Nategh & Bai, 2023). Organizational justice, which is how employees perceive fairness in organizational procedures, is an important factor in influencing positive workplace attitudes (Mubashar, Musharraf, Khan, and Butt, (2022). Likewise, the behavior of leaders determines the attitude of employees towards the

work environment and organizational policies (Li, 2024). Perceived organizational support (POS), the level of perceived support and appreciation of employees, is also one of the contributing factors to positive job outcomes (Rhoades and Eisenberger, 2002; Kurtessis et al., 2022). The cultural context of Pakistan is collectivist, and such issues as fairness, the quality of leadership, and organizational support are especially significant in this case since employees depend on social and organizational connections to a great extent.

Problem Statement

Although job satisfaction as a major component in the success of an organization has received increasing recognition over the last few years, the issue of low employee morale, high turnover intentions, absenteeism and low productivity continue to plague most organizations in Pakistan. The problems not only impact personal performance but also interfere with organizational performance and sustainability in the long-term. In a developing economy like Pakistan where organizations are confronted with the lack of resources, economic insecurity and the emerging competition, employee satisfaction is becoming more complex and more essential.

These issues are due to several factors in the workplace. Psychological well being and satisfaction of employees are negatively impacted by perceived stress because of heavy workload, job insecurity and work life disproportionate level of work. Equally, organizational injustice, which is expressed through unjust policies, discriminatory decision making, unequal distribution of resources and other forms can result in dissatisfaction and disengagement of employees. These issues are also worsened by substandard leadership behavior, which fails to provide direction, support and motivation, as well as low perceived organizational support reduces the perceived value and belonging in the organization by employees.

Even though the perceived stress, the perceived organizational support, leadership style, and organizational justice have been investigated individually as separate variables on job satisfaction, these aspects are usually researched individually. These fragmented approaches lack the multidimensional and interrelated aspect of the workplace process, particularly in the Pakistani context where cultural values, hierarchical structures, and interpersonal connections are considered to play a role in the attitude of employees. Thus, there is a necessity of the full and combined framework that is able to analyze the impact of these determining factors on job satisfaction simultaneously. Lack of this holistic understanding prevents organizations to design and adopt effective human resource strategies to enhance the well-being of employees and organizational performance. This paper attempts to fill this gap by offering a combined examination of the antecedents of job satisfaction in Pakistan.

Gap Analysis

The available literature provides very important evidence on the most important factors underlying job satisfaction, especially organizational justice, leadership behavior, perceived organizational support and stress at work. Organizational justice was always linked to the increased degree of engagement and trust and satisfaction of employees because the fair treatment promotes positive attitudes in the workplace (Mubashar et al., 2022). Similarly, employee performance, motivation, and job satisfaction are greatly influenced by leadership behavior, particularly, ethical and supportive leadership (Li, 2024). Moreover, perceived organizational support (POS) also leads to improved psychological well-being and the growth of the emotional connection of the employees to the organization (Kurtessis et al., 2022). In spite of these significant inputs, there are still a few gaps in the literature. The first weakness is the lack of an integrated framework, since most studies discuss these variables as isolated factors, but not as a unified factor that has an overall effect on job satisfaction, especially in the Pakistani setting. Furthermore, perceived stress is usually considered as a factor on its own, and little focus is put on how it interacts with other organizational factors, which narrows down to the understanding of workplace dynamics. The other issue is the contextual gap, most of the available literature is based in a Western environment, the organizational cultures and expectations of employees are vastly different in Pakistan, thus, limiting generalizability of the

results. Also, recent empirical evidence is not available, with few studies published after 2022 that have investigated these variables in a single model. It is necessary to fill in these gaps so as to have a more holistic, context specific, and empirically based concept of job satisfaction.

Significance of the study

This research can contribute immensely to the sphere of theory and practice specifically because it offers a well-rounded idea of the most important sources of job satisfaction in the framework of Pakistan.

Theoretically, the study expands the current body of knowledge in organizational behavior by combining several predictors; perceived stress, organizational justice, leadership behavior, and perceived organizational support into one unified framework. Although the previous research has tended to study these variables separately, this research takes a more comprehensive approach thus making the job satisfaction models more explanatory. Besides, the study, in its context of the developing country, also adds to the limited yet increasing literature that aims at testing organizational theories outside of a Western context, providing a context-based information that can be applied in the socio-cultural and organizational context of Pakistan.

In practical terms: the results of this research can be of great help to managers, human resource experts and organizational leaders in Pakistan. By determining the major factors that determine job satisfaction, the organizations can be able to come up with specific strategies aimed at enhancing the well-being and performance of the employees. In particular, the research will help organizations:

- Developing stress management programs to eliminate employee burnout and enhance mental health.
- Fostering equity, openness, and responsibility in organizational policies and decision making.
- Training and development of leadership that focuses on supportive and ethical leadership behaviours.
- Strengthening perceived organizational support through creating an environment where employees feel valued, recognized and supported.

Policy wise, the study provides implications to organizational and institutional policy development. The findings can help policymakers and organizational decision-makers to develop evidence-based human resource policies that foster employee satisfaction, engagement, and retention. Better job satisfaction does not only lead to better performance of the individuals but also helps in improving the overall productivity and sustainability of the organization which in case of the developing countries such as Pakistan is of great importance to the economic growth of the country.

Moreover, the research could be used as a basis of further research since it might inspire the scholars to discover integrative models of job satisfaction and test them in different contextual variables in similar or different environments.

Research Objectives

The initial aim of the research is to examine the impact perceived stress has on job satisfaction among Pakistani workers with the view of comprehending how work stress affects the overall satisfaction and well-being of employees.

The second goal is to investigate the connection between organizational justice and job satisfaction by asking how the perception of justice by the employees towards the fairness of the processes and the decision-making processes of the organization influences their degree of satisfaction.

The third goal is on the effectiveness of leadership behavior in job satisfaction, especially how various leadership styles and practices influence the attitude of employees towards their jobs. Moreover, the research will evaluate the impact of perceived organizational support on job satisfaction by evaluating how the perception of organizational care, value, and support by employees has impact on their general satisfaction.

The other important goal is to come up with and test a comprehensive integrated model of job satisfaction that considers both the psychological and organizational variables so as to offer a holistic insight into the variables that affect employee satisfaction.

Lastly, the research will present workable suggestions on how to improve job satisfaction within Pakistani organizations through the empirical evidence, and another set of evidence-based measures to optimize the performance and welfare of the employees.

Literature Review

Job satisfaction has been a major focus in the study of organizational behavior since it is closely related to the performance of employees, commitment to the organization, and turnover intentions. Although there is abundant literature on its antecedents, current academic discourse shows that, as workplaces become increasingly complex, multi-dimensional and context-sensitive models are necessary to reflect the complexity of a modern work environment (Köroglu et al., 2024). In this section, you will critically analyze the main determinants of job satisfaction given your proposed framework.

Perceived Stress and Job Satisfaction

Perceived stress is the subjective assessment that an individual makes with the work pressures and capacity to manage them. Stress is based upon the Transactional Theory of Stress by Lazarus and Folkman, and it is not only a product of external demands but an individual appraisal and coping systems. Recent studies have continually reported perceived stress to be a major negative antecedent of job satisfaction (Folkman, 2020; Daneshmandi et al., 2023). Socio-economic pressures, job insecurity, and work and family role cultural demands may also contribute to stress in the Pakistani context. Nevertheless, stress has not been adequately incorporated into empirical studies in Pakistan with more general organizational predictors of job satisfaction. Thus, perceived stress and organizational variable analysis is a more realistic and contextually, relevant understanding.

H1: Perceived organizational support has a significant impact on job satisfaction.

Organizational Justice and Job Satisfaction.

Organizational justice has been extensively discussed as a key factor that defines employee attitudes and therefore, is a factor that has distributive, procedural, as well as interactional dimensions. Based on the Equity Theory (Adams, 1965) and Social Exchange Theory (Blau, 1964), fairness perceptions contribute to the willingness of the employees to reciprocate with the positive attitudes and behaviors such as job satisfaction. There is substantial empirical evidence of the positive correlation between job satisfaction and organizational justice (Mubashar et al, 2022). Nevertheless, a more in-depth analysis shows that there are a number of limitations related to the conceptual and methodological aspects. To begin with, most of the research assumes that the three dimensions of justice are independent predictors without effectively examining the interactive or hierarchical relationships. Second, it is also a tendency to believe that the perception of fairness is commonly understood without taking into account cultural differences. Employees might accept some amount of inequality or hierarchical decision making in high power-distance cultures, such as Pakistan, which can change the quality and course of the justice-satisfaction relationship. Also, the issue of informal practice, favoritism and interpersonal relations, which are prevalent in most developing economies, has not been studied extensively in the literature.

H2: Organizational justice has a positive impact on job satisfaction.

Leadership Behavior and Job Satisfaction

One of the key factors that dictate climate in the workplace and employee performance is leadership behavior. The literature has developed its trait-based approaches into more relational and ethical-based approaches with the focus on such leadership styles as transformational, ethical, and authentic leadership. The approaches are based on the Social Learning Theory

(Bandura, 1977), according to which employees imitate the actions and principles exhibited by their leaders. Recent literature shows that leadership behavior has a substantial effect on job satisfaction as it determines how employees feel about fairness, support, and organizational climate (Li, 2024). Nevertheless, the current studies have a number of limitations. To begin with, a lot of the literature is about idealized leadership styles and not a lot of the literature takes into account the realities of leadership in developing countries where managerial competence and training can be quite different. Second, leadership is often studied as a direct predictor of job satisfaction, without taking into account its indirect or contingent impact using other organizational factors like justice and support. Such a simplification can result in an incomplete appreciation of the role of leadership. Hierarchy, cultural norms, and human relationships tend to figure in the leadership dynamics in Pakistan. As a result, the effects of leadership behavior can be either stronger or of a qualitatively different nature on job satisfaction than in the Western context. Nevertheless, these contextual nuances are not included in empirical studies very often.

H3: Leadership behavior has significant impact on job satisfaction

Perceived Organizational Support and Job Satisfaction

Perceived organizational support (POS) is based on Organizational Support Theory that assumes that employees have formed global beliefs regarding the degree to which their organization appreciates their input, and is concerned about their well being (Rhoades and Eisenberger, 2002). Positive employee outcomes have been also repeatedly associated with POS, such as job satisfaction, commitment, and decreased turnover intentions (Kurtessis et al., 2022). Although the positive correlation between POS and job satisfaction is highly developed, the literature has some shortcomings. To begin with, POS is commonly considered a unidimensional construct and the different aspects of the construct are ignored including emotional support, resource support, and developmental support. Second, the directionality of the relationship is not clearly defined, with the possibility of endogeneity since satisfied employees can also report an increase in organizational support. Moreover, in collectivist societies such as Pakistan, the sense of support might not be determined by the formal organizational practice but also by the informal relationships and social networks at the workplace. This is the aspect of the culture that has not been sufficiently studied in empirical studies.

H4: Perceived organizational support has a positive impact on job satisfaction.

Based on the above hypotheses below is the conceptual framework of this research

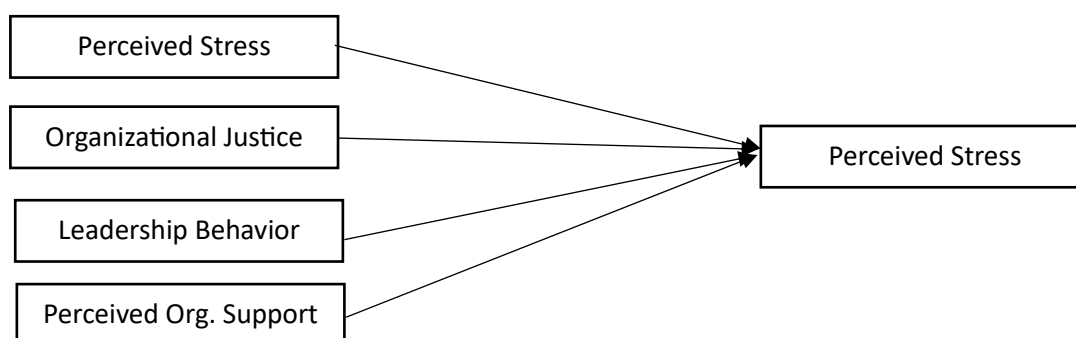


Figure 1: Conceptual Framework

Theoretical Framework

The main background of this research is the **Social Exchange Theory (SET)**. Blau (1964) points out that the social relations of organizations are founded on mutual interactions where employees consider the benefits and costs of work environment. Employees who feel they are treated well in the sense of good organizational practices, leadership, and organizational care, tend to respond positively with positive attitudes, including increased job satisfaction. Negative

experiences on the other hand like excessive stress are costs that diminish this exchange relationship as well as lowering satisfaction. In this research, perceived stress is used as a negative input whereas organizational justice, leadership behavior and perceived organizational support are considered as positive inputs. So, SET can provide an integrative approach by explaining how all these factors work together to impact job satisfaction, based on reciprocal employee-organization relationships.

The Organizational Support Theory (OST): also provides more insight into how perceived organizational support influences the attitudes of employees. This theory was developed by Eisenberger et al. (1986) and it proposes that employees develop some general beliefs regarding the degree to which an organization appreciates their contributions and is concerned about their well-being. Employees are likely to feel respected, valued, and obligated when they see high levels of organizational support and thus they reciprocate by having positive attitudes and behaviors, such as higher job satisfaction. Moreover, organizational support may improve emotional involvement of employees to the organization and build their resistance to the occupational difficulties. In the framework of this study, OST furnishes a solid theoretical foundation on the reason why perceived organizational support plays a direct role in job satisfaction and creates a firm foundation on positive working experiences.

The theory of organizational justice: founded on the Equity Theory, which was postulated by Adams (1965), as it focuses on equity in how resources are allocated and in decision-making. According to the theory, employees make comparisons between their inputs (effort, skills, and time) and the results they get (rewards, recognition, and opportunities) and the inputs and the results of other employees. When employees believe that there is fairness or equity, they feel satisfied and are more willing to continue with their contribution level. Nonetheless, feelings of injustice result in discontent, anxiety, and adverse work attitude. The concept of organizational justice in this research indicates the fairness perceptions of employees, which is an important factor in determining their job satisfaction. This is especially applicable in Pakistani context where the sense of fairness can be affected by the hierarchies and interpersonal relationships in the organizations.

Transactional Theory of Stress: psychological theory by Lazarus and Folkman (1984) which describes how people interpret stress and react to stress at work. This theory holds that stress is not merely a consequence of external forces but a cognitive assessment by an individual whether there are environmental demands beyond his/her coping capacities. Employees feel stressed when they feel that they are not in a position to handle the demands at work because they do not have the resources or support to cope with the demands and this has an adverse emotional impact and job satisfaction. Perceived stress is considered a major psychological issue that reduces job satisfaction in the context of this study. This theory emphasizes the significance of considering stress as a subjective phenomenon that can be affected by individual perceptions and organizational situations.

Research Methodology

The above sections have established the conceptual framework by establishing perceived stress, organizational justice, leadership behavior, and perceived organizational support as primary determinants of job satisfaction. In this section, the methodology employed to test these relationships in Pakistan has been outlined. In this research, a positivist research philosophy is used, which presupposes that reality is objective and measurable by empirical observation and statistical analysis. In organizational research, positivism would be suitable to analyze the relationships between variables and test hypotheses (Saunders et al., 2023). In this regard, a quantitative approach to research is used, which makes it possible to collect and analyze numerical data in order to find patterns and relationships (Creswell and Creswell, 2018). A deductive research method is applied, according to which the hypotheses are based on pre-existing theories, including Social Exchange Theory and Organizational Support Theory, and are tested through the use of empirical evidence (Bell et al., 2022). Its research

design is cross-sectional, where data was gathered at one time to identify correlations between the variables (Saunders et al., 2023).

The target market comprised employees in different industries in Pakistan. According to the Pakistan Labour Force Survey (2021), the labour force is over 67 million. The sample size was 200 respondents, and 173 valid answers were left after data screening. It is believed that the sample size is sufficient enough to conduct statistical analysis in a study of behavior (Hair et al., 2022). The sampling method employed was a non-probability convenience sampling because of time and accessibility issues, as it is typical of social science studies (Etikan & Bala, 2022). A structured questionnaire, based on previously validated scales, was used to collect data. The instrument was administered online through Google Forms and had two parts: demographic and the questions that would quantify the study variables. The responses were measured in a five-point Likert scale, i.e., strongly disagree to strongly agree, which is a common tool to measure attitudes and perceptions (Joshi et al., 2022). Cronbach alpha was used to determine the reliability of the constructs, to assure internal consistency. Measurement model assessment (reliability and validity analysis) and structural model assessment (hypothesis testing) were done using SmartPLS 4.

Results

Reliability and Validity

Table 1: Outerloading matrix

	JS	LB	OJ	POS	PS
JS12	0.737				
JS13	0.78				
JS15	0.702				
JS17	0.806				
JS2	0.685				
JS7	0.739				
LB10		0.779			
LB13		0.697			
LB18		0.744			
LB4		0.762			
LB6		0.676			
LB7		0.688			
LB9		0.681			
OJ1			0.59		
OJ10			0.659		
OJ11			0.71		
OJ12			0.773		
OJ13			0.725		
OJ14			0.765		
OJ15			0.765		
OJ2			0.635		
OJ3			0.667		
OJ4			0.707		
OJ5			0.697		
OJ7			0.793		
OJ8			0.745		
OJ9			0.726		
POS1				0.824	
POS2				0.788	
POS3				0.834	
POS4				0.695	
POS5				0.773	
POS8				0.769	
PS10					0.679
PS13					0.767
PS7					0.747
PS9					0.724

Smart-PLS 4 was used to assess the measurement model by looking at outer loadings, internal consistency reliability, convergent validity, and discriminant validity.

The outer loading of the constructs implies that the majority of the indicators load satisfactorily onto their constructs. Factor loadings above 0.70 are ideal as suggested by Hair et al. (2022), but above 0.60 is acceptable in exploratory research. In this analysis most items satisfied this requirement, with only a few items (e.g., OJ1 = 0.59, LB6 = 0.676, PS10 = 0.679) slightly less than 0.70 and yet acceptable. Thus, everything was maintained because it helped in the validity of the constructs.

Composite reliability (CR) was used to determine internal consistency reliability of the constructs. The findings reveal that all the constructs surpass the recommended level of 0.70 and their values are between 0.82 and 0.935. This shows a high measure of internal consistency amongst the items of measurement.

Average Variance Extracted (AVE) was used to assess convergent validity. The constructs all had an AVE value of above the minimum of 0.50, with a range of 0.509 to 0.611. This illustrates that the constructs account over 50% of the variance in the respective indicators, thereby establishing sufficient convergent validity.

	Reliability	Average variance extracted (AVE)
JS	0.88	0.551
LB	0.882	0.517
OJ	0.935	0.509
POS	0.904	0.611
PS	0.82	0.533

Table 2: Reliability and Convergent Validity

	JS	LB	OJ	POS	PS
JS					
LB	0.626				
OJ	0.718	0.518			
POS	0.807	0.556	0.877		
PS	0.501	0.492	0.431	0.495	

Table 3: Discriminant Validity

In order to determine the discriminant validity, Fornell-Larker criterion was used. The findings reveal that the square root of AVE of any construct is more than its correlations with other constructs, which means that each construct is unique to another. As an illustration, the diagonal value of perceived organizational support (POS) is higher (0.877) than the correlation of the variable with other variables, which indicates the discriminant validity. On the whole, the measurement model can be said to have good reliability and validity, meaning that the constructs have been measured correctly and can be used to analyze the structural model further.

Hypotheses Assessment Summary

The structural model was analyzed to test the hypotheses proposed by analyzing the path coefficients, t-statistic, and p-values. These findings show that three of the four hypothesized relationships are significant.

- There is a positive and significant impact of leadership behavior on job satisfaction ($\beta = 0.215$, $t = 3.137$, $p = 0.001$), which confirms the hypothesis that effective leadership increases job satisfaction of employees.
- Likewise, the effect of organizational justice on job satisfaction is also positive and significant (0.179 , $t = 1.969$, $p = 0.024$) meaning that the higher the perception of fairness in the organization, the higher the level of job satisfaction will be reported by employees.
- Perceived organizational support: The most positive impact on job satisfaction (0.416 $t = 4.431$ $p = 0.001$) indicates that as long as employees feel that their organization values and

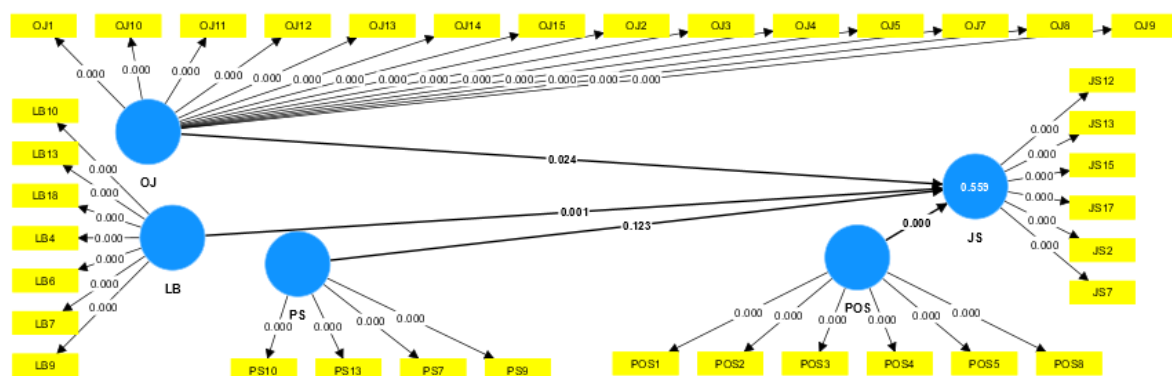
supports them, job satisfaction will grow significantly. This observation demonstrates how important organizational support is in the formation of attitudes among employees.

- In contrast, the statistically significant influence of perceived stress on job satisfaction ($= 0.096$, $t = 1.162$, $p = 0.123$) results in the rejection of the respective hypothesis. This implies that in the framework of the current study, stress does not have a significant effect on the job satisfaction of the employees, possibly because of contextual or coping reasons. On the whole, the findings support the idea that organization-based aspects, especially the perceived organizational support, leadership behavior and the organizational justice are important determinants of job satisfaction and the perceived stress is not a very strong direct factor in this model.

Direct Effects	Path Coefficient	SE	T statistics	P values	
LB -> JS	0.215	0.069	3.137	0.001	Accepted
OJ -> JS	0.179	0.091	1.969	0.024	Accepted
POS -> JS	0.416	0.094	4.431	0.000	Accepted
PS -> JS	0.096	0.082	1.162	0.123	Rejected

Table 4: Structural Model Summary

Figure 1: SEM Model



Discussion

The results of the work are a rather ambivalent yet informative picture of job satisfaction in Pakistan. The findings of structural model reveal that perceived organizational support (POS), leadership behavior, and organizational justice have a significant positive influence on job satisfaction as compared to perceived stress which is not statistically significant. The high positive impact of perceived organizational support is in line with the previous research like Kurtessis et al. (2022) and Rhoades and Eisenberger (2002) that underline the fact that employees give back to organizational care with greater satisfaction. On the same note, the discovery is consistent with Ashfaq et al. (2025) who emphasize that good working environments increase employee engagement and satisfaction.

Li (2024) also supports the great role of leadership behavior, as it has been revealed that ethical and supportive leadership enhances employee attitudes and job satisfaction. This solidifies the Social Learning Theory where employees imitate behavior exhibited by leaders. Similarly, the correlation between organizational justice and job satisfaction is positive, as it aligns with Mubashar et al. (2022) and Iqbal et al. (2020), who determined that fairness in policies and decision-making promotes trust and satisfaction among the employees. Such results affirm the Equity Theory which asserts that the perception of fairness has a direct impact on employee attitudes. Yet, the fact that the perceived stress has an insignificant impact on job satisfaction does not agree with much of the recent literature. Research like that of Daneshmandi et al. (2023) postulates that stress adversely influences job satisfaction and causes burnout. The discrepancy can be attributed to situational influences in Pakistan.

The first possible reason is that workers in the developing world might become accustomed to stress as a normal aspect of working life, in which case what you have written in your supporting material may be the case. Also, employees might be more concerned with job security than stress level due to cultural and economic pressures (e.g., job insecurity, opportunities), thus, undermining stress-satisfaction relationship. Another key point found in the results is that organizational and relational sources have a greater impact on job satisfaction as compared to psychological stress in the Pakistani setting. Employees working in collectivist cultures are more likely to value the presence of positive workplace relationships, equitable treatment, and good leadership directions and less concerned with their personal experiences of stress. It means that, interpersonal, and organizational environment assume more weight than individual perceptions of stress in determining the level of job satisfaction. Overall, the results are favorable to the Social Exchange Theory according to which in the event that organizations assist the employees in an appropriate manner, are equitable and demonstrate quality leadership, they are more likely to have positive disposition towards their jobs.

Conclusion

The paper gives a holistic view of the organizational and psychological predispositions of job satisfaction in Pakistan, by combining these critical variables into a single framework. The findings highlight the major effects of the organizational factors on the employee attitudes and make significant contributions to the theoretical, practical and social levels. Theoretically, the study is aligned with the Social Exchange Theory (Blau, 1964) with regards to the fact that positive organizational contributions such as support, fairness and effective leadership lead to positive employee outcomes particularly job satisfaction. It is also based on Organizational Support Theory in that it reinforces the primary position that perceived organizational support is the engine of employee attitudes. Further, the study doubts the externalizability of theories of stress since the perceived stress, in this context, had no significant impact on job satisfaction. Combining numerous predictors into one model, the study fills the gaps in the literature in which these variables were frequently studied independently and provides a more comprehensive picture of job satisfaction. In practice, the results suggest that companies should strive to enhance their support systems by providing recognition, rewards and overall care of the employees. There is a need to ensure that there is fairness and transparency in terms of policy and decision making in order to enhance organizational justice perceptions. In addition, investing in leadership development programs that emphasize on ethical and supportive leadership practices can go a long way in making employees satisfied. The results also indicate that stress management programs may not be effective in themselves unless they are accompanied by other broader changes within the organization. The results of these measures can include increased employee morale, lower turnover intentions and greater productivity of the organization. Socially, the study reveals that there is need to have inclusive and accommodating working conditions within the workplaces, particularly in the developing economies like Pakistan. Organizations play a significant role in promoting employee welfare, equality and fairness which in turn leads to reduction in dissatisfaction in the workplace. Job satisfaction does not just enhance the performance of individual employees and the organization, it also results in the overall economic growth and social stability in the country.

Limitation and Future Research

Although this study has gained some valuable contributions, it has a number of limitations, which are to be noted. To begin with, convenience sampling and a rather small sample of 173 respondents restrict the extrapolation of the results to the rest of the population. Second, the study is a cross-sectional study, and no causal relationship can be established between any two variables since the data was taken at one time. Third, the sample of respondents, representing different industries, could have also impacted the findings, since the perceptions of stress, organizational justice, and leadership behavior might differ considerably across industries. Also, where self-reported data have been used, in the form of questionnaires, there can be bias

of response or social desirability, which can compromise the validity of the results. Lastly, the study only investigates four predictors of job satisfaction and this might be lacking other important predictors such as employee motivation, organization commitment and work life balance. To improve the current research, future studies can improve on this study by covering these limitations as well as widening the scope of analysis. Researchers are urged to carry out industry specific studies in order to get a better picture of sectoral disparities on job satisfaction. Additional insights into the cultural and structural differences would be possible with the help of comparative studies of multinational and local organizations. Also, longitudinal research designs would be more efficient in creating causal relationships. Other variables that should be included in future studies are employee empowerment, motivation to work at the workplace and organizational commitment to help come up with a more complex model. Another aspect that would be of interest to the literature would be a discussion of mediating and moderating effects, namely the mediating effect of job satisfaction between organizational variables and employee performance. Finally, the examination of the cultural aspects of collectivism and power distance can provide a more specific concept of the impact of the contextual factors on the job satisfaction in different settings.

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