The Mediating Role of Job Satisfaction on the Relationship Between Perceived Organizational Support and Affective Commitment: A Research in the Public Sector

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Extensive Summary

Introduction

Perceived organizational support (POS) “is presented that employees in an organization form global beliefs concerning the extent to which the organization values their contributions and cares about their well-being” (Eisenberger et al., 1986, p.500). According to Liu and Ding (2012, p.2716), when employees perceive that they are supported and appreciated by the organization, they will respond a positive attitude toward the organization. Affective commitment which is the one of the component of organizational commitment refers to employee’s emotional attachment to; and involvement in, the organization (Allen and Mayer, 1990, p.1-18). Employees who have strong affective commitment want to remain as part of the organization accepting the values of the organizations (Allen and Meyer, 1990, p.3; Allen and Meyer, 1996, p.253; Somers, 1995, p.49). Job satisfaction is the degree of positive or negative feeling about ones job (Schermerhorn et al., 2000:118-119).

Researches indicate that perceived organizational support significant and positively related to affective commitment (Eisenberger et al., 2001; Lam, Liu and Loi, 2015; Gakovic and Tetrick, 2003; Stinglhamber and Vandenberghe, 2003; Farh, Hackett and Liang, 2007; Takeuchi et al., 2009; Maertz et al., 2007; Wayne, Shore and Liden, 1997; Randall et al., 1999; Van Knippenberg and Sleebos, 2006; Hui, Lee and Rousseau, 2004; Lee and Peccei, 2007; Chen, Aryee and Lee, 2005; Panaccio and Vandenberghe, 2009; Arshadi and Hayavi, 2013; Wu and Liu, 2014; Ngo et al., 2013; Kim, Eisenberger and Baik, 2016). The significant and positive relationship between perceived organizational support and job satisfaction were determined in many studies (Caesens and Stinglhamber, 2014; Cullen et al., 2014; Duffy et al., 2013; Gillet et al., 2013; Osman et al., 2015; Miao and Kim, 2010; Mallette, 2011). Several methodological studies showed that employee’s job satisfaction have a significant and positive impact on their affective commitment (Reid et al., 2008; Griffin et al., 2010;
Lopez-Caparcos et al., 2015; Supeli and Creed, 2016; Lambert and Hogan, 2010). Some researchers thought job satisfaction would be a mediating role on the relationship between perceived organizational support and affective commitment. Colakoğlu, Culha and Atay (2010) indicated that job satisfaction mediates the relationship between perceived organizational support and affective commitment. Thus, it is expected that (a) perceived organizational support have a significant and positive impact on employee’s affective commitment; (b) perceived organizational support have a significant and positive impact on employee’s job satisfaction; (c) job satisfaction have a significant and positive impact on employee’s affective commitment; (d) job satisfaction mediates the relationship between perceived organizational support and affective commitment in current study.

**Research Method**

The purpose of this study to examine (1) the relationships among perceived organizational support, job satisfaction and affective commitment (2) the mediating role of job satisfaction on the relationship between perceived organizational support and affective commitment. The research model and hypothesis are given in Figure 1 below.

![Research Model](image)

**Figure 1. Research Model**

H1: Perceived organizational support have a significant and positive impact on affective commitment.

H2: Perceived organizational support have a significant and positive impact on job satisfaction.

H3: Job satisfaction have a significant and positive impact on affective commitment.

H4: Perceived organizational support have impact on affective commitment through the mediating role of job satisfaction.

This research was performed between October-2015 and February-2016 in a large-scale public institution. Accordingly, 1280 questionnaires were prepared and distributed. However 844 usable questionnaire were returned. Perceived organizational support was measured using 8-items scale which is originally 36 items and developed and validated by Eisenberger et. al. (1986). The items were rated on a five-point scale (5=strongly agree, 1=strongly disagree). Affective commitment was measured using 6-items which is the component of organizational commitment scale developed by Meyer and Allen (1984). The items were rated on a five-point scale (5=strongly agree, 1=strongly disagree). Job satisfaction was measured using 5-items scale developed by Brayfield and Rothe (1951).
Table 1. The Results of Confirmatory Factor Analysis

<table>
<thead>
<tr>
<th>Scales</th>
<th>$\chi^2$</th>
<th>df</th>
<th>$\chi^2$/df</th>
<th>RMSEA</th>
<th>GFI</th>
<th>CFI</th>
</tr>
</thead>
<tbody>
<tr>
<td>POS</td>
<td>17,482*</td>
<td>8</td>
<td>2,185</td>
<td>0,03</td>
<td>0,99</td>
<td>0,99</td>
</tr>
<tr>
<td>AC</td>
<td>15,090*</td>
<td>5</td>
<td>3,010</td>
<td>0,04</td>
<td>0,99</td>
<td>0,99</td>
</tr>
<tr>
<td>JS</td>
<td>2,921**</td>
<td>2</td>
<td>1,461</td>
<td>0,02</td>
<td>0,99</td>
<td>0,99</td>
</tr>
</tbody>
</table>

*p<0,01; ** p>0,05; $\chi^2$=Chi-square Goodness; df =Degree of Freedom; RMSEA = Root Mean Square Error of Approximation; CFI= Comparative Fit Index; GFI=Goodness of Fit Index; POS: Perceived Organizational Support; AC: Affective Commitment; JS: Job Satisfaction

To analyze the relationships between the variables and the mediating role of job satisfaction in accordance with regression analysis that is referred by Baron and Kenny (1986), two model were designed. According to first model perceived organizational support significant and positively effect to affective commitment (Standardized $\beta = 0,79; p < 0,01$).

![Figure 2. The Result of The First Model](image)

Findings indicate that perceived organizational support have a significant and positive impact on employee’s affective commitment and job satisfaction. Job satisfaction have a significant and positive impact on affective commitment. It was also determined that perceived organizational support have impact on affective commitment through the partially mediating role of job satisfaction. $H_1, H_2, H_3$ were accepted and $H_4$ partially accepted.

![Figure 2. The Result of The Second Model](image)

Conclusion

The present study was conducted 844 employees who work in a large-scale public institution. The relationships of perceived organizational support, affective commitment and job satisfaction and the mediating role of job satisfaction on the relationship between perceived organizational support and affective commitment in accordance with regression analysis that is referred by Baron and Kenny (1986) were examined by using structural equation modeling (SEM).
The research findings indicated that (a) perceived organizational support have a significant and positive impact on employee’s affective commitment. (b) perceived organizational support have a significant and positive impact on employee’s job satisfaction; (c) job satisfaction have a significant and positive impact on employee’s affective commitment; (d) job satisfaction mediates the relationship between perceived organizational support and affective commitment.