The Influence of Goal Setting and Perceived Organization Support on Employee Performance: A Chemical Industry Group Located at Industrial Park 304, Prachinburi Province.

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Abstract

This article aims to study (1) to examine the levels of goal setting, perceived organizational support, and employee performance, and (2) To investigate the influence of goal setting and perceived organizational support on employee performance. The sample consisted of 291 employees working in the 304 Industrial Park, Prachinburi Province, selected through convenience sampling and stratified random sampling based on proportional allocation. The research instrument was a questionnaire comprising five sections: general information, goal setting, perceived organizational support, employee performance, and additional suggestions. Data analysis employed descriptive statistics (percentage, frequency, mean, and standard deviation) and inferential statistics (Pearson's correlation coefficient and multiple regression analysis). The research results were found as follows:

1. Employees reported high levels of goal setting (Mean = 3.914), perceived organizational support (Mean = 3.762), and performance (Mean = 3.902).
2. Goal setting had a positive influence on employee performance (Adjusted R^2 = 38.6%, $p < 0.05$), with clarity, commitment, feedback, and task complexity as significant factors.
3. Perceived organizational support had a positive influence on employee performance (Adjusted R^2 = 58.4%, $p < 0.05$), with knowledge and promotion opportunity, job security, emotional psychology, and working conditions as significant factors.

Keywords: Goal Setting; Perceived Organizational Support; Employee Performance; Chemical Industry; Thailand

Introduction

Employee performance is a critical factor in driving organizational success, particularly in high-risk industries where precision and safety awareness are paramount (Peterson & Plowman, 1989). In Thailand's chemical manufacturing sector - which employs more than 150,000 workers and accounts for approximately 6% of the country's exports, valued at USD 8.055 billion (Ministry of Commerce, 2023) - understanding the determinants that enhance employee performance is essential. Previous studies have confirmed that goal setting

influences work performance across various industries (Locke & Latham, 1990; Kandie & Kipsang, 2023), while perceived organizational support has been shown to affect employee commitment and productivity (Eisenberger et al., 1986; Kan et al., 2022). However, research that examines the combined influence of these two factors within the context of Thailand's chemical industry remains limited.

The Thai chemical industry consists of approximately 2,950 factories (Department of Industrial Works, 2023), of which 20% focus on basic and intermediate chemicals, while the remaining 80% concentrate on downstream products. Following the COVID-19 pandemic (2019–2020), global economic recovery spurred increased demand for chemical products, placing manufacturers under pressure to improve employee performance while maintaining safety standards. The 304 Industrial Park in Prachinburi Province has emerged as a major hub for chemical production, with continuous investment growth each year, contributing significantly to Prachinburi being ranked among the top ten provinces in Thailand with the highest gross provincial product per capita (Office of the National Economic and Social Development Council, 2022).

Although this industry is highly significant, research examining the combined effects of goal setting and perceived organizational support on employee performance in the chemical manufacturing sector remains limited. Therefore, this study aims to investigate these relationships among 291 employees working in chemical plants located in the 304 Industrial Park, Prachinburi Province. The findings will provide empirical evidence to inform the development of human resource management policies in this critical industrial sector.

Objectives

1. To examine the levels of goal setting, perceived organizational support, and employee performance.
2. To investigate the effects of goal setting and perceived organizational support on employee performance.

Literature Review

The literature on the Goal Setting Theory, developed by Locke and Latham (1990), proposes that clear and challenging goals lead to higher performance compared to easy or vague goals. The theory highlights five key principles of effective goal setting: clarity, challenge, commitment, feedback, and task complexity. Later, Locke and Latham (2017) updated the theory, emphasizing that goal setting affects performance through four mechanisms: directing attention, mobilizing effort, enhancing persistence, and encouraging the development of strategies. Empirical research has consistently demonstrated that goal setting has a positive influence on employee performance across various contexts. For example, Gogoi and Baruah (2021) found that clear goal setting enhanced employee outcomes in the manufacturing sector. Huang et al. (2023) showed that goal setting improved the performance of R&D staff in a medical company in China. Similarly, Kandie and Kipsang (2023) reported that organizations

emphasizing goal setting and time management achieved superior results. However, these studies have primarily focused on the manufacturing and R&D sectors, rather than the chemical industry, where strict safety requirements and accuracy may play a significant role in moderating the effects of goal setting. Perceived Organizational Support (POS) has been divided into five dimensions by Rhoades & Eisenberger (2002), namely Compensation & Benefits, Knowledge & Promotion Opportunity, Job Security, Emotional Psychology, and Working Conditions. Furthermore, when organizations empower individual employees appropriately, it aligns with the fundamental principles of POS (Eisenberger et al., 2001) Empirical studies support that perceived organizational support and motivation influence the performance of administrative officers. For example, a case study of the Office of the Attorney General (Phraewwilai Chanboon, 2020) found that organizational support in terms of compensation and welfare, emotional support, and work-related support had a significant effect on employee performance at the 0.05 level. This finding is consistent with Areerat Boonrat (2018), who reported that all five dimensions of perceived organizational support were positively correlated, with statistically significant relationships at the 0.05 level., Additional research has delved into the issues of goal setting and perceived organizational support, showing that both have a positive influence on employee performance across different dimensions, namely quality, quantity of work, timeliness, and cost efficiency, particularly within the chemical industry in Thailand. Therefore, this represents a research gap, as the literature review reveals no existing studies that examine the relationship between goal setting and perceived organizational support (POS). Such research is needed to enhance the understanding of each factor and further extend insights into improving employee performance more effectively. This research can thus hypothesize that:

H1: Goal setting has a positive influence on employee performance.

H2: Perceived organizational support has a positive influence on employee performance.

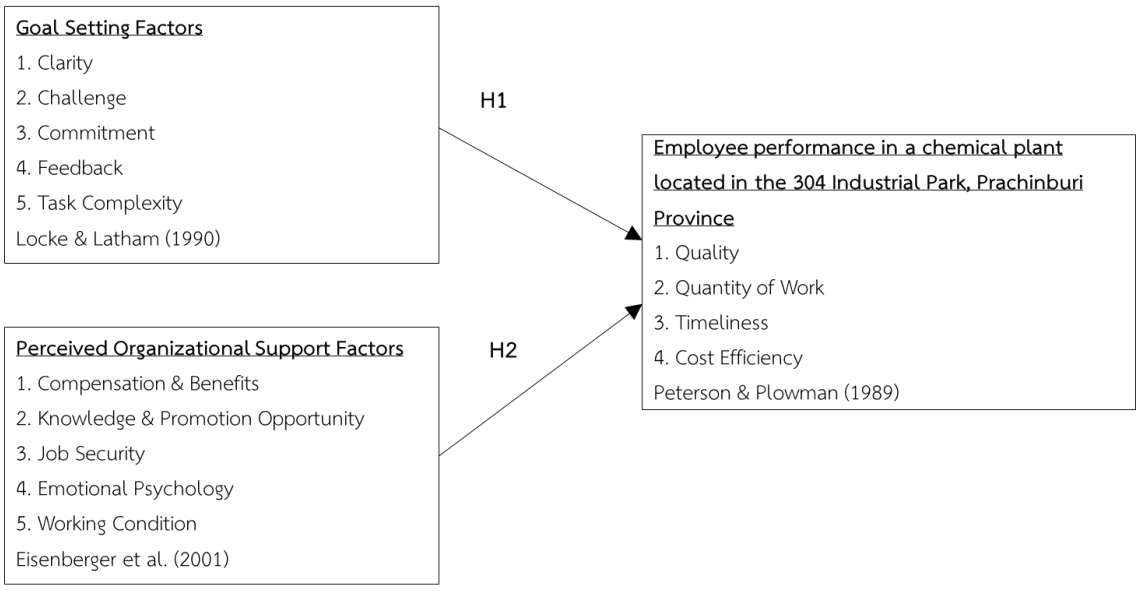

Figure 1 The Research Framework

Methodology

This study is quantitative research, utilizing document review from concepts, theories, and related studies to support the present research. The research design follows a survey method, in which a questionnaire was developed to collect data from the target population, and the data were subsequently analyzed using statistical technique.

1. Sampling and Sample Size

1. 1 The population for this study consisted of 1,060 employees working in a chemical factory group located at 304 Industrial Park, as recorded by the Human Resources Department on December 31, 2023.

1.2 The sample size was calculated using Yamane's formula (1973) with a 5% margin of error, resulting in 291 employees.

$$n = \frac{N}{1 + Ne^2}$$

Where:

- n = sample size
- N = population size (1,060)
- e = margin of error (0.05)

$$n = \frac{1{,}060}{1 + 1{,}060(0.05)^2}$$

$$= \frac{1{,}060}{1 + 2.65}$$

$$= \frac{1{,}060}{3.65}$$

$$= 290.41 \approx 291$$

2. Data Collection

Data collection was carried out using convenience sampling and stratified random sampling based on proportional allocation, categorized according to the number of employees in different groups as recorded in Table 1. The sampling frame was obtained through the company's Human Resources Department to ensure the required sample size was met and This research was conducted during September–October 2024.

Table 1: Number of Samples Classified by Departments

Department	Population	Percentage	Proportional Sample Size
1. Department 1	120	11%	34
2. Department 2	100	9%	27
3. Department 3	50	5%	14
4. Department 4	60	6%	16
5. Department 5	80	8%	22
6. Department 6	150	14%	41

Department	Population	Percentage	Proportional Sample Size
7. Department 7	300	28%	82
8. Department 8	200	19%	55
Total Employees	**1,060**	**100%**	**291**

3. Research Instrument

Section 1: Personal Demographic Factors, this section consists of 7 close-ended questions in a checklist format, focusing on personal characteristics such as gender, age, marital status, education level, work tenure, job position, and monthly income.

Section 2: Goal Setting. This section employs a questionnaire based on the conceptual framework of Locke and Latham (1990) regarding organizational goal setting. It consists of 20 close-end questions covering five dimensions: 1. Clarity, 2. Challenge, 3. Commitment, 4. Feedback, and 5. Task Complexity.

Section 3: Perceived Organizational Support, this section employs a questionnaire based on the conceptual framework of Eisenberger (2001) on perceived organizational support. It consists of 20 close-ended questions covering five factors: 1. Compensation & Benefits 2. Knowledge & Promotion Opportunity 3. Job Security 4. Emotional psychology and 5. Working conditions.

Section 4: Employee Performance, this section employs a questionnaire based on the conceptual framework of Peterson and Plowman (1989) regarding employee performance. It incorporates 15 close-ended questions across four dimensions: 1. Quality 2. Quantity of Work 3. Timeliness and 4. Cost Efficiency.

Section 5: Additional Suggestions, this open-ended section gathers employees' opinions and suggestions for further insights and recommendations.

In Sections 2, 3, and 4, the questions are structured as multiple-choice items using a Rating Scale. The response criteria are based on a 5-point Likert Scale format, with respondents selecting only one option per item. Data analysis was conducted using the mean and standard deviation (SD), with the following evaluation criteria: As referenced in (Thanin Sincharu, 2020).

Table 2: Evaluation Criteria

Level of Opinion	Assigned Weight
Very High	5
High	4
Moderate	3
Low	2
Very Low	1

Table 3: Interpretation Criteria

Level of Opinion	Assigned Weight
Very High	4.50 – 5.00
High	3.50 – 4.49
Moderate	2.50 – 3.49
Low	1.50 – 2.49
Very Low	1.00 – 1.49

4. Data Analysis and Statistical Methods

Data analysis was conducted using both descriptive statistics and inferential statistics as follows. Descriptive Statistics served to summarize and describe the characteristics of the sample, including: Percentage, Frequency, Mean, Standard deviation and Inferential Statistics. They were used to test the hypotheses through the following methods: Pearson Correlation Coefficient: To examine the relationships between variables and Multiple Linear Regression Analysis: To analyze the influence of independent variables (goal setting and perceived organizational support) on the dependent variable (employee performance). All 291 questionnaires, representing 100% of the targeted sample size, were collected and verified for completeness. The content validity of the research instrument was assessed to ensure appropriate language use and alignment of the questionnaire items with the research objectives. This was done using the Index of Item-Objective Congruence (IOC), which measures the degree to which each questionnaire item corresponds to the research objectives. An IOC value of 0.5 or higher is generally considered acceptable (Choosri Wongratana, 2017). The analysis was conducted with three subject-matter experts, and the results revealed that all questionnaire items achieved IOC values ranging between 0.67 and 1.00, surpassing the acceptable threshold. Indicated here is that the questionnaire items are valid and suitable for data collection.

Following this, a pilot test (Try-Out) was carried out with 30 employees who were not part of the main sample group. This step aimed to determine the reliability of the questionnaire using Cronbach's Alpha coefficient, a widely accepted method for assessing internal consistency (Kanlaya Vanichbuncha, 2013). The reliability analysis yielded the following results as follows: Goal-Setting Variable - 0.972; Perceived Organizational Support Variable - 0.983; and Employee Performance Variable - 0.972. All coefficients exceeded the recommended threshold of 0.7, strongly suggesting high internal consistency and confirming that the research instrument is reliable and appropriate for data collection.

Results

Based on the analysis of the respondents' demographic characteristics, the results are summarized in Table 4

Table 4: Demographic Characteristics of Respondents

Characteristic	Category	Frequency	N=291 Percentage
Gender	Male	179	62
	Female	101	35
	Prefer not to say	11	3
Age	22-30 years	123	42
	31-40 years	87	30
	41-50 years	57	20
	51-55 years	24	8
Marital Status	Single	136	47
	Married	106	36
	Divorced/Widowed	27	9
	Prefer not to say	22	8
Education Level	Below Bachelor's Degree	69	24
	Bachelor's Degree	174	60
	Above Bachelor's Degree	48	16
Years of Work Experience	0–5 years	103	35
	6–10 years	84	29
	11–15 years	65	22
	16 years and above	39	14
Job Position	Operational Staff	110	38
	Supervisory Staff	142	49
	Managerial/Executive Staff	39	13
Monthly Income (THB)	Less than 20,000	42	15
	20,001–50,000	132	45
	50,001–100,000	100	34
	100,001 and above	17	6

The general demographic analysis of the respondents revealed the following. In terms of Gender the majority were male, totaling 179 respondents, accounting for 62%. For Age it emerged that 123 respondents, or 42%, were age 22 -30 years. Regarding Marital Status, 136 respondents, or 47%, were single. Referring to Education Level, 174 respondents, or 60%, held a Bachelor's degree. For Work Experience, 103 respondents, or 35%, had 0–5 years of employment experience. With reference to Job Position, 142 respondents, or 49%, were in supervisory roles. For Monthly Income, 132 respondents, or 45%, earned between 20,001–50,000 THB. The results of the analysis of organizational goal setting, perceived organizational support, and employee performance are tabulated below.

Table 5: Means and Standard Deviations for Goal-Setting Dimensions

Organizational Goal Setting	N=291		
	Mean	SD	Interpretation
1. Clarity	4.053	0.697	High
2. Challenge	3.973	0.795	High

Organizational Goal Setting	N=291		
	Mean	SD	Interpretation
3. Commitment	3.866	0.733	High
4. Feedback	3.898	0.792	High
5. Task Complexity	3.780	0.853	High
Overall Organizational Goal Setting	**3.914**	**0.589**	**High**

Based on Table 5, respondents perceive the level of organizational goal setting as consistently strong. Employees perceived all dimensions of goal setting at a high level, with an overall average score of 3.914 (SD = 0.589). When considering each dimension individually, the results were as follows: in particular, Clarity (average score = 4.053, SD = 0.697) reflected that the organization communicates its goals clearly and employees share a common understanding. In contrast, Task Complexity (average score = 3.780, SD = 0.853) received the lowest score and showed the highest standard deviation, indicating that employees' perceptions varied considerably. This may suggest that employees in different job positions experience different levels of task complexity.

Table 6: Means and Standard Deviations for Perceived Organizational Support Dimensions

Perceived Organizational Support	N=291		
	Mean	SD	Interpretation
1. Compensation and Benefits	3.657	0.830	High
2. Knowledge and Promotion Opportunity	3.875	0.830	High
3. Job Security	3.788	0.839	High
4. Emotional Psychology	3.724	0.838	High
5. Working Condition	3.766	0.851	High
Overall Perceived Organizational Support	**3.762**	**0.719**	**High**

Based on Table 6, respondents perceive the level of organizational support as consistently strong. Employees perceive that all dimensions of organizational support are at a high level, with an average score of 3.762 (SD = 0.719). When considering each dimension, the results are as follows: In particular, Knowledge & Promotion Opportunities received the highest rating (average score = 3.875, SD = 0.830), reflecting that employees have a strong desire for career advancement opportunities and have demonstrated their capabilities clearly in their work. Meanwhile, Compensation and Benefits received the lowest score (average score = 3.657, SD = 0.830) and had the highest standard deviation, indicating that employees perceive differences in compensation and benefits across various job positions, which may be due to differing levels of job complexity.

Table 7: Means and Standard Deviations for Employee Performance Dimensions

Employee Performance	N=291		
	Mean	SD	Interpretation
1. Quality	3.916	0.728	High
2. Quantity of Work	3.865	0.720	High
3. Timeliness	3.902	0.780	High
4. Cost Efficiency	3.926	0.757	High
Overall Employee Performance	**3.902**	**0.641**	**High**

Based on Table 7, respondents perceive employee performance as consistently strong. Employees perceive their performance as being at a high level, with an average score of 3.902 (SD = 0.641). When considering each aspect, the results are as follows: Cost Efficiency received the highest evaluation (average score = 3.875, SD = 0.757), reflecting that employees recognize the organization's current focus on overall cost control, with communication reaching all job positions and departments. Meanwhile, the Quantity of Work received the lowest score (average score = 3.865, SD = 0.720), indicating that employees perceive variations in quality outcomes across different job positions.

The analysis was conducted using the Pearson Correlation Coefficient to determine the size and direction of the linear relationships between the variables. A high correlation coefficient indicates a strong relationship between the respective variables. The correlation analysis results, presented in Tables 6 and 7, offer insights into the interactions between variables, emphasizing the strength and direction of their relationships. Strong correlations indicate a significant degree of interdependence among the variables.

Symbols and Abbreviations Used in Data Analysis Results are as Follows:

(G1) Clarity
(G2) Challenge
(G3) Commitment
(G4) Feedback
(G5) Task Complexity
(POS1) Compensation & Benefits
(POS2) Knowledge & Promotion Opportunity
(POS3) Job Security
(POS4) Emotional Psychology
(POS5) Working Condition
(P1) Quality
(P2) Quantity of Work
(P3) Timeliness
(P4) Cost Efficiency

Table 8: Correlation Coefficients Between Organizational Goal Setting and Employee Performance

N=291

	(G1)	(G2)	(G3)	(G4)	(G5)	(P1)	(P2)	(P3)	(P4)
(G1)	1	-	-	-	-	-	-	-	-
(G2)	0.565**	1	-	-	-	-	-	-	-
(G3)	0.470**	0.626**	1	-	-	-	-	-	-
(G4)	0.419**	0.521**	0.578**	1	-	-	-	-	-
(G5)	0.397**	0.505**	0.523**	0.537**	1	-	-	-	-
(P1)	0.218**	0.292**	0.379**	0.394**	0.427**	1	-	-	-
(P2)	0.329**	0.304**	0.399**	0.418**	0.487**	0.669**	1	-	-
(P3)	0.311**	0.301**	0.396**	0.418**	0.603**	0.675**	0.683**	1	-
(P4)	0.367**	0.288**	0.345**	0.370**	0.499**	0.599**	0.583**	0.698**	1

Based on what is shown in Table 8, the table illustrates the internal relationships among the variables of organizational goal setting. It reveals that the Challenge and Commitment dimensions exhibit the strongest correlation, In the chemical industry, where strict regulations and safety standards are enforced, tasks that are overly challenging may cause stress rather than motivation. Therefore, challenges may not have the same positive effect on performance as they do in other industries, with a coefficient of 0.626, which falls within the high correlation range according to the criteria of Hair et al. (2014). Hair et al. also states that correlation coefficients below 0.9 do not pose multicollinearity issues. Additionally, the table highlights the relationship between organizational goal setting and employee performance, with correlation coefficients ranging from 0.218 to 0.603. The weakest relationship is between Clarity in organizational goal setting and Quality in employee performance. The strongest relationship is between Task Complexity Distribution in organizational goal setting and Timeliness in employee performance. Organizational goal setting has a positive correlation with employee performance, and all correlations are statistically significant at the 0.01 level. Therefore, the variables can be used for multiple regression analysis.

Table 9: Correlation Coefficients Between Perceived Organizational Support Variables and Employee Performance

N=291

	(POS1)	(POS2)	(POS3)	(POS4)	(POS5)	(P1)	(P2)	(P3)	(P4)
(POS1)	1	-	-	-	-	-	-	-	-
(POS2)	0.696**	1	-	-	-	-	-	-	-
(POS3)	0.630**	0.767**	1	-	-	-	-	-	-
(POS4)	0.605**	0.657**	0.673**	1	-	-	-	-	-
(POS5)	0.592**	0.680**	0.702**	0.699**	1	-	-	-	-
(P1)	0.405**	0.521**	0.510**	0.517**	0.595**	1	-	-	-
(P2)	0.516**	0.587**	0.625**	0.580**	0.631**	0.669**	1	-	-
(P3)	0.501**	0.600**	0.610**	0.601**	0.666**	0.675**	0.683**	1	-
(P4)	0.399**	0.510**	0.540**	0.518**	0.585**	0.599**	0.583**	0.698**	1

From Table 9, the internal relationships among the variables of perceived organizational support are as follows. The strongest correlation was found between Knowledge & Promotion Opportunity and Job Security, with a coefficient of 0.767. This falls within the high correlation range according to the criteria of Hair et al. (2014). Hair et al. stated that correlation coefficients below 0.9 do not pose multicollinearity issues. Additionally, the relationships between perceived organizational support and employee performance show correlation coefficients ranging from 0.399 to 0.666, The weakest correlation was between Compensation & Benefits and Cost Efficiency in employee performance. The strongest correlation was the difference between Working Condition in perceived organizational support and Timeliness in employee performance. Perceived organizational support demonstrates a positive correlation with employee performance, with statistical significance at the 0.01 level. Consequently, these variables can be utilized in multiple regression analysis.

Table 10: Multiple Regression Analysis of Goal Setting Variables Positively Influencing Overall Employee Performance

Factor	N=291						
	b	SE_b	Beta	t	p-Value	Tolerance	VIF
(Constant)	1.667	0.204	-	8.153	0.000*	-	-
1. Clarity	0.104	0.053	0.113	1.981	0.049*	0.645	1.549
2. Challenge	-0.102	0.061	-0.110	-1.665	0.097	0.483	2.071
3. Commitment	0.116	0.057	0.133	2.030	0.043*	0.495	2.020
4. Feedback	0.130	0.049	0.161	2.628	0.009*	0.567	1.764
5. Task Complexity	0.333	0.044	0.443	7.549	0.000*	0.614	1.628

R=0.630 R^2 = 0.397 Adjusted R^2 = 0.386 Durbin-Watson = 1.506 F = 37.467 Sig = 0.000

According to the figures in Table 10, it is evident that goal setting significantly influences overall employee performance with a statistical significance threshold of 0.05 (F = 37.467, p-value ≤ 0.05), with an adjusted R^2 of 38.6%. The dimensions of Clarity, Commitment, Feedback, and Task Complexity distribution positively impact on overall employee performance, with statistical significance (Sig. = 0.049, 0.043, 0.009, and 0.000, respectively). Meanwhile the Challenge dimension does not exert a positive impact on overall employee performance, with a value of 0.097. The multiple regression analysis equation can be expressed as: $\hat{y}$ =1.667 + 0.104 (Clarity) + 0.116 (Commitment) + 0.130 (Feedback) + 0.333 (Task Complexity)

Table 11: Multiple Regression Analysis of Perceived Organizational Support Variables Positively Influencing Overall Employee Performance

Factor	N=291						
	b	SE_b	Beta	t	p-Value	Tolerance	VIF
(Constant)	1.418	0.129	-	10.950	0.000*	-	-
1. Compensation and Benefits	-0.007	0.043	-0.010	-0.175	0.861	0.469	2.134
2. Knowledge and Promotion Opportunity	0.106	0.053	0.137	2.017	0.045*	0.311	3.219
3. Job Security	0.138	0.050	0.181	2.758	0.006*	0.334	2.992
4. Emotional Psychology	0.123	0.045	0.161	2.722	0.007*	0.411	2.434
5. Working Condition	0.297	0.045	0.394	6.537	0.000*	0.394	2.536

R=0.769 R^2 = 0.591 Adjusted R^2 = 0.584 Durbin-Watson = 1.568 F = 82.458 Sig = 0.000

From Table 11, it is evident that perceived organizational support significantly influences overall employee performance with a statistical significance threshold of 0.05 ($F = 82.458$, p-value ≤ 0.05), with an adjusted R^2 of 58.4%. The dimensions of Knowledge & Promotion Opportunity, Emotional Psychology, Job Security, and Working Condition positively impact employee performance, with statistical significance (Sig. = 0.045, 0.007, 0.006, and 0.000, respectively). The Compensation and Benefits dimension does not have a positive impact on overall employee performance, with a value of 0.861. The multiple regression analysis equation can be expressed as: $\hat{y}$ =1.418 + 0.106 (Knowledge and Promotion Opportunity) + 0.138 (Job Security) + 0.123 (Emotional Psychology) + 0.297 (Working Condition)

Conclusion and Discussion

From the analysis of perceived organizational support and its impact on employee performance, in this case a chemical factory group at 304 Industrial Park, the research findings can be explained as follows.

Goal setting significantly influences overall employee performance at the 0.05 statistical significance level ($F = 37.467$, p-value ≤ 0.05). The adjusted coefficient of determination (Adjusted R^2) was 38.6%. Key factors, including clarity, commitment of objectives, feedback, and task complexity, positively impacted overall employee performance at statistically significant levels (Sig. = 0.049, 0.043, 0.009, and 0.000, respectively). Among these, task complexity distribution exhibited the strongest influence, with a standardized coefficient of 0.443. Positive goal-setting influences employee performance by providing clear direction and commitment in their work. Well-established goals not only motivate employees and foster enthusiasm but also strengthen engagement and reduce work-related stress. When employees are involved in setting goals, their performance tends to improve. These findings align with the research undertaken by Kandie and Kipsang (2023), which found that clear and

unambiguous objectives enhance work efficiency. Organizations that prioritize goal-setting and effective time management tend to achieve better overall employee performance.

Perceived organizational support significantly influences overall employee performance at the 0.05 statistical significance level ($F = 82.458$, p-value ≤ 0.05). The adjusted coefficient of determination (Adjusted R^2) was 58.4%. Factors such as knowledge & promotion opportunity, emotional psychology, job security, and working conditions positively impacted overall employee performance at statistically significant levels (Sig. = 0.045, 0.007, 0.006, and 0.000, respectively). Among these, operational performance had the highest influence, with a standardized coefficient of 0.394. Perceived organizational support plays a crucial role in enhancing employee morale, engagement, and performance. Such support reduces stress, increases job satisfaction, and fosters motivation, leading to higher employee participation and improved work outcomes. This is consistent with the findings of Kan et al. (2022), who demonstrated that perceived organizational support positively affects employee performance. Appropriate support enhances employees' sense of value and confidence in their roles, resulting in better workplace outcomes.

This research aims to examine the influence of goal setting and perceived organizational support (POS) on employee performance in chemical plants located in the 304 Industrial Estate, Prachinburi Province. Data was collected from 291 employees and analyzed using correlation coefficients and multiple regression. The findings provide empirical evidence that both goal setting and organizational support mechanisms have a significant impact on enhancing employee performance in this context. Several key insights emerge from the results: (1) Not all dimensions of goal setting affect performance in the chemical industry. Task complexity and feedback mechanisms are more critical than goal challenge, which may reflect the necessity of stringent safety standards in production processes. (2) Organizational support in terms of resource allocation and career development exerts a stronger influence on performance than financial compensation alone.

This study makes an important contribution to organizational behavior literature by highlighting the limitations of Goal-Setting Theory in high-risk work environments, and by providing the first empirical evidence of the joint influence of goal setting and POS in Thailand's chemical industry. From a practical perspective, the findings offer evidence-based guidance for chemical plant managers to design effective measures to enhance employee performance through appropriate organizational support.

However, this study is subject to certain limitations, including its cross-sectional design, which prevents causal inference; its focus on a single industrial estate, which restricts generalizability; and its reliance on self-reported performance measures. Future research should employ longitudinal designs, expand the study to multiple provinces, and incorporate objective performance metrics to strengthen the validity and causal understanding of these relationships.

Body of Knowledge

The researcher synthesized knowledge on how goal setting and perceived organizational support influences employee performance in a chemical factory group located at 304 Industrial Park. A summary of this is illustrated in the following diagram.

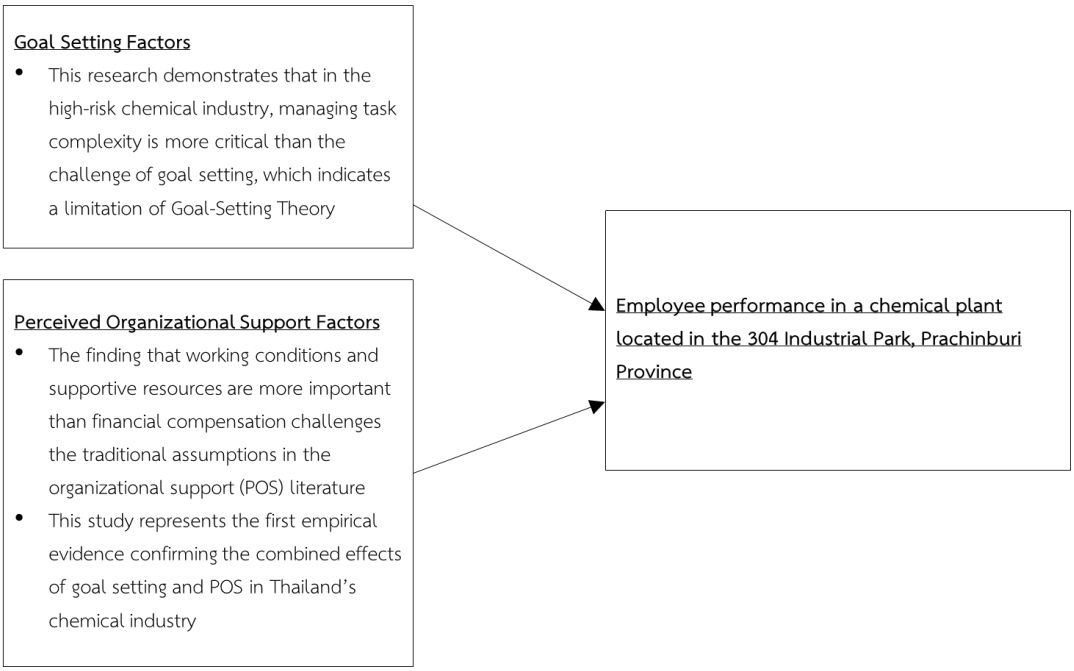

Figure 2 Knowledge Derived from Research

From Figure 2, the impact of goal setting and perceived organizational support on employee performance in a chemical factory group located at 304 Industrial Park, is summarized as follows.

1. This research demonstrates that in the high-risk chemical industry, managing task complexity is more critical than the challenge of goal setting, which indicates a limitation of Goal-Setting Theory.

2. The finding that working conditions and supportive resources are more important than financial compensation challenges the traditional assumptions in the organizational support (POS) literature.

3. This study represents the first empirical evidence confirming the combined effects of goal setting and POS in Thailand's chemical industry.

Recommendations

Recommendations for Application / Implications for Practice

1. The organization should set goals that are clear and transparent. This will help employees understand the organization's direction and expectations, reducing confusion and enhancing motivation in their work.

2. The organization should promote employees' perceptions of organizational support in various areas to improve how well they perform. Emphasis should be placed on supporting employees in developing their knowledge and providing opportunities for career growth, which can enhance motivation and commitment to the organization.

3. The organization should manage workloads appropriately based on task complexity to reduce fatigue and enhance employee performance.

4. The organization should promote the establishment of shared goals to foster employee engagement and commitment to their work.

5. The organization should actively listen to employees' concerns and their suggestions for improvement by encouraging feedback. Additionally, it should promote employee participation to facilitate continuous improvement in work processes.

6. Creating a positive work environment and promoting work-life balance can enhance employee satisfaction and morale, leading to increased motivation and reduced stress.

7. The organization should provide adequate tools and resources to ensure smooth operations and workplace safety for employees.

Recommendations for Future Research

1. Since this study utilized a sample group from a chemical factory group situated at 304 Industrial Park, Prachinburi Province, and the findings refer specifically to this context, further hypothesis testing should be conducted with different sample groups, such as other industries or other provinces.

2. Given that this study employed a quantitative research approach, future research could incorporate qualitative methods, such as interviews with employees directly involved in operations, to explore goal-setting and perceived organizational support practices that genuinely enhance employee performance.

3. Future studies may expand on this subject by incorporating additional factors beyond goal setting and perceived organizational support. These can include employee commitment and organizational culture, since these variables might significantly contribute to enhancing employee performance.

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