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THE MEDIATING ROLE OF JOB SATISFACTION BETWEEN PERCEIVED ORGANIZATIONAL SUPPORT AND ORGANIZATIONAL COMMITMENT: A RESEARCH IN LOGISTICS INDUSTRY

Karahan Kara & Polat Yücekaya*

ABSTRACT

The aim of this study is to determine the mediating role of job satisfaction in the effect of perceived organizational support on organizational commitment. For this purpose, data were collected from 363 employees working in logistics companies in Bursa, Balıkesir and Çanakkale by applying a questionnaire in January 2021. The convenience sampling method was used in this study. Within the scope of the research, job satisfaction scale developed by Chen et al. (2009), perceived organizational support scale developed by Eisenberger et al. (1986) and the organizational commitment scale developed by Meyer et al (1993) were used. Frequency analysis, validity and reliability analysis, confirmatory factor analysis and path model analysis were performed with the data set based on the collected data. According to the analysis results, it was determined that perceived organizational support positively affected organizational commitment, and job satisfaction had a full mediating effect between perceived organizational support and organizational commitment.

KEY WORDS: *Job Satisfaction, Organizational Commitment, Perceived Organizational Support, Mediation Role, Logistics Industry*

*Correspondence concerning this article should be addressed to Polat Yücekaya, Department of Accounting and Tax, Çanakkale Onsekiz Mart University, Turkey. E-mail: polatyucekaya@comu.edu.tr

1. INTRODUCTION

All of the resources owned by organizations are important for the organization, but human resources are the most valuable of these resources. For businesses

to perform efficient, productive and profitable activities, the performance of their human resources should be increased. Perceived organizational support, organizational commitment, and job satisfaction, which are directly related to human resources practices, are discussed in this study. Employees' feeling that they are supported by other elements of the organization they belong to is conceptualized with the concept of perceived organizational support. Perceived organizational support increases depending on factors such as employee development opportunities, job security, flexible working programs, training opportunities, wages, and promotion (Eisenberger et al., 1997; Kurtessis et al., 2015). However, situations such as excessive workload, role ambiguity, and role conflict negatively affect perceived organizational support (Rhoades & Esinberger, 2002).

Job satisfaction is considered as all positive perceptions of individuals towards the job (Locke, 1976). In the literature, many definitions have been made in terms of defining the concept of job satisfaction. When the literature is examined, it is seen that there are many different definitions for explaining the concept of job satisfaction (Locke, 1976; Cano & Miller, 1992; Davis, 2004). The common point of the definitions of the concept of job satisfaction is that the job is a source of happiness and contentment for the individual. It is a natural result that individuals with high job satisfaction and contentment make more efforts towards the goals of the organization. For this reason, an organization consisting of employees with high job satisfaction increases the chance of success.

The concept of Organizational Commitment has been included in the literature since the 1950s (Becker, 1960; Gouldner, 1960). It has the characteristic of being a subject that continues to be researched since that date. Researchers have made different definitions and classifications on organizational commitment as well as job satisfaction. Meyer and Allen (1991:67) define organizational commitment as "commitment is a psychological state that (a) characterizes the employee's relationship with the organization, and (b) has implications for the decision to continue or discontinue membership in the organization." On the other hand, Mowday et al. (1982) defines organizational commitment as the criteria for identification with the organization and participation in the organization. In addition, employees with high organizational commitment act in line with organizational goals by showing more productive, responsible and high performance (Organ & Ryan, 1995).

In this study, the effect of perceived organizational support on organizational commitment and the mediating role of job satisfaction in the effect of perceived organizational support on organizational commitment are examined. This research consists of three parts. In the first part, the conceptual framework for the variables was drawn, and the hypotheses were created by reviewing the literature. The second part is the method part, and it includes information about the research model, purpose, scope and limitations, and scales used in the research. In the third part, the data collected for the research were analyzed and hypothesis tests were carried out.

2. CONCEPTUAL FRAMEWORK

2.1. Perceived organizational support

Organizational support theory explains the relationship between the values possessed by individuals with various roles within the organization and the organization's respect for these values (Eisenberg et al., 1986). To increase the efficiency and productivity of employees in the work environment, various responsibilities are imposed on both the organization and the employees in ensuring organization-individual value harmony. At this point, organizational support is associated with the value the organization gives to its employees. Social interaction theory explains that the change in value that occurs because of the interaction between employees and employers or managers in a social environment based on the expectation of mutual benefit between individuals will result in emotional and financial gains (Emerson, 1976). Leader-member interaction theory is based on the realization of organizational interests in terms of organizational support on the successful achievement of harmony and mutual expectations in the vertical bilateral relations of leaders with employees (Dansereau et al., 1975).

Organizations expect employees to add value to the organization, and simultaneously, employees expect value and support from the organization to achieve their goals. This mutual expectation is explained by the "reciprocity norm" between the parties (Rhoades & Eisenberger, 2002). The reciprocity norm is based on psychological agreement (Aselage & Eisenberg, 2003). In a reciprocal relationship, organizations expect their employees to have a sense of belonging to the organization, and employees expect organizational support from the organization and their managers. Perception of organizational support offered to employees by managers contributed to the emergence of the

perceived organizational support concept. Perceived organizational support is the level of believing that the organization of which they are a member will support them in case of need in order for employees to achieve successful outcomes in the work environment and to cope with stressful situations they encounter (George et al., 1993). Eisenberg et al. (1986) explained the concept of perceived organizational support as the level of social, psychological, and emotional satisfaction of the employees, the level of importance of the employee within the organization, and the individual's belief and feeling of the value of the organization.

Rhoades and Eisenberg (2002) identified the forerunners of perceived organizational support as justice, management support, employee characteristics, organizational reward and work conditions. The premise of justice has been examined by taking both structural justice and social justice dimensions together. Within the scope of the organizational reward and business conditions premise, the size of the organization, the role of stress factors, job security, education, autonomy, recognition, payment, and promotion dimensions are discussed. Employee traits, on the other hand, are among the forerunners of perceived organizational support, including employee personality traits and demographic features. Rhoades and Eisenberg (2002) have found the successors of perceived organizational support as organizational commitment, job participation, performance, desire to stay at work, work-based influence, withdrawal behavior and tensions. Kraimer and Wayne (2004) has revealed the dimensions that constitute perceived organizational support. These dimensions are the support of organizations to adapt to the work conditions of the employees, career support to meet the professional career expectations of the employees, and the financial support that the employees expect financially for their efforts.

For the organizational support to be successfully provided within the organization and to be fully felt by the employees, the organization must act as a whole. Within an integrated organizational structure, all stakeholders of the organization contribute to the formation of perceived organizational support and show a common attitude. This common attitude directly affects the perceived organizational support levels of employees (Shore & Tetrick, 1991: 638). Individuals with a high perceived level of organizational support are expected to have a high contribution to the organization (Sears et al., 2016). In organizations with employees with low level of organizational support, it is expected that

organizational commitment will decrease, and low output will be obtained in the performance of the employees.

2.2 Organizational commitment

The side-bet theory explains the concept of commitment as the individuals within a certain organizational structure feel themselves connected to the organization, thinking that they will lose their gains due to their presence in the organization (Becker, 1960). Becker considered the concept of organizational commitment together with the intention to quit and showed that the main factor affecting the intention to quit was the level of organizational commitment. The psychological attachment approach deals with commitment by highlighting the psychological gains arising from the participation of individuals within the organization instead of the concrete gains suggested by the side gains theory (Porter, 1974). In this approach, to talk about organizational commitment, it is expected that the values and goals of the organizations are accepted and adopted by the employees, the willingness to make efforts for the organization, the desire to ensure the continuity of the organization's membership (Mowday et al., 1979: 226).

In the attitudinal commitment approach, Meyer and Allen (1997) suggested that organizational commitment cannot be evaluated under a single dimension, and that organizational commitment should be addressed in three dimensions: affective, continuance and normative. The affective dimension is based on the formation of an emotional bond between the organization and the employee based on the positive experiences of the employees in the organization. The continuance dimension explains the relationship based on the economic and social costs that should be incurred in the event that employees leave the organization. Normative commitment, on the other hand, refers to the commitment of the employees to the organization based on the principle of reciprocity. Meyer et al. (2002) suggested that the sub-dimensions of organizational commitment will have consequences on the intention to leave and turnover of the workforce, work behavior, and the health and well-being of employees. O'Reilly and Chatman (1986), which is among the multi-dimensional approaches, discusses organizational commitment in three dimensions: adaptation, identification, and internalization. The adaptation dimension explains the employees' acceptance and compliance with the norms and orders of the organization to attain the determined awards. Identification dimension is expressed as employees' adoption of the organization's goals and objectives

and establishing close relationships with other organization members to act in this direction. The internalization dimension is the individual accepting and defending organizational values as their own.

The organizational commitment levels of the employees are accepted in three levels as low, moderate and high (Randal, 1987). Employees with low levels of organizational commitment feel obliged, although they do not fully internalize the values of the organization. Meyer and Allen (1991) argue that individuals with a low level of organizational commitment pressure them to stay in the organization, so that they can only realize the continuity dimension of organizational commitment. Employees who have a moderate level of organizational commitment also feel obliged to the organization. Thus, both continuity and normative dimensions of organizational commitment are realized. At the high level of commitment, which is the desired level of organizational commitment, an emotional bond is created between individuals and the organization, and all the continuity, normative and emotional dimensions of organizational commitment are achieved. Reichers (1985) explained the antecedents that affect the formation of organizational commitment as demographic characteristics, job satisfaction, need for satisfaction, group norms, rewarding, job stress, management relations, need for safety, job choice, need to succeed, employee-job fit and job characteristics. It has revealed that the successors of organizational commitment are job absenteeism, turnover, performance, job satisfaction and job delay. In addition, in recent studies in the literature, it is seen that the relationship between perceived organizational support and organizational commitment is examined (Kaplan & Öğüt, 2012; Üren & Çorbacioğlu, 2012; Özdevicioğlu, 2013; Taştan et. al., 2014; Sökmen & Ekmekcioğlu, 2016; Güngör & İlişen, 2018; Diken et.al., 2019; Özgül et. al., 2020). It is expected that there will be a significant relationship between organizational support perceived as the ultimate and organizational commitment.

2.3. Job satisfaction

Job satisfaction is extremely important for organizations to make the most efficient use of their human resources (Davis, 1982; Parnell & Crandall, 2003). Locke (1976) defines job satisfaction as positive feelings and attitudes towards work. Erdoğan (1996), on the other hand, explains the concept of job satisfaction as the sum of the positive feelings an individual shows towards the job.

According to another definition, job satisfaction is expressed as the happiness of the employee because of the harmony between the individual characteristics and the job characteristics, as well as the positive attitude felt towards the job (Ugboro & Obeng, 2000). Hackman and Oldham (1974) explained job satisfaction as an individual's satisfaction from their job. The concepts of job satisfaction and job dissatisfaction directly affect employee performance. Employees are expected to be satisfied with their job when they are treated fairly in business implementation processes and results, but otherwise, job dissatisfaction is likely to be encountered. As job satisfaction is important for the success of the organization, the transformation of job satisfaction into dissatisfaction is one of the most important obstacles in the success of the organization.

2.4. Perceived organizational support, organizational commitment and job satisfaction

There are many studies in the literature examining the relationship between organizational support and organizational commitment. To create the hypothesis supports that we have created within the scope of research, the literature was reviewed and the studies in the literature were conveyed. In a study conducted by Allen (1992) on 244 university employees, it was concluded that perceived organizational support has a mediating effect on the relationship between communication and commitment levels among colleagues. Shore and Wayne (1993) collected data from 383 employees and managers in their study, in which they examined the effect of perceived organizational support, continuance commitment and affective commitment on employees' organizational citizenship and impression management. According to the results of statistical analysis, perceived organizational support and affective commitment positively affect employee behavior, and continuance commitment negatively. In the study, which examined the relationship between perceived organizational support levels and continuance and affective commitment of milk production workers in New Zealand and Ireland, it has been found that there was a negative relationship between perceived organizational support and continuance commitment, and a positive significant relationship with affective commitment (O'Driscoll & Randall, 1999). According to the hierarchical regression results in the study based on data collected from 337 people working in three different organizations operating in the Southern California region, it has been found that goal setting and feedback had a significant effect on perceived organizational support in the first model. In the second model, perceived

organizational support has been significant on organizational commitment, and in the model created by the inclusion of goal setting and feedback, perceived organizational support has been found to be significant, while goal setting and feedback has been not significant. In the third model, it has become meaningful with the inclusion of perceived organizational support to the non-significant effect of goal setting and feedback on organizational commitment (Hutchison & Garstka, 1996).

In a study conducted by La Mastro (1999) on primary and secondary school teachers, it was found that teachers had a strong positive correlation between perceived organizational support levels and affective organizational commitment, a negative correlation with continuance organizational commitment, and a positive correlation with normative commitment. In the study conducted by Özdevecioğlu (2003) on 412 people working in five furniture companies operating in the Kayseri region, the relationship between perceived organizational support and organizational commitment has been examined. When the findings of the study are examined, it is concluded that there is a significant relationship between perceived organizational support and normative, continuance and affective organizational commitment. In the study conducted by Aube et al. (2007) based on data collected from 249 prison workers, the relationship between perceived organizational support and organizational commitment and the mediating effect of locus of control and work autonomy in this relationship has been examined. When the findings of the study are examined, it is seen that there is a positive significant relationship between perceived organizational support and affective and normative organizational commitment dimensions. In addition, according to the results of hierarchical multiple regression analysis, it has been concluded that locus of control and study autonomy have a mediator effect between perceived organizational support and affective commitment. Aggarwal-Gupta et al. (2010) have found that perceived organizational support significantly affected all sub-dimensions of organizational commitment (affective and normative organizational commitment) in their study on 513 personnel working in two major Indian manufacturing companies. In the study, which examined the relationship between perceived organizational support and sub-dimensions of organizational commitment of 413 personnel working in hotel enterprises operating in Nevşehir province, it has been found that there was a positive significant relationship between perceived organizational support and normative and affective commitment, and a negative relationship with continuance commitment (Kaplan

& Ögüt, 2012). Muhammad (2014) collected data from 261 employees in his study at 9 Kuwait business organizations. It is seen that there is a positive relationship between perceived organizational support and affective commitment, and perceived organizational support has a mediating effect between affective commitment and organizational citizenship. In the study examining the relationship between perceived organizational support and affective organizational support of 212 teachers working in Giresun province, it has been explained that the teachers' perceived organizational support levels were positively correlated with their affective commitment (Uzun, 2018).

In addition, many studies have found a positive relationship between organizational commitment and job satisfaction (Çelen et al., 2013; Top, 2012; Karakaş & Güleş, 2010; Rifai, 2005; Özkalp, 2004; Testa, 2001). There are studies in the literature that there is a positive and significant relationship between perceived organizational support and job satisfaction (Cropanzano et al., 1997; Galletta et al., 2016; Shore & Tetrick, 1991), and the role of organizational support in the relationship between job satisfaction and organizational commitment (Sevinç Altaş, 2019; Özdevecioğlu, 2003).

Considering the studies examining the relationship between perceived organizational support and organizational commitment, H1 hypothesis was established to explain the relationship between perceived organizational support and organizational commitment of personnel working in the logistics sector. H2 hypothesis was established to determine the mediator role of job satisfaction in the relationship between perceived organizational support and organizational commitment. The hypotheses formed are as follows:

H1: Perceived organizational support has a significant positive effect on organizational commitment in logistics companies.

H2: Job satisfaction has a mediating role in the relationship between perceived organizational support and organizational commitment.

3. METHODOLOGY

3. 1. Research model

Two research models were created to test the hypotheses presented in a conceptual framework. Our first research model was created to explain the

relationship between perceived organizational support and organizational commitment. The second research model was created to explain the mediating relationship of job satisfaction between perceived organizational support and organizational commitment. The research models created are presented in Figure 1.

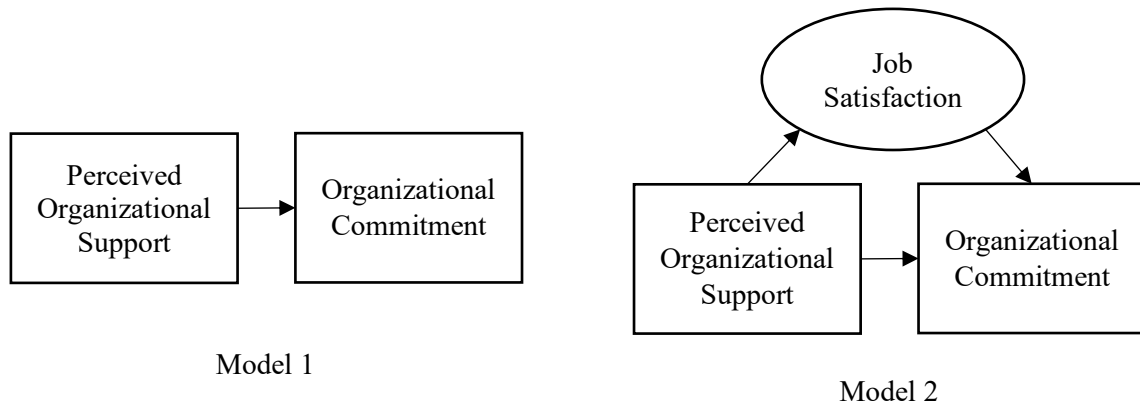


Figure 1: Research models

3.2. Research sample and research scales

The purpose of this study is to determine the mediating role of perceived organizational support in the effect of job satisfaction on organizational commitment. For this purpose, data were collected from 363 employees working in logistics companies operating in Bursa, Balıkesir and Çanakkale provinces by applying a questionnaire in January 2021. The convenience sampling method was used in this study. In the questionnaire, three scales were used in his research. These are job satisfaction scale, perceived organizational support scale and organizational commitment scale. The job satisfaction scale is a 5-statement scale developed by Chen et al. (2009). The perceived organizational support scale is an 8-statement version of the scale developed by Eisenberger et al. (1986) with 36 statements. Organizational commitment scale is a scale consisting of 18 statements developed by Meyer et al. (1993). The scales used are 5-Likert type. This research is limited to the scales used in the questionnaire, and it is assumed that the scales are sufficient to measure what is intended to be measured. Other constraints of the research are time and cost constraints.

4. FINDINGS AND DISCUSSION

4.1. Demographic findings

In this section, information about the demographic characteristics of the

participants, which is the source of the research data, is shown in Table 1. When Table 1 is examined, 73.3% of the participants are male and 26.7% are female employees. 68% of the participants are married and 32% are single. 35.5% of the participants are 18-30 years old, 32.2% are 31-40 years old, 21.8% are 41-50 years old, 10.5% are 50 and over. When the educational status of the participants is examined, 23.7% are high school and below education level, 29.5% are associate degree graduates, 42.1% are master's and 4.7% are doctorate graduates.

Table 1. Descriptive findings of the sample

Gender	Number	%	Marital Status	Number	%
Woman	97	26.7	Married	247	68.0
Man	266	73.3	Single	116	32.0
Total	363	100	Total	363	100
Age	Number	%	Education Status	Number	%
18-30	129	35.5	Pre-high school and high school	86	23.7
31-40	117	32.2	Associate degree	107	29.5
41-50	79	21.8	Undergraduate	153	42.1
50 +	38	10.5	Postgraduate	17	4.7
Total	363	100	Total	363	100

4.2. Confirmatory factor analysis for the scales

Factor analysis is "a multivariate analysis technique used to understand the relationship structure underlying a data matrix" (Hair, Anderson, Tatham, & Black, 1998). If expressed with a similar definition, factor analysis is "a statistical technique that transforms many interrelated variables into meaningful and few independent factors" (Kalaycı, 2014). To verify the developed structure, a measurement model was created and tested with confirmatory factor analysis (CFA). The χ^2 / df value must be less than 3 for the model to be valid. In addition, the RMSEA value must be less than 0.08. In addition, GFI and CFI values should be higher than 0.90 and AGFI value should be higher than 0.8. When these values are reached, it can be claimed that sufficient harmony is achieved between the model and the data.

The confirmatory factor analysis results are shown in Table 2. It is observed that there is a sufficient fit between the model and the data. According to the analysis results, it seems that the scales are suitable for analysis.

Table 2: Confirmatory Factor Analysis Results

Parameter Estimates	Standardized (β)	S.E.	Fit Values
Measuring Model			
POP1 <--- POP	0.490*	0.050	X^2 [48.2, N=363] = 16, CMIN/df (3.015)**, CFI (0.980)***, RFI (0.950)***, IFI (0.981)***, TLI (0.966) NFI (0.971)***, RMSA (0.075)****
POP2 <--- POP	0.684*	0.028	
POP3 <--- POP	0.717*	0.041	
POP4 <--- POP	0.804*	0.034	
POP5 <--- POP	0.881*	0.031	
POP6 <--- POP	0.885*	0.030	
POP7 <--- POP	0.713*	0.034	
POP8 <--- POP	0.636	0.042	
<hr/>			
JS1 <--- JS	0.929*	0.053	X^2 [6.7, N=363] = 3, CMIN/df (2.226)****, CFI (0.998)***, RFI (0.986)***, IFI (0.998)***, TLI (0.992) NFI (0.996)***, RMSA (0.058)****
JS2 <--- JS	0.937*	0.054	
JS3 <--- JS	0.768*	0.045	
JS4 <--- JS	0.700*	0.048	
JS5 <--- JS	0.869*	0.046	
<hr/>			
NC <--- OC	0.988*	0.045	X^2 [368.6, N=363] = 125, CMIN/df (2.949)****, CFI (0.971)***, RFI (0.957)***, IFI (0.971)***, TLI (0.964) NFI (0.956)***, RMSA (0.073)****
CC <--- OC	0.976*	0.039	
AC <--- OC	0.885*	0.039	
NC1 <--- NC	0.670*	0.050	
NC2 <--- NC	0.680*	0.050	
NC3 <--- NC	0.869*	0.054	
NC4 <--- NC	0.878*	0.054	
NC5 <--- NC	0.668*	0.046	
NC6 <--- NC	0.925*	0.047	
AC1 <--- AC	0.845*	0.047	
AC2 <--- AC	0.884*	0.045	
AC3 <--- AC	0.887*	0.046	
AC4 <--- AC	0.896*	0.043	
AC5 <--- AC	0.871*	0.045	
AC6 <--- AC	0.856*	0.043	
CC1 <--- CC	0.898*	0.049	
CC2 <--- CC	0.906*	0.049	
CC3 <--- CC	0.915*	0.044	
CC4 <--- CC	0.928*	0.047	
CC5 <--- CC	0.923*	0.045	
CC6 <--- CC	0.919*	0.046	

* $p < 0.01$, ** $3 < \text{CMIN/df} < 5$ (Acceptable fit), *** CFI, NFI, RFI, IFI, TLI > 0.95 (Good fit), **** $0.05 < \text{RMSA} < 0.08$ (Acceptable fit), ***** $\text{CMIN/df} < 3$ (Good fit)

POP (Perceived Organizational Support), JS (Just Satisfaction), OC (Organizational Commitment), AC (Affective Commitment), CC (Continuance Commitment), NC (Normative Commitment)

4.3. Validity and reliability analysis

Validity analysis results of the scales used in the study are given in Table 3. When

we look at the Kaiser-Meyer-Olkin Measure of Sampling Adequacy test result, it is seen that all scales are higher than 0.80. In addition, Bartlett's Test of Sphericity results show that it is lower than $p < 0.01$. These results support that the tension levels of our scales are at an acceptable level.

Table 3: Kaiser Meyer Olkin (KMO) and Bartlett Tests results of the scales

		Perceived Organizational Support	Job Satisfaction	Organizational Commitment
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.959	0.874	0.910
Bartlett's Test of Sphericity	Approx. Chi-Square	8302.816	1555.562	1660.759
	df	153	10	28
	Sig.	0.000	0.000	0.000

Reliability analysis test results of the scales are presented in Table 4. When Table 4 is examined, it is seen that the Cronbach α values of all scales are higher than 0.80. For this reason, it is seen that the reliability levels of all scales used in the study are at an acceptable level.

Table 4: Reliability Analysis Results

Scales		Items	Cronbach α
Perceived Support Scale	Organizational	8	0.889
Organizational Scale	Commitment	18	0.975
Job Satisfaction Scale		5	0.929

4.4. Correlation analysis

Correlation analysis was used to determine the direction and level of the relationship between variables discussed in the study. Correlation relations between variables are shown in Table 5. According to the correlation analysis results, the relationships between variables are as follows. (i) positive direction between perceived organizational support and job satisfaction, significant and moderately strong ($r = 0.349$, $p < 0.01$), (ii) positive direction, significant and moderately strong ($r = 0.261$, $p < 0.01$) between organizational commitment and job satisfaction, (iii) positive, significant, and moderately strong ($r = 0.704$, $p < 0.01$) between organizational commitment and perceived organizational support.

Table 5: Correlation of Variables

Variables	Mean	S.D.	POP	JS	OC
Perceived Organizational Support	4.04	0.53	1		
Job Satisfaction	4.09	0.83	0.349*	1	
Organizational Commitment	4.00	0.75	0.704*	0.261*	1

* p < 0.01

4.5. Structural equation modeling path analysis

4.5.1. Path analysis results for the Basic Model

The path analysis model for the basic model is presented in Figure 2. According to the analysis results for the basic model, there is a positive, direct, and significant relationship between perceived organizational support and organizational commitment. (Standardized $\beta=0.26$, $p<0.01$). Table 6 shows the fit index values of the basic model. It is understood that all the fit indexes are above the desired level. According to these results, the *H1 hypothesis* was accepted.

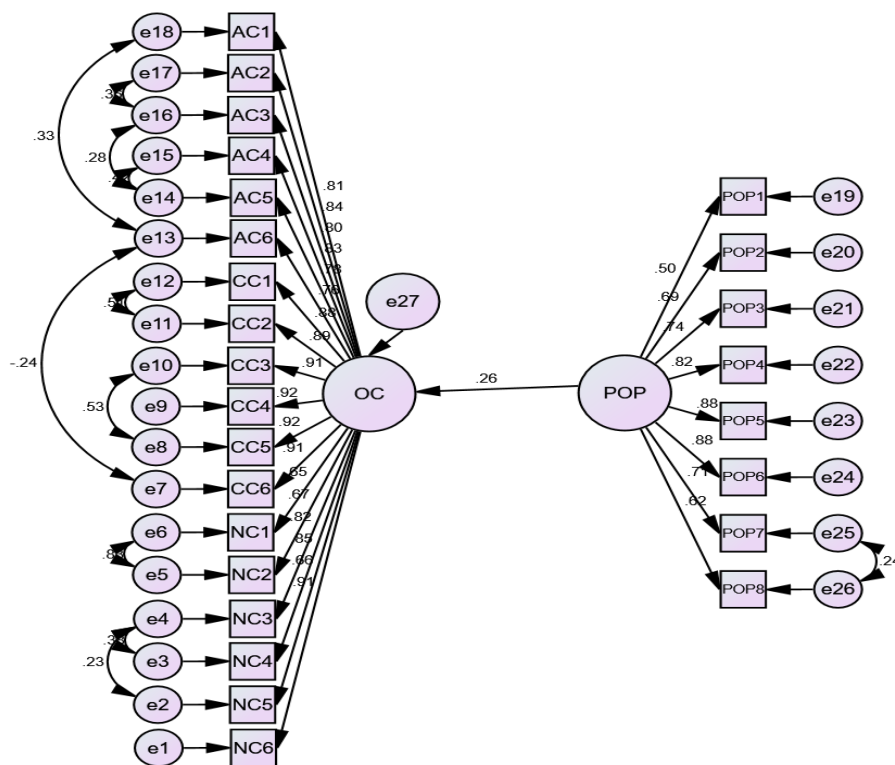


Figure 2: Path analysis model of Perceived Organizational Support (POP) and Organizational Commitment (OC)

Table 6: Results of the path analysis model of perceived Organizational Support (POP) and Organizational Commitment (OC)

Parameter Estimates	Standardized (β)	S.E.
Structural Model		
OC <--- POP	0.26*	0.100
X^2 [954.4, N=363] = 287, CMIN/df (3.325)**, CFI (0.934)***, RFI (0.896)***, IFI (0.934)***, TLI (0.925)*** NFI (0.908)***, RMSA (0.080)****		

* $p < 0.01$, ** $3 < \text{CMIN/df} < 5$ (Acceptable fit), *** CFI, NFI, RFI, IFI, TLI > 0.90 (Acceptable fit), **** $0.05 < \text{RMSA} < 0.08$ (Acceptable fit)

4.5.2. Path analysis results for the Intermediary Model

Intermediary model results are shown in Figure 3 and Table 7. There is also a positive, direct, and significant relationship between perceived organizational support and job satisfaction (Standardized $\beta = 0.36$, $P < 0.01$). There is a positive, direct, and significant relationship between job satisfaction and organizational commitment (Standardized $\beta = 0.71$, $P < 0.01$). According to the results of the intermediary model, the positive relationship between job satisfaction and organizational commitment, which was previously seen in the basic model, disappeared and the meaningful relationship became meaningless. (Standardized $\beta = 0.07$, $p > 0.05$). Table 7 shows the fit index values of the intermediary model. It is understood that all of the fit indexes are above the desired level. With this finding, our *H2 hypothesis* was accepted.

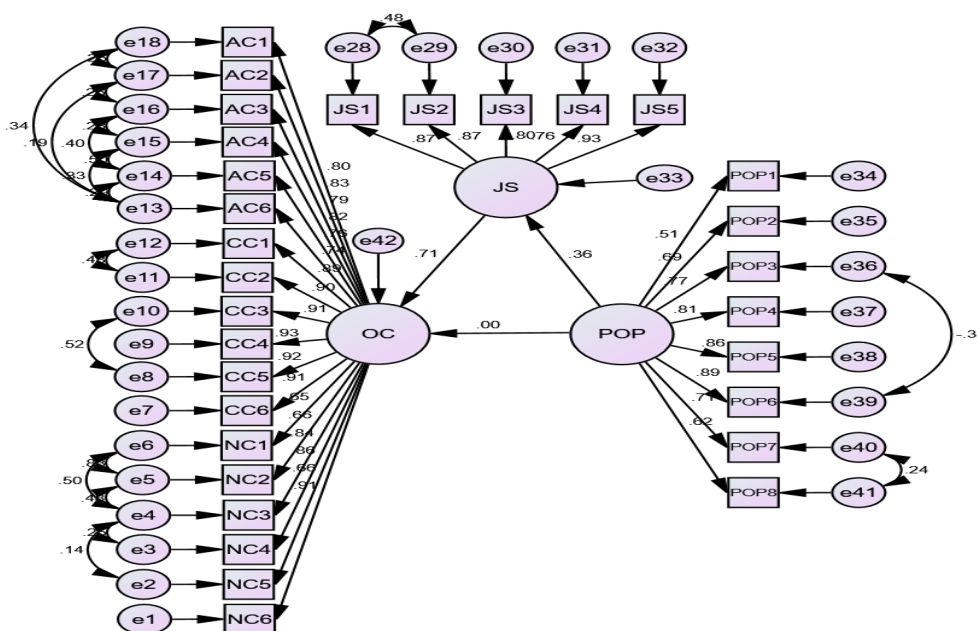


Figure 3: Path analysis model of Organizational Commitment (OC), Job Satisfaction (JS) and Perceived Organizational Support (POP)

Table 7: Results of the path analysis model of Organizational Commitment (OC), Job Satisfaction (JS) and Perceived Organizational Support (POP)

Parameter Estimates	Standardized (β)	S.E.
Structural Model		
JS <--- POP	0.71*	0.115
OC <--- JS	0.36*	0.047
OC <--- POP	-0.00**	0.074
X^2 [997, N=363] = 412, CMIN/df (2.420)***, CFI (0.951)****, RFI (0.910)****, IFI (0.952)****, TLI (0.945)****, NFI (0.920)****, RMSA (0.063)*****		

* $p < 0.01$, ** $p > 0.05$, *** CMIN/df < 3 (Good fit), **** CFI, NFI, RFI, IFI, TLI > 0.90 (Acceptable fit), ***** $0.05 < \text{RMSA} < 0.08$ (Acceptable fit).

5. CONCLUSION

Two models were tested in this study. In the first model, the effect of perceived organizational support on organizational commitment was examined. According to the results of the analysis, it has been determined that perceived organizational support has a positive and significant effect on organizational commitment. The H1 hypothesis is supported. If employees are supported by their organizations, their loyalty will increase, and they will perform their activities by showing high performance to the organization more efficiently and effectively (Özdecevioğlu, 2003).

In the second model tested, the mediating role of job satisfaction in the effect of perceived organizational support on organizational commitment was examined, and it was determined that job satisfaction had a full mediator role in this relationship. The H2 hypothesis is supported. Organizational support is the value given to the employee. In this regard, if employees feel valuable, this situation increases their organizational commitment. Employees' job satisfaction also increases their organizational commitment. Thus, a strong correlation was found between job satisfaction and perceived organizational support. Organizational support, which enables employees to satisfy their emotional needs, has a positive effect on job satisfaction by increasing the reward-performance effect (George, 1989). If employees feel valued within the organization, their job satisfaction also increases (Hellman et al., 2006). These results are also supported in previous

studies (Allen et al., 2003; Riggle et al., 2009; Aksoy & Sökmen, 2018).

When job satisfaction is included in the model showing the relationship between organizational commitment and perceived organizational support, it is concluded that it has a full mediating effect. This result is consistent with the results of the study conducted by Diken et al. (2019). Perceived organizational support indicates

that the organization values the contribution and efforts of employees (Eisenberger et al., 2016). In this way, the organization strengthens the perception of belonging to the employees and makes them feel that they are a member of the organization (Rhoades and Eisenberger, 2002). Therefore, perceived organizational support is expected to develop positive attitudes and behaviors towards the organization in employees and increase the performance of the employee (Harris & Kacmar, 2018).

The results of the study are especially important for managers who are responsible for the management of human resources, the most valuable resource of organizations. It is seen that managers who do not value employees cannot fully benefit from the capacity and performance of their human resources. These findings are especially important for managing the human resources required for the successful management of logistics companies. If employees have a perception of organizational support, their commitment to their organizations increases. In this way, they will show higher performance for organizational purposes. Our suggestions for the next researchers are to repeat the research in different sectors.

DISCLOSURE OF CONFLICT

The authors declare that they have no conflicts of interest.

AUTHOR(S) DETAILS

Karahan Kara, PhD.

The Department of Logistics

Artvin Çoruh University, Turkey

E-mail: karahan.kara@artvin.edu.tr

ORCID ID: <https://orcid.org/0000-0002-1359-0244>

Polat Yücekaya, PhD.

The Department of Accounting and Tax

Çanakkale Onsekiz Mart University, Turkey

E-mail: polatyucekaya@comu.edu.tr

ORCID ID: <https://orcid.org/0000-0002-5000-9711>

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