# THE MEDIATING ROLE OF JOB SATISFACTION ON THE RELATIONSHIP BETWEEN PERCEIVED ORGANIZATIONAL SUPPORT AND JOB PERFORMANCE

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***ABSTRACT***

*The objective of this research is to analyze the mediating effect of job satisfaction on the relationship between perceived organizational support (POS) and job performance for white-collar employees in an energy sector in İstanbul. The survey was distributed to 964 employees, while 700 valid questionnaires were included within the scope of the analysis. Exploratory factor analysis (EFA) was carried out to determine factor distribution, while confirmatory factor analysis (CFA) and reliability analysis were carried out to detect scale validities and reliabilities. Relations between scale variables were examined by a correlation analysis. Structural equation model (SEM) was constructed based on research hypotheses while the effect of POS on job satisfaction, the effect of job satisfaction on job performance and the mediating role of job satisfaction on this relation were tested through this model. All hypotheses are supported in this study.*

***Keywords:*** *Perceived Organizational Support, Job Satisfaction, Job Performance*

***JEL Codes:*** *M0, M1*

## ALGILANAN ÖRGÜTSEL DESTEK İLE İŞ PERFORMANSI İLİŞKİSİNDE İŞ TATMİNİNİN ARACI ROLÜ

***ÖZ***

*Algılanan örgütsel destek (AÖD) ile iş performansı ilişkisinde iş tatmininin aracı rolünü sorgulama amacı taşıyan bu araştırma, İstanbul ilinde enerji sektöründe görev yapmakta olan beyaz yakalı çalışanlar üzerinde gerçekleştirilmiştir. Araştırmaya ilişkin 964 çalışana anket dağıtılmış olup, 700 anket çalışmaya dahil edilmiştir. Faktör dağılımını belirleyebilmek için açıklayıcı faktör analizi (AFA), ölçek güvenirliklerinin ve geçerliliklerinin saptanabilmesinde doğrulayıcı faktör analizi (DFA) ve güvenilirlik analizlerinden faydalanılmıştır. Ölçek değişkenleri arasındaki ilişki korelasyon analizi doğrultusunda incelenmiştir. Araştırma hipotezlerine dayalı olarak yapısal eşitlik modeli (YEM) kurulmuş olup; AÖD'nin iş tatmini üzerindeki etkisi, iş tatmininin iş performansı üzerindeki etkisi ve iş tatmininin AÖD ile iş performansı ilişkisindeki aracı rolü bu model aracılığı ile test edilmiştir. Araştırma kapsamında öne sürülen hipotezlerin tümü desteklenmiştir.*

***Anahtar Kelimeler***: *Algılanan Örgütsel Destek, İş Tatmini, İş Performansı*

***JEL Kodları:*** *M0, M1*

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## 1. INTRODUCTION

POS is basicly defined as perception of employees regarding how much their company consider their efforts, and interest for their welfare (Eisenberger et al., 1986, p. 500).

According to Aselage and Eisenberger (2003), and Eisenberger et al. (1986) organizational support theory forms the theoretical framework of POS. This theory refers psychological background for the outcomes of POS. People believe that they will be rewarded for their contributions and get required support in hard times. Based on reciprocity norm, employees feel obligations to put their maximum efforts to support organizational goals (Wann-Yih & Htaik, 2011, p. 2).

Employees carry out their jobs in a more effective manner when they feel the sense of approval, respect from their organizations, appropriate salaries and benefits and have information access (Rhoades & Eisenberger, 2002, p. 698).

Although there was limited research regarding POS in an organizational behavior literature until mid 1990's, there is an increasing trend among the concept especially in the last decades (Chelliah et al, 2015, p. 13). POS is considered with many variables such as leader support, leader-member exchange, organizational justice, organizational commitment, intention to leave, organizational citizenship behavior, performance, job satisfaction, job stress, psychological contrat breach, perceived organizational prestige, emotional labor, trust etc. (Eisenberger et al., 1990; Demircan Çakar & Yıldız, 2009; Eser, 2011; Kaplan & Öğüt, 2012; Fatima et al., 2015; Ötken, 2015; Kim et al., 2016; Zhong et al., 2016; Malik & Naeem, 2016; Ingusci et al., 2016; Zhang et al., 2017; Bukhari & Kamal, 2017; Nwanzu, 2017). POS of employees tend to increase when they believe that their organizations stand behind them and would lend helping hands during crises. A perception of an intense organizational support meet individuals' socio-emotional requirements and make them reveal positive behaviors such as job satisfaction (Cullen et al., 2014, p. 270).

In the organizational literature, job satisfaction has been defined by several authors. Hoppock (1935) described it as the integration of psychological, environmental and physiological conditions which cause a satisfaction by trust. According to George and Jones (2008), job satisfaction represent opinions of employees toward their jobs. An individual's satisfaction can be affected by salary, work nature, management, career advancement, work conditions, the quality of relations with his/her supervisor, subordinates and colleagues (Aziri, 2011, pp. 77-81). Rhoades & Eisenberger (2002) indicated job satisfaction as one of

the outcomes of POS and Riggle et al. (2009) showed the strong relationship between POS and job satisfaction (Bilgin & Demirer, 2012, p. 471). Organizational success strongly rests upon individual performance; that is why it should attentively be considered by researchers. According to Gould & Hawkins (1978), Hawthorne studies, which associated employee productivity with satisfaction level, can be indicated to clarify the relationship between job satisfaction and job performance (Hsieh, 2016, p. 93). This relationship is highlighted in several studies (Miao, 2011; Özpehlivan, 2015; Kale, 2015; Güngören, 2017; Wu et al., 2017) and as Landy (1989) implied, it is identified as the "Holy Grail" of organizational and industrial psychology (Bowling, 2007, p. 167). Burke (2003) argue that employees will have a positive psychological mood as a result of high level of POS and job satisfaction; Grandey (1997) adds that they become more willing to contribute to the organization (Akkoç et al., 2012, p. 113). There are various researches in the fields of POS, job satisfaction and job performance (Muse & Stamper, 2007; Wann-Yih & Htaik, 2011; Akkoç et al., 2012; Cullen et al., 2014) considering this relationship.

In this article, the relation of POS with job performance is analysed by considering the mediating effect of job satisfaction. Research sample is composed of white-collar employees working in energy sector in Istanbul. In an organizational behavior literature, although there are studies considering research variables, there is no study which observes all variables together. Demographical results and scale information are given in measures and sampling section. The data obtained by the questionnaire was analysed through SPSS and SEM. Scale validities and reliabilities were investigated by EFA and CFA. Descriptive statistics are presented after discussing fit indices resulted from CFA. Hypotheses were tested through a path analysis. Finally at the conclusion part, research results are refered to previous studies while limitations are also stated.

## 2. PERCEIVED ORGANIZATIONAL SUPPORT

Eisenberger et al. (1986) identify the term POS as beliefs of employees about how much their organizations appreciate their efforts and consider their welfare (Riggle et al., 2009, p. 1027). POS of employees will develop if an organization fulfills their socioemotional requirements and is ready to award their extra endeavors. Moreover, people perceive high level of support when they feel helping hands from their organization. The relationship between employees and an organization is stated through a social exhange theory developed by Blau (1964). As Tansky and Cohen (2001) state that this theory comprises reciprocity

while each party has expectations and sensations from each other (Uçar & Ötken, 2010, p. 87).

Besides, POS derived from Eisenberger et al.'s (1986) organizational support theory (OST) (Bano, Ramzan, Anjum & Dapeng, 2017, p. 107). Employees develop impressions toward their organizations regarding the extent of how much the required resources are met and in what level they feel themselves as valuable individuals in their organizations (Cullen et al., 2014, p. 270).

## 3. JOB SATISFACTION

Despite its miscellaneous structure, job satisfaction is the most frequently investigated concept in organizational behavior researches. Lu et al. (2012) belive that job satisfaction does not only refer to what people think about their work, but also to their sense against the nature of work. It would be significant to indicate that job satisfaction has a variety of constituents such as work nature, work conditions, remuneration, advancement occasion, communication, appreciation, some organizational procedures and policies, security and finally connections with administration (Halcomb et al., 2018, p. 1). Job satisfaction has been described by Locke (1976) as a satisfactory and affirmative sentimental condition which results from employees' favorable appreciation of their work experience. The difference between what people want to acquire and what they obtain represents job satisfaction (Hassan et al., 2017, p. 481). Job characteristics theory which was developed by Hackman and Oldham (1976) state that, individuals will be more satisfied when they feel intrinsic motivation toward their work. Skill diversity, autonomy, task identity, feedback and finally task significance are accepted as the main peculiarities which provide an intrinsic employee motivation. Authors add that outcomes like individual satisfaction, turnover, motivation, absenteeism and performance are affected through some psychological conditions. According to this theory, job is seen as a core motivator by employees while their motivations and satisfactions rise out by the time those characteristics are involved within the job (Gözükara & Çolakoğlu, 2016, p. 254). There are various aspects generating job satisfaction such as fair promotion system, all work conditions, leaders, appropriateness of salary amount, existential job and friendly connections. The term job satisfaction is divided into external and internal factors by Tett and Meyer (1993). They point out that pay, available job conditions, promotions and supervision factors are not enough to make an individual feel satisfied. Besides external factors, there should be internal factors such as intimate relationships, emotions, inspired mood and personality characteristics (Mohammad et al., 2018, p. 5).

## 4.  JOB PERFORMANCE

Job performance which is critical for both employees and employers has a determinative role on promotions, incentives and terminations. It can be simply identified as one's performing capability over his/her job-related responsibilities (Caillier, 2010, p. 140). Motowidlo (2003) implies that, job performance represents the total value of employee's performing capacity within a standart period and also his/her level of output on the basis of quality and quantity (Mohamad & Jais, 2016, pp. 676-677).

Motowidlo et al. (1997) classified the dimensions of performance in terms of task and contextual performance (Demerouti et al., 2014, p. 59). Task performance refers to the effectiveness of one's activities which are directly added to the technical part of the company or indirectly contributed by ensuring required supplies or services. Contextual performance leads to an organizational effectiveness; in this context, it forms not only the psychological and organizational, but also the social content. One's effort to handle task activities which are not obligatory in terms of formal procedures can be identified as contextual activities (Borman & Motowidlo, 1997, pp. 99-100).

## 5.  THE RELATIONSHIP BETWEEN POS, JOB SATISFACTION AND JOB PERFORMANCE

Eisenberger and Stinglhamber (2011) asserted that previous researches (Allen et al., 2003; Cropanzano et al., 1997; Eisenberger et al., 1997; Rhoades & Eisenberger, 2002) identified at least three statements for explaining the positive relationship between POS and job satisfaction. First of all, when required supplies and aid are provided by the organization, it will cause high level of POS for employees. At this point, employees become more eager to handle their responsibilities. Secondly, POS makes employees believe that they will receive rewards for their efforts. Finally, Eisenberger and Stinglhamber (2011) suggest that employees will be satisfied when their socio-emotional requirements are met as a result of POS (Emerson, 2013, pp. 17-18).

As researchers explain, job satisfaction is a precessor of overall job performance. Bateman and Organ (1983) attributed this relationship to social exchange theory. Edwards et al. (2008), Hackman and Oldham (1980) point out that employees who enjoy doing their jobs will make more effort in order to achive greater task performance (Peng, 2014, pp. 75-76). The interest for the influence of employee behavior on job performance rested upon

Hawthorne studies; and, following this, the particular opinion of "happy employee is a productive employee" became widespread among researchers (Saari & Judge, 2004, p. 398).

Some other studies concentrated on the direct or indirect influences of POS on an employee performance. Researchers (Eisenberger et al., 1986; Riggle et al., 2009; DeConinck, 2010; Kurtessis et al., 2017) emphasize the fact that employees feel obligations to show attitudes toward achieving corporate goals, in response to the support they perceive from their organizations. This view originated from Blau (1964)'s social exchange theory (Du et al., 2018, p. 214). As Eisenberger et al. (2001) mention, this attitude is stronger in people who admit the norm of reciprocity. Nielsen (2007) touch upon the view that highly-supported individuals tend to exhibit greater task performance (Afzali et al., 2014, p. 625). Some researches which point out the relationship between POS, job satisfaction and job performance are stated below (Table 1).

**Table 1.** Researches Regarding POS, Job Satisfaction and Job Performance

| Author &Year | Research Objective | Research Sample | Scales Used | Results |
|---|---|---|---|---|
| Du et al. (2018) | To examine the influence of POS, job control and job strain on employee performance | 594 employees in 3 manufacturing companies in Northeast China | In-role performance is measured by adapting 5 items from Williams and Anderson (1991). In assessing POS, 4 items are adapted from Shanock and Eisenberger (2006). | The analysis demonstrated the direct positive influence of job control and POS on in-role performance. In-role performance is highest when both POS and job control are high. Job strain has a direct negative influence on in-role performance. |
| Chao et al. (2015) | To analyze the relationship of workplace stress with job performance, turnover intention and job satisfaction | 344 healthcare employees working in a hospital in Taiwan | The research questionnaires are designed by Chung Shan Medical University. Job performance is assessed in terms of efficiency, effectiveness and quality. For assessing job satisfaction, the shortened form of the MSQ is used. | The research results revealed that turnover intention and job performance are affected positively, while job satisfaction is affected negatively by workplace stress. Another critical result of the study is the positive effect of job satisfaction on job performance. |
| Arshadi and Hayavi (2013) | To analyze the influence of POS on affective commitment and job performance; also to examine the mediating effect of organization-based self-esteem (OBSE) in this relationship | 318 employees in National Iranian Drilling Company in Iran | POS is evaluated with the 8-item scale formed by Eisenberger et al. (1997). In evaluating job performance, Paterson's (1922) 10-item graphic rating scale is used. | The results indicated that POS positively influences OBSE. On the other hand, OBSE has a positive influence on both affective commitment and job performance. POS positively affects job performance and affective commitment. OBSE has a mediator role in this relationship. |
| Ahmad and Yekta (2010) | To analyze the influence of POS and leadership behavior on job satisfaction | 136 employees working at Tehran Cement Company | To assess POS, the 8-item survey by Eisenberger et al.(1986) is used. Job satisfaction is evaluated by using the 20-item MSQ developed by Weiss et al. (1967). | POS has a meaningful relationship with an extrinsic job satisfaction but not with the intrinsic one. The analysis revealed that the interaction between POS and leadership behavior are not significantly related to job satisfaction. |
| Muse and Stamper (2007) | To analyze the mediating role of job satisfaction and affective commitment on the relationship between POS and task-contextual performance | 263 employees from a manufacturing company in the US. | Task performance is assessed with the 7-item scale formed by Williams and Anderson (1991); contextual performance is assessed with the 15-item scale formed by Van Scotter et al. (2000); job satisfaction is evaluated by 4 items from Hackman and Oldham's (1975) scale. For assessing POS, the 8-item scale by Eisenberger et al.(1986) is used. | The research findings demonstrated that POS positively affects task and contextual performance. POS has a positive relationship with both job satisfaction and affective commitment. Moreover, job satisfaction has a mediator role on the relationship between POS and task-contextual performance, whereas affective commitment has not. |

## 6. MEASURES AND SAMPLING

The research survey was distributed to 964 employees in 7 companies which operate in an energy sector in İstanbul; and, 700 questionnaires were included in the research. The survey response rate is 72.6%. The participants were asked a series of demographic questions such as age, sex, educational level, position, work experience in their current organization and their total work experience. POS, job satisfaction and job performance scales are used throughout this study. POS scale was formed by Eisenberger et al. (1986). It consisted of 10 items, the 6$^{th}$ and 7$^{th}$ of them were reverse-coded. Job satisfaction scale, which was formed by Hackman and Oldham (1975), had 5 items, none of them were reverse-coded. Eventually, 4 item job performance scale was developed by Kirkman and Rosen (1999). All scales were 5-point Likert type, and the items were stated as: 1: Strongly Disagree, 2: Disagree, 3: Neutral, 4: Agree, 5: Strongly Agree. 53% of the employees were between 31 and 40 ages. 48.4% of the employees were female while 51.6% were male. The demographic results showed that most of the participants had bachelor's degree (41.7%). The participants were mostly (45.6%) composed of the other category (intern, staff member, specialist, assistant specialist). The individuals who participated in the survey had 0-5 years of experience in their current firm (69.7%) and 6-10 years (38.6%) of total work experience.

## 7. ANALYSIS METHOD

Before touching on an analysis method, it will be beneficial to state frequently used scales for POS, job satisfaction and job performance in an organizational behavior literature. Eisenberger et al. (1986) formed the first version of POS scale which is composed of 36 items. Later, its shortened versions were developed by other researchers (Eisenberger et al., 1997; Stassen & Ursel, 2009). This 6 or 8-item simplified version is reconstructed by considering previous scale items with the highest factor loadings. This scale is used in 5 or 7-point Likert types in organizational researches. There are two reverse-coded items in shortened version.

There are various scales in an organizational literature to measure job satisfaction. One of the typically used scale in social sciences is the Minnesota Satisfaction Questionnaire (MSQ) which was developed by Weiss et al. (1967). Its original version is composed of 100 items while the shortened version has 20 items. It measures job satisfaction in terms of two dimensions which can be classified as internal and external satisfaction. When researches are considered, it is seen that the Minnesota scale is used in 5 or 6-point Likert types. Hackman

and Oldham (1975) developed a unidimensional job characteristics survey with 5 items. This scale which is generally used in organization researches is a 5-point Likert scale.

Job performance is measured by various scales in the literature. Fuentes-Fuentes et al., (2004), Rahman and Bullock (2005), Kirkman and Rosen (1999) developed unidimensional scales which are often used by researchers. Williams and Anderson (1991) worked on a 5-item scale to evaluate employees' overall performance degree, competency and task completion. Goodman and Svyantek (1999) developed a 25-item job performance scale which includes items concerning both task and contextual performances. Borman and Motowidlo (1993) and Van Scotter et al. (2000) developed scales for evaluating contextual performance and these scales consist of 16 and 15 items respectively. Finally, the 10-item scale of Paterson (1922) can be referred to as another probable job performance scale to be encountered in researches.

The data obtained from the energy sector employees was analyzed through SPSS and SEM. The factor analysis was implemented in order to explain the items specifically in a common dimension. As the first step, EFA which is a frequently used technique in social sciences (Costello & Osborne, 2005, p. 1) was performed to determine the number of factors. Scale validities and reliabilities were conducted through CFA and reliability analysis. The hypotheses of the constructed research model were tested by SEM.

## 8. HYPOTHESES AND CONCEPTUAL MODEL

The research model which analyses the mediating role of job satisfaction on the relationship between POS and job performance is stated in *Figure 1*. The hypotheses are given in *Table 2*.
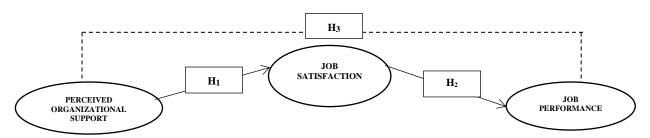


**Figure 1.** Research Model

**Table 2.** Research Hypotheses

| | |
|---|---|
| **H₁** | POS affects job satisfaction positively. |
| **H₂** | Job satisfaction affects job performance positively. |
| **H₃** | Job satisfaction has a mediator role on the relationship between POS and job performance. |

## 9. VALIDITY AND RELIABILITY OF THE SCALE

Scale validities were analysed by considering convergent and discriminant validity. Convergent validity was assessed through CFA while discriminant validity was obtained by computing AVE (Average Variance Extracted). The goodness of fit indices were calculated to test the validity of the constructed model.

CMIN/DF (Chi-square to df ratio), CFI (Comparative Fit Index), RMSEA (Root Mean Square Error of Approximation), GFI (Goodness of Fit Index) and AGFI (Adjusted Goodness-of-Fit Index which are commonly-used fit indices are observed. According to Hair et al. (1998), CMIN/DF is an accurate conformance measure which organizes chi-square statistics in the model with the degrees of freedom. CFI can be defined as an incremental conformance statistic which enables a comparison of independent model with various models. RMSEA is an accurate conformance measure which compares the average discrepancy of each degree of freedom which will most probably emerge in the population. The relative amount of covariances and variances are evaluated by GFI. AGFI which is a variant of GFI functions as a regulator, since it minimizes the complexity of the observed model. (Cheung, 2005, p. 111; Jackson et al., 2005, p. 13; Çapık, 2014, p. 200; Teo et al., 2013, p. 14). According to Tabachnick and Fidell (2007), GFI is adjusted by AGFI on the basis of degrees of freedom (Hooper et al., 2008, p. 54). Table 3 indicates criterias for goodness-of-fit indices below:

**Table 3.** Criterias For Fit Indices

| Fit Measure | Good Fit | Acceptable Fit |
|---|---|---|
| $\chi^2/df$ | $0 \leq \chi^2/df \leq 2$ | $2 < \chi^2/df \leq 3$ |
| RMSEA | $0 \leq RMSEA \leq .05$ | $0.05 < RMSEA \leq 0.08$ |
| CFI | $0.97 \leq CFI \leq 1.00$ | $0.95 \leq CFI < 0.97$ |
| GFI | $0.95 \leq GFI \leq 1.00$ | $0.90 \leq GFI < 0.95$ |
| AGFI | $0.90 \leq AGFI \leq 1.00$, close to GFI | $0.85 \leq AGFI < 0.90$ close to GFI |

**Source:** Schermelleh-Engel, Moosbrugger & Müller (2003, p.52).

Fit indices obtained through CFA are shown below (Table 4). Based on the above conditions, it can be stated that goodness of fit statistics of CFA model is appropriate.

**Table 4.** Goodness of Fit Statistics of CFA

| Goodness of Fit Indices | Model Statistics |
|---|---|
| **CMIN/DF** | 1.911 (193.052/101) |
| **CFI** | 0.984 |
| **AGFI** | 0.955 |
| **GFI** | 0.967 |
| **RMSEA** | 0.036 |

**Table 5.** CFA Results

| Items | Factors | Standardized Regression Weights | Unstandardized Regression Weights | Standard Error | t-Value (Critical Ratio) |
|---|---|---|---|---|---|
| **POS4** | | 0.748 | 1.018 | 0.060 | 16.935 |
| **POS3** | | 0.744 | 1.065 | 0.063 | 16.853 |
| **POS7** | | 0.726 | 1.029 | 0.062 | 16.534 |
| **POS1** | **POS** | 0.725 | 1.096 | 0.066 | 16.509 |
| **POS9** | | 0.690 | 0.859 | 0.054 | 15.842 |
| **POS2** | | 0.680 | 0.877 | 0.056 | 15.657 |
| **POS6** | | 0.686 | 1.029 | 0.065 | 15.771 |
| **POS10** | | 0.657 | 1 | | |
| **JS4** | | 0.854 | 1.041 | 0.059 | 17.637 |
| **JS1** | | 0.829 | 1.117 | 0.064 | 17.384 |
| **JS2** | **Job Satisfaction** | 0.719 | 1.082 | 0.069 | 15.757 |
| **JS5** | | 0.643 | 1 | | |
| **JP2** | | 0.921 | 1.441 | 0.057 | 25.111 |
| **JP1** | **Job Performance** | 0.897 | 1.343 | 0.055 | 24.505 |
| **JP4** | | 0.819 | 1.242 | 0.056 | 22.196 |
| **JP3** | | 0.746 | 1 | | |

Note: For all values P<0.01

Table 5 shows CFA results that include standardized and unstandardized regression weights, standard error and critical ratios. All factor loadings are above 0.50 and this fact indicates the correspondence for convergent validity. In order to talk about discriminant validity, AVE values are taken into consideration. According to Hair et al. (2010), discriminant validity guarantees the uniqueness of the construct measures and there is no overlap between the other conceptual units in SEM (Henseler et al., 2015, p. 116). This table also indicates that all AVE values are higher than the proposed value of 0.50. The validity of each variable is tested through CFA, while the reliabilities are tested through reliability analysis. As it is presented below (Table 6), Cronbach Alpha Coefficients are between 0.84

and 0.91 which means that their internal reliabilities are satisfactory (>60). The descriptive statistics and correlation values are also indicated in Table 6.

**Table 6.** Descriptive Statistics, Correlation Coefficients and Reliability Results

| | Mean | Std. Deviation | 1 | 2 | 3 |
|---|---|---|---|---|---|
| **1. POS** | 3.69 | 0.88 | (0.71) | | |
| **2. Job Performance** | 3.86 | 0.94 | 0.11** | (0.85) | |
| **3. Job Satisfaction** | 3.81 | 0.85 | 0.13** | 0.34** | (0.77) |
| **Cronbach's Alpha Reliability Coefficient** | | | 0.89 | 0.91 | 0.84 |
| **AVE** | | | 0.50 | 0.72 | 0.59 |

Note: Values in parentheses show the square root of AVE value.
* P<0.05, ** P<0.01

## 10. ANALYSIS RESULTS

The research hypotheses were tested through AMOS by the path analysis (Figure 2). The testing results of hypotheses (Table 7) and fitness statistics of the structural model (Table 8) are presented below.
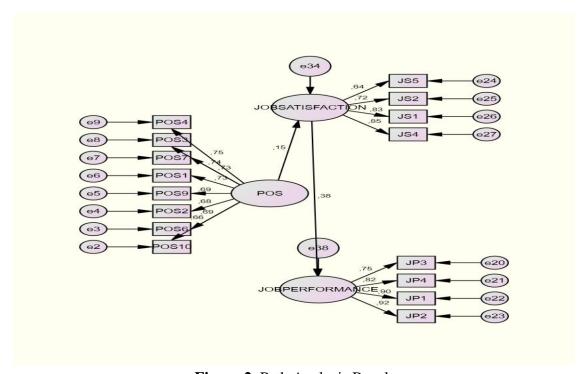


**Figure 2.** Path Analysis Result

Path analysis results indicate that POS affects job satisfaction positively ($\beta=0.151$; $p<0.05$) so $H_1$ is supported. On the other hand, it is found that job satisfaction affects job performance positively ($\beta=0.381$; $p<0.05$) so $H_2$ is supported.

Besides the influence of POS on job satisfaction and the influence of job satisfaction on job performance, this research focuses on testing whether job satisfaction plays a mediator role between POS and job performance. The mediator role was examined by constructing three different research models. In the first model, the direct influence of POS on job performance was evaluated, while the direct influence of POS on job satisfaction was questioned in the second model. In the third model, the influence of POS on job performance and job satisfaction, and the influence of job satisfaction on job performance were examined as a whole. It is proved that all fit indice values are at acceptable level. In order to talk about the mediator effect, standard β, which is statistically significant at Model 1, should turn into insignificant at Model 3. It is assumed that job satisfaction has a mediator effect on the relationship between POS and job performance. The β coefficient decreased from 0.115 to 0.061, while p value turned from significant (p<0.05) to statistically insignificant (p>0.05) at Model 3 so H$_3$ is also supported. Job satisfaction has a full mediator role between POS and job performance. The hypothesis result for the mediator role is given below (Table 9).

**Table 7.** Hypotheses Testing Results

| Relationship | Standard β | P | Supported/Not Supported |
|---|---|---|---|
| **H$_1$: POS → Job Satisfaction** | 0.151 | 0.000 | Supported |
| **H$_2$: Job Satisfaction → Job Performance** | 0.381 | 0.000 | Supported |

**Table 8.** Fitness Statistics of Structural Model

| Goodness of Fit Indices | Model Statistics |
|---|---|
| **CMIN/DF** | 1.916 (195.400/102) |
| **CFI** | 0.984 |
| **AGFI** | 0.955 |
| **GFI** | 0.966 |
| **RMSEA** | 0.036 |

**Table 9.** Hypothesis Testing for Mediator Role

| Relationship | Model 1 Standard β | Model 3 Standard β | Supported/Not Supported |
|---|---|---|---|
| **H$_3$: POS → Job Satisfaction → Job Performance** | 0.115* | 0.061 | Supported |

After the validity analysis and hypotheses testing the final version of the research model is presented in Figure 3. To sum up, all hypotheses are supported in accordance with the previous research findings.
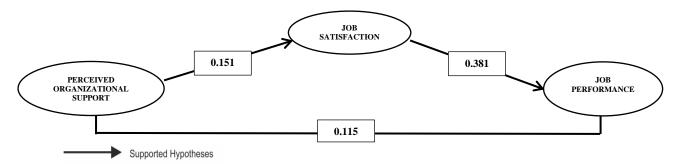
**Figure 3.** Final Research Model

## 11. CONCLUSION AND DISCUSSION

POS which refers people's belief regarding what extent their organizations care for their well being and efforts (Eisenberger et al., 1986, p. 500) is critical for the quality of connection between organization and employees. Individuals are expected to be valued and appreciated by their organizations. According to Aselage and Eisenberger (2003) and Eisenberger et al. (2001), organizations attain higher performances when they behave favorably to their employees. People prefer behave positively as a reciprocation for provided outcomes. Blau (1964) states that POS relies on a social exchange theory and Gouldner (1960) adds that it relies on a reciprocity norm (Wann-Yih & Htaik, 2011, p. 1). Moreover, an increase in resource access conclude with a higher level of POS, from the point of employees (Cheng & Yang, 2018, p. 80). People determine whether workplace is an appropriate environment for spending time by considering support that they get from their organizations. This perception would generate positive influence on their job satisfaction and job outcomes.

POS is known to be positively related with some outcomes such as job satisfaction (Eisenberger et al., 1997; Ingusci et al., 2016; Khan & Chandrakar, 2017; Rhoades & Eisenberger, 2002; Allen et al., 2003). This research which is conducted in an energy sector reveal that perception of employees of organizational support has a direct positive influence on their job satisfaction level (H1). As it is seen, this consequence complied with the prior organizational researches. Allen et al. (2003) emphasized that increased employee satisfaction is one of beneficial outcomes derived from an organizational support.

Job satisfaction and job performance relationship is considered as one of the oldest research tradition in industrial and organizational psychology. As Roethlisberger and Dickson (1939) implied, the interest for the association of workplace attitudes and productivity emerged with Hawthorne studies and human relations movement. This research inspired the

interest for the effect of employee attitudes on performance, it also leaded for "happy employee is a productive employee" perspective (Judge et al., 2001, p. 376; Saari & Judge, 2004, p. 398). According to Eagly and Chaiken (1993), people would present supportive behaviors when they value an attitutional object (Judge et al., 2001, p. 378). Analysis results for this article indicate that job satisfaction has a significant positive influence on job performance ($H_2$). This result is in line with previous research findings (Chao et al., 2015; Wu et al., 2017; Güngören, 2017).

Moreover, the results showed that job satisfaction has a full mediator role on the relationship between POS and job performance ($H_3$). This result is supported by Muse and Stamper's (2007) research. To sum up, all hypotheses are supported throughout this study. Current study demonstrated that job satisfaction affects job performance; and, that is why managers should find out ways for increasing job satisfaction level. One way for providing so, is to obtain a high level of POS. POS of employees will increase when managers provide well-established reward systems, training opportunities, or when employees are delegated more control over their responsibilities.

## 12. LIMITATIONS

Some limitations can be expressed at the end of this study. First of all, the research sample was only composed of employees from energy sector, so the results cannot be generalized over other sectors. It should be noticed that this analysis was conducted on employees of institutional companies; therefore, perceptions of white collar employees working at non-institutional companies may differ. It is recommended for future researchers to conduct this study in other sectors with samples from various nationalities.

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