THE EFFECTS OF PERCEIVED ORGANISATIONAL SUPPORT ON EMPLOYEES' AFFECTIVE OUTCOMES: EVIDENCE FROM THE HOTEL INDUSTRY

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Abstract
Previous studies mainly analysed the relationship between perceived organisational support and organisational commitment in a direct way. Limited studies of tourism, however, have found that job satisfaction is a mediator variable in the relationship between perceived organisational support and organisational commitment. The aim of this study is, (i) to analyse the effect of organisational support on job satisfaction, (ii) to analyse the effect of organisational support on the dimensions of organisational commitment, (iii) to analyse the effect of job satisfaction on the dimensions of organisational commitment, and (iv) to analyse the mediating effect of job satisfaction on the relationship between perceived organisational support and dimensions of organisational commitment based on an empirical study. The relationship between the variables was analysed by using a multivariate data analysis. Besides this, in the study, the mediating effect of job satisfaction on the relationship between perceived organisational support and the dimensions of organisational commitment was analysed by the technique recommended by Baron and Kenny (1986) and the Sobel test. The findings indicated that perceived organisational support had a significant positive effect on job satisfaction, affective, normative and continuous commitment. Job satisfaction had a significant positive effect on affective, normative and continuous commitment as well. Besides this, job satisfaction played a partial mediating role between perceived organisational support and dimensions of organisational commitment. Implications were presented for hotel managers who want to keep and encourage their employees to work in the hotel industry.
Keywords Perceived organisational support, Job satisfaction, Organisational commitment, Hotel, Turkey

INTRODUCTION

In today's competitive business environment, keeping employees enables the organization to be successful. Employees are viewed as one of the most important assets for most organisations, in particular service-based organisations, because of the benefits of delivering successful performances (Evans et al., 2003: 71). One of the most important service-based organisations is the hotel industry. The hotel industry is a labour-intensive service industry, dependent on the availability of good quality employees to deliver, operate, and manage the tourist product for survival and for a competitive advantage (Amoah and Baum, 1997). Moreover, achieving service quality and excellence (Saibang and Schwindt, 1998) and making satisfied and loyal customers

depends on the attitudes, performance and behaviour of employees (Kusluvan and Kusluvan, 2000). Ghani (2006) stated that employees lead to organisational success. Organisational support is one of the most important organizational concepts that keep employees in the organisation, since organisational support is known as a key factor in increasing job satisfaction and the organisational commitment of employees. On the other hand, organisational commitment and job satisfaction are equally important to customer satisfaction (Lam and Zhang, 2003). Service-oriented organisations such as airlines and hotels recognise that employee satisfaction will go a long way toward contributing to their goal of having happy customers (Robbins and Judge, 2009: 123).

While an employee evaluates his/her organisation, he/she often tends to compare recent organisations with the previous one and tends to compare the future of his/her job position in the organisation with similar positions of other organisations (Kanaga and Browning, 2007). This process employed by employees as a mental process affects perception of their organisational support. As seen from this perspective, the question "what employee expects from their organisation?" is one of the recurring questions of organisational support. When examining perceived organisational support as a conceptual, it is expressed as a perception of what degree of importance to contribute to employees by the organisation. Expectations of this perception in the employee's mind are outcomes such as considering employee goodness by the organisation, appreciation in the organisation and sharing common values between organisation and employee. Employees supported by their organisation feel this support is given because they are valuable employees for their organisations. Employees who feel their organisation value and appreciate them are satisfied with their job and attached to their organisation. Several studies showed that employees who are supported from their organisation are satisfied with their job (Buchanan, 1974; Tansky and Cohen; 2001; Riggle et al., 2009). Previous studies also demonstrated that organisational support given to employees by their organisation engenders improvement of positive behaviours and attitudes like affective and normative commitment (Eisenberger et al., 1986; Settoon et al., 1996; O'Driscoll and Randall, 1999; Rhodes and Eisenberger, 2002; Yoon and Thye, 2002; Fuller et al., 2003; Aube et al., 2007; Riggle et al., 2009). Perceived organisational support sometimes has an effect on continuous commitment, either insignificantly (Randall et al., 1999) or negatively (O'Driscoll and Randall, 1999; Aube et al., 2007; LaMastro, 2008).

Several studies revealed that job satisfaction and organisational commitment are related, but have distinguishable attitudes (Porter et al., 1974; Reed et al., 1994). Many studies, however, considered job satisfaction as an antecedent of organisational commitment (Currivan, 1999; Gaertner, 1999; Schwepker, 2001; Yoon and Thye, 2002; Silva, 2006; Chen, 2007; Yang, 2010; Gunlu et al., 2010). The primary reason for this causal order appears to be that a greater amount of time would be required for an employee to determine his/her level of commitment to the organisation than would be the case with his/her level of job satisfaction since the degree of one's job satisfaction appears to be largely associated with specific and tangible aspects of the work environment and may represent a more rapidly formed affective response than commitment (Porter et al., 1974). For this reason, it is suggested that job satisfaction is an antecedent of organisational commitment in this study.

Considering the relationships among the all three concepts, perceived organisational support, job satisfaction and organisational commitment, it is realized that job satisfaction is not only the consequence of perceived organisational support but also an antecedent of organisational commitment. A number of researchers have proposed causal models of organisational commitment in which the effects of various antecedent variables such as bureaucratic culture, innovative culture, supportive culture, leadership style, pay, promotional chances, distributive justice, peer support, supervisory support, work load, role conflict, role ambiguity, autonomy, adoption of routine, pre-employment expectation and perceived job characteristics on commitment are mediated via their effects on job satisfaction (Williams and Hazer, 1986; Gaertner, 1999; Lok and Crawford, 2001). However, the independent variable (perceived organizational support) used in this study is different from the previous research. Additionally, the concept of organisational commitment has not been conducted as multidimensional in the mediating role of job satisfaction in the any studies mentioned above.

The aim of this study is, (i) to analyse the effect of perceived organisational support on job satisfaction, (ii) to analyse the effect of perceived organisational support on the dimensions of organisational commitment, (iii) to analyse the effect of job satisfaction on the dimensions of organisational commitment, and (iv) to analyse the mediating effect of job satisfaction on the relationship between perceived organisational support and dimensions of organisational commitment based on social exchange and social identity theory. The study consists of six sections. After this brief introduction, perceived organisational support, job satisfaction, and organisational commitment are explained in the second section. The hypotheses regarding the effect of perceived organisational support and job satisfaction on dimensions of organisational commitment, and the mediating effect of job satisfaction on the relationship between perceived organisational support and dimensions of organisational commitment are discussed and presented in the research model in the third section. In the fourth section, there is methodology and analysis and, finally, in the fifth section, the findings of this study have been presented. The research of this study will be concluded with implications and suggestions for both researchers and managers in the sixth and last section.

LITERATURE REVIEW

Perceived Organisational Support

Perceived organisational support has aroused a great deal of interest among researchers in the fields of psychology and management (Rhodes and Eisenberger, 2002; Fuller et al., 2003; Stamper et al., 2003; Aube et al., 2007; Allen et al., 2008). In the literature, perceived organisational support has been defined in various ways. Eisenberger (1986) defined perceived organisational support as "employees in an organisation from global beliefs concerning the extent to which the organisation values their contributions and cares about their well-being." Perceived organisational support is also defined as "how much the organisation values employees' contributions and cares about them" (Allen et al., 2008).

Perceived organisational support created by reason of job conditions and some human resource practices provide creation of positive employee attitude and behaviour. Fair treatment, supervisory support, and rewards and favorable job conditions showed a strong relationship with perceived organisational support (Rhoades and Eisenberger, 2002). On the other hand, perceived organisational support strengthens employees' effort in the organisation, resulting in greater efforts to fulfill the organisation's goals (Eisenberger et al., 1986). According to organisational support theory, in return for a high level of support, employees work harder to help their organisation reach its goals (Aselage and Eisenberger, 2003) because organisational support has a significant effect on job satisfaction and organisational commitment (Rhodes and Eisenberger, 2002; Aube et al., 2007; Riggle et al., 2009).

Job Satisfaction

Job satisfaction has been defined as an affective-laden attitude in the studies. Locke (1976) defined job satisfaction as "the positive emotional state resulting from the appraisal of one's job or job experiences". Spector (1997: 2) defined job satisfaction as "the attitudinal variable assessing how people feel about their job or aspects of their job". Robins and Judge (2009: 65) also defined job satisfaction as a "positive feeling about one's job resulting from an evaluation of its characteristics". In this study, job satisfaction is considered as an attitudinal concept defined as mentioned above "how employees feel about their job or aspects of their job". Many studies related to the antecedents of job satisfaction have been conducted; however, one of the most important predictors of job satisfaction is organisational support (Randal et al., 1999; Rhodes and Eisenberger, 2002; Stamper and Johlke, 2003). On the other hand, organisational commitment is viewed as an outcome of job satisfaction. Job satisfaction is significantly and positively related to (Williams and Hazar, 1986; O'Driscoll and Randall, 1999; Lam and Zhang, 2003, Karatepe and Uludag, 2007; Yang, 2010; Gunlu et al., 2010).

Organisational commitment

Increasing interests of various disciplines such as sociology, psychology and behavioural sciences on organisational commitment and examining organisational commitment by researchers in the field causes one's own perspective to take different definitions into account. Organisational commitment is defined in terms of the strength of an individual's identification with and involvement in a particular organisation. Such commitment can generally be characterised by at least three factors: 1) acceptance of the organisation's goals and values, 2) willingness to work on behalf of the organisation, 3) strong motivation to remain in the organisation (Porter et al., 1974). According to Buchanan (1974), commitment consists of three components. These are (a) identification - adoption as one's own the goals and values of the organisation, (b) involvement - psychological immersion or absorption in the activities of one's work role, and (c) loyalty - a feeling of affection for and attachment to the organisation.

In the literature, although organisational commitment was classified variously (Kanter, 1968; Mowday et al., 1979; O'Reilly and Chatman, 1986; McGee and Ford, 1987; Allen and Meyer, 1990; Huang, 2000), when the related studies were examined, the

commitment scale including affective, continuance, normative developed by Allen and Meyer (1990) was mostly used in the various studies (Culha, 2008). The three dimensions of organisational commitment were defined as follows (Allen and Meyer, 1990; Meyer and Allen, 1997). The affective component of organisational commitment refers to employees' emotional attachment to, identification with, and involvement in, the organisation. The continuance component refers to commitment based on the costs that employees associate with leaving the organisation. Finally, the normative component refers to employees' feelings of obligation to remain with the organisation. Employees with strong affective commitment remain because they *want* to, those with strong continuance commitment because they *need* to*,* and those with strong normative commitment because they feel they *ought* to (Allen and Meyer, 1990). As can be seen, the affective, continuance and normative components of attitudinal commitment are conceptually and empirically separable (Allen and Meyer, 1990; O'Driscoll and Randall, 1999). Affective commitment results in better performance and more meaningful contributions, followed by normative commitment, followed by continuance commitment (Meyer and Allen, 1997).

RESEARCH HYPOTHESES

Perceived Organisational Support and Job Satisfaction

Unless employees perceive organisations as supportive, the employees may view their tasks as displeasing and this may create job dissatisfaction (Susskind et al., 2000). In other words, employees are satisfied with their job if they perceive that the organisational support is given for only valuable employees in their organisation. Several methodological studies showed that employees who are supported by their organisation are satisfied with their job (Buchanan, 1974; Susskind et al., 2001; Tansky and Cohen; 2001; Riggle et al., 2009). So in the light of the empirical studies our first hypothesis is as follows:

H_1 = Perceived organisational support positively affects employees' job satisfaction.

Perceived Organisational Support and Organisational Commitment

There are studies examining the relationship between perceived organisational support and organisational commitment. In these studies, perceived organisational support is an important factor in revealing organisational commitment (Buchanan, 1974; Tansky and Cohen, 2001; Yoon and Thye, 2002; Riggle et al., 2009). In addition, there are studies examining the relationship between perceived organisational support and the dimensions of organisational commitment (affective, normative, and continuous) separately. Perceived organisational support has an affects on affective commitment (Eisenberger et al., 1986; Eisenberger et al., 1990; Hutchison, 1997; Randall et al., 1999; O'Driscoll and Randall, 1999; Aube et al., 2007; LaMastro, 2008). According to the results of these studies, employees who feel supported by their organisation and feel valued as an employee in their organisation are much more attached to the

organisation. The relationship between perceived organisational support and affective commitment is explained by social identity theory. Social identity theory suggests that employees remain loyal when they feel their organisations value and appreciate them (Tyler, 1999: 235). If the organisational support met the employees' needs for praise and approval, the employees would incorporate organisational membership into self-identity and thereby develop a positive emotional bond (affective commitment) to the organisation. Similarly, according to Kim et al. (2005), when employees view their organisation as supportive, it is likely that they feel a strong desire to maintain membership in their organization. So in the light of the empirical studies and social identity theory, our second hypothesis is as follows:

H_2 = Perceived organisational support positively affects employees' affective commitment.

Perceived organisational support has a positive relationship with normative commitment (Aube et al., 2007; LaMastro; 2008). In other words, employees will feel a greater sense of obligation to remain if they view the organisation as supportive (Orpen, 1994). According to Eisenberger et al. (1997), perceived organisational support creates a sense of obligation within individuals to repay the organisation. Normative commitment is based upon generally accepted rules about reciprocal obligations between organisations and their employees. This is based on "social exchange theory", which suggests that a person receiving a benefit is under a strong "normative" (i.e. rule-governed), obligation to repay it in some way (McDonald and Makin, 2000: 86). Namely, employees who feel support from their organisation feel their needs are being met by their organisation, and the organisation demonstrates more effort to develop their employees to feel to commit to their organisation because of this altruistic action. So, in the light of the empirical studies and social exchange theory, our third hypothesis is as follows:

H_3 = Perceived organisational support positively affects employees' normative commitment.

Continuance commitment can be distinguished from the other two forms of commitment (affective commitment and normative commitment) (Allen and Meyer, 1990). Continuance commitment refers to an awareness of the costs associated with leaving the organisation. Employees whose primary link to the organisation is based on continuance commitment remain because they *need* to do so (Meyer and Allen, 1997). Several studies revealed that there is either a negative (O'Driscoll and Randall, 1999; Rhoades and Eisenberger, 2002; Aube et al., 2007; LaMastro, 2008) or an insignificant (Randall et al., 1999) relationship between organisational support and continuous commitment.

Several researchers try to explain why perceived organisational commitment is related to continuance commitment in a negative way. Shore and Tetrick (1991) suggest that perceived organisational support reduces the feelings of entrapment (i.e. continuance commitment) that develop when employees are forced to stay with their organisation because of the high costs associated with leaving. O'Driscoll and Randall (1999: 205)

also suggested that an employee who perceived greater support from their organisation expressed lower levels of continuance commitment than those who reported less organisational support did. Besides, Aube et al. (2007: 482) revealed that:

A high level of perceived organizational support may help to restore the balance between the benefits awarded by the organisation and the contributions of the individual. Indeed, when individuals perceive a high level of organisational support, the costs attached to quitting their job will be perceived as being less significant than if they thought that they had given a great deal to the organisation without having received anything in return.

It is also expected that perceived organisational support would contribute to change employees' wishes to continue to work within their organisation from need (continuance) to want (affective) or obligations (normative). So, in the light of the empirical studies, our fourth hypothesis is as follow:

H_4 = Perceived organisational support negatively affects employees' continuous commitment.

Job Satisfaction and Organisational Commitment

Job satisfaction and organisational commitment are related, but have distinguishable attitudes (Porter et al., 1974; Reed et al., 1994). Previous studies have revealed that job satisfaction is a significant predictor of organisational commitment (Gaertner, 1999; Susskind et al., 2000; Feinstein and Vondrasek, 2001; Testa, 2001; Yoon and Thye, 2002; Chen, 2007). Considering the effect of job satisfaction on organisational commitment, limited studies viewed organisational commitment as multidimensional like affective, continuance and normative (Yang, 2010; Gunlu et al., 2010). Firstly, the study of Gunlu et al. (2010) revealed that job satisfaction had a significant effect on affective commitment. Yang (2010) also found that job satisfaction is a powerful contributor to affective commitment. According to the results of these studies, it may be thought that employees satisfied with their job have a willingness to work on behalf of their organisation and a strong motivation to remain in their organisation. Secondly, the study of Gunlu et al. (2010) revealed that job satisfaction had a significant effect on normative commitment. Namely, employees who are satisfied with their organisation feel obligation to remain with their organisation due to the fact that they want to repay for the financial or moral support from their organisation, which was given to increase their job satisfaction. According to Eisenberger et al. (1997) job satisfaction creates a felt obligation to repay the organisation. Lastly, a study conducted by Yang (2010) revealed that job satisfaction has a positive effect on continuous commitment. However, we thought that employees who are satisfied with their organisation display lower levels of continuance commitment than employees who are not in this study. In the light of the empirical studies, our fifth, sixth and seventh hypotheses are as follows:

H_5 = Job satisfaction positively affects affective commitment.

H_6 = Job satisfaction positively affects normative commitment.

H_7 = Job satisfaction negatively affects continuance commitment.

The Mediating Effect of Job Satisfaction on the Relationships between Perceived Organisational Support and Organisational Commitment

In the previous studies, job satisfaction has appeared as both a consequence of perceived organisational support (Buchanan, 1974; Eisenberger et al., 1986; Eisenberger et al., 1990; Randall et al., 1999; O'Driscoll and Randall, 1999; Tansky and Cohen; 2001; Yoon and Thye, 2002; Aube et al., 2007; LaMastro, 2008; Riggle et al., 2009) and an antecedent of organisational commitment (Susskind et al., 2000; Feinstein and Vondrasek, 2001; Testa, 2001; Yoon and Thye, 2002; Chen, 2007). Because perceived organisational support meets the socio-emotional needs of an employee (Rhoades and Eisenberger, 2002), it is thought to be an antecedent of job satisfaction. In the light of these findings, it might be thought that job satisfaction is viewed as a mediator variable in the relationship between perceived organisational support and organisational commitment. A number of researchers have proposed causal models of organisational commitment in which the effects of support from peers and supervisors (Gaertner, 1999) and supportive culture (Lok and Crawford, 2001) on commitment are mediated via their effects on job satisfaction. The result of the study conducted by Gaertner (1999) is that while peer support is not related to organisational commitment, supervisory support is both directly related to organisational commitment and indirectly related to organisational commitment over and above their impact on job satisfaction. In this study, job satisfaction is proposed to be an intervening variable between perceived organisational support and organisational commitment. In other words, when job satisfaction is viewed as a mediator variable, the effect of perceived organisational support on the three component of organisational commitment will be significantly reduced. As such, in the light of the empirical studies, our eighth hypothesis is as follows:

H_8 = The effect of perceived organisational support on dimensions of organisational commitment will be significantly reduced after statistically controlling for job satisfaction.

In the light of these hypotheses, the direct effect of perceived organisational support and job satisfaction on organisational commitment and the mediating effect of job satisfaction on the relationship between perceived organisational support and dimensions of organisational commitment (affective, normative, and continuous) are shown in Figure 1.

Figure 1: The mediating effect of job satisfaction on the relationship between perceived organisational support and dimensions of organisational commitment
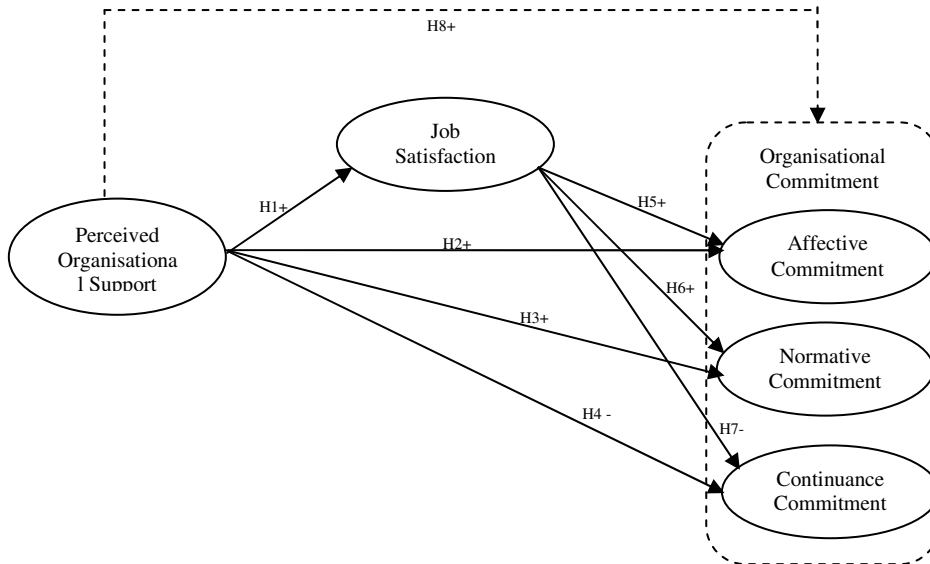
METHODOLOGY

Data Collection

The researcher contacted general managers and/or human resources managers of five star and chain hotels in Bodrum, Turkey. An official letter explaining the study purposes, benefits of the study for hotels, survey instructions and questionnaires was then faxed or mailed to the hotels' managers that had indicated willingness to participate in this study. However, only one five star chain hotels' manager accepted the invitation to participate in this study. The study conducted with the hotel's employees. In order to collect data from the hotel, a questionnaire survey was carried out in April 2009. Before the questionnaires were distributed through the hotel's human resources manager to the employees who were given two weeks to complete them, the numbers of employees were surveyed. In total, 300 questionnaires were delivered to the manager via mail and both distribution and collection of the data was conducted by the human resources manager. Although it was thought that all questionnaires were completed because all employees in the hotel were accessible, 198 usable questionnaires were returned.

The Methods of Analysis

At the end of gathering data, validity and reliability of the scales were analysed. An exploratory and confirmatory factor analysis was performed in the study to ascertain validity. In order to provide unidimensionality of the scale, a separate exploratory factor analysis was conducted on each dimension obtained from the results of the initial exploratory factor analysis. In order to analyse the hypotheses, multivariate data analysis was performed. Firstly, linear regression analysis was performed to assess the effects of perceived organisational support on job satisfaction, and the effects of perceived organisational support and job satisfaction on dimensions of organisational commitment. Secondly, in order to determine the mediating effect of job satisfaction on the relationship between perceived organisational support and dimensions of organisational commitment, the mediating technique recommended by Baron and Kenny (1986) and the Sobel test were performed. When the analyses were performed, the demographic factors (sex, age, education level, status of work, tenure) were controlled. The data about characteristics of respondents were analysed by using a descriptive statistical analysis.

Questionnaire Design and Scales

All scales of the research have been adopted from the existing literature, and a five point Likert style grading was used where 1 was strongly disagree, and 5 was strongly agree. The questionnaire was originally prepared in English, and then translated into Turkish by English language experts based on the translation and back-translation process. The questionnaire comprises four sections. In the first section, eight items from the scale developed by Eisenberger et al. (1986) were used to measure perceived organisational support. However, a third question in the scale of Eisenberger (1986) "My organisation strongly considers my goals and values" was analysed separately in the scale of this study as "My organisation strongly considers my goals" and "My organisation strongly considers my values" because it was thought that the meaning of goal and value is distinct. In the second section, overall job satisfaction was measured by four items developed by Quinn and Shepard (1974 in Eisenberger et al. 1997: 815). In the third section, 18 items of organisational commitment, developed by Meyer et al. (1993), which consists of affective, normative, and continuous commitment, were used. The last section collected demographic data of employees with respect to the gender, age, education level, department, position in the organisation, employment status, length of time in the current job and in the tourism industry.

Validity and reliability analysis of the scale

An exploratory and confirmatory factor analysis was performed in order to ascertain validity. The exploratory factor analysis, which uses the principal component method with varimax rotation, was conducted on perceived organisational support, job satisfaction and organisational commitment. When both independent and dependent variables were entered into a factor analysis simultaneously, the result of the varimax-rotated analysis indicated the existence of five significant factors with Eigen values greater than 1 that explained 67.393% of the variance. Bartlett's test of sphericity with a value of 2612.961 (p<0.001) and, as Eroglu (2008) states, a Kaiser-Meyer-Oklin

statistic greater than 0.50 (.894) indicated that the data is suitable for factor analysis. After the factor analysis, some items of factors were cross-loaded. Then, all items with factor loading above 0.40 were included. Any items which were cross-loaded on the two factors with factor loadings less than 0.40 were removed. After any cross-loaded items were removed, the removing items were loaded on the each factor suitably. According to the result of the factor analysis, four items of the perceived organisational support, two items of continuous commitment and two items of normative commitment were removed because of the inadequacy of the structure of factors. Besides this, a separate exploratory factor analysis was performed for each dimension according to the results of the initial exploratory factor analysis in order to ensure unidimensionality of each factor. As a result, each factors' items were loaded on the factors appropriately (see Table 1).

Subsequent to the exploratory factor analysis, a confirmatory factor analysis (CFA) was run for the assessment of measurement quality of scales (instruments) used in this study before testing the hypothesis of the study. Before estimating the model, the reliability of the related factors was tested by Cronbach's Alpha in order to determine the internal consistency of the scale. The reliability coefficients (Alpha) of each factor's perceived organisational support (0.88), overall job satisfaction (0.87), affective commitment (0.87), normative commitment (0.84), and continuous commitment (0.73) are acceptable based on Nunnaly (1978) and Robinson et al. (1991). They suggest that if the reliability coefficient (Alpha) of the scale is above 0.70, the alpha value of the factor is acceptable. The CFA resulting in a good fit of data can be seen in Table 1. The chi-square test 260.4 with 178 degrees of freedom (p < 0.001) was significant. All of the other goodness of fit statistics in which the goodness of fit index (GFI) of 0.90, the normed fit index (NFI) of 0.91, the comparative fit index (CFI) of 0.97, and a root mean square error of approximation (RMSEA) of 0.05 also indicated that the model fitted the data well. Values of GFI, NFI and a CFI range from zero to 1.00 with a value close to 1.00 indicated a good fit (Hair et al., 2010). They recommend that the root mean square error of approximation (RMSEA) should be between 0.03 and 0.08. Overall fit indices of factor models for all research variables presented satisfactory ratios. The fit statistics also showed that the constructs are unidimensional and fit the data well. All items loadings for the constructs in the model were significant at 0.05 and the reliability estimates were adequate, showing convergent validity (see Table 1). Besides, as shown in Table 2, all correlations among perceived organisational support, job satisfaction and each dimensions of organisational commitment were below 0.70, providing the evidence of discriminant validity (Smith et al., 1996), which means that the items for different factors should not be so highly correlated. Hair et al. (2003) also explained that if the correlation is low, it is concluded that the factor exhibits discriminant validity.

Table 1: Factor analysis and scale reliabilities of dependent and independent variables

Variables	Items	Factor Loading	Reliability Coefficient	Eigenvalues
Organizational Support			.88	1.990
	• My organization strongly considers my goals.	.853		
	• My organization cares about my opinion.	.833		
	• My organization really cares about my well-being.	.824		
	• My organization strongly considers my values.	.731		
	• Help is available from my organization when I have a problem.	.436		
Overall Job Satisfaction			.87	1.774
	• Knowing what I know now, if I had to decide all over again whether to take my job, I would.	.773		
	• In general, my job measures up to the sort of job I wanted when I took it.	.738		
	• All in all, I am very satisfied with my current job.	.729		
	• If a good friend of mine told me that he/she was interested in working in a job like mine I would strongly recommend it.	.648		
Affective Commitment			.87	9.361
	• This organization has a great deal of personal meaning for me.	.770		
	• I feel like "part of the family" at my organization.	.767		
	• I feel "emotionally attached" to this organization.	.761		
	• I feel a strong sense of "belonging" to my organization.	.652		

	• I really feel as if this organization's problems are my own.	.609		
	• I would be very happy to spend the rest of my career with this organization.	.536		
Normative Commitment			.84	1.293
	• Even if it were to my advantage, I do not feel it would be right to leave my organization now.	.816		
	• I would feel guilty if I left my organization now.	.812		
	• I feel obligation to remain with my current employer.	.720		
	• This organization deserves my loyalty.	.517		
Continuous Commitment			.73	1.083
	• Too much of my life would be disrupted if I decided I wanted to leave my organization now.	.851		
	• Right now, staying with my organization is a matter of necessity as much as desire.	.821		
	• It would be very hard for me to leave my organization right now, even if I wanted to.	.683		
	• I feel that I have too few options to consider leaving this organization.	.475		

$\chi^2_{(178)}$=260,4; GFI=0.90; NFI=0.91; CFI=.97; RMSA=0.05   p < 0.001

FINDINGS

Profile of the Participants

Male employees represented 63.1%. Most of the respondents (43.9%) were aged between 25 and 31 years old, and 40.9% of the respondents were between 18 and 24 years old. More than half of respondents had a high school education, and a third of

respondents had a higher education in which 34.3% had university and Master's degrees. Forty six percent of respondents worked in the food and beverage department, 15% worked in the front office, 18% worked in housekeeping, and the remainder worked in the back-of-the-house area. Eighty two percent of the respondents were working during the tourism season and nearly ten percent of the respondents were working part-time in the hotel. Less than two percent of the employees were at the mid-manager position, 20% were line manager as chief, and 78% were just workers. Respondents whose tenure overall was less than a year were 12.4%, up to three years were 51.3%, from 4 to 6 years were 24.9%, and more than seven years were 11.4% in the tourism industry. Most of the respondents (47%) had been working less than one year, a third of the respondents had been working up to three years, and the remainder had been working more than four years in the hotel.

Correlation results

The correlation matrix in Table 2 displays correlation coefficients between the independent and dependent variables. The table also indicates means (M) and standard deviation (S.D.) values of variables. The correlation coefficients are a measure of the strength of the association between any two metric variables (Hair et al., 2003). The results of the correlation matrix show that the dimensions of the independent variable and dependent variables were positively correlated to each other (see Table 2).

Table 2: Correlation Matrix

Research Variables	M	S.D.	1	2	3	4
1. Organizational Support	3.59	.75				
2. Job Satisfaction	3.47	.88	.533**			
3. Affective Commitment	3.60	.80	.577**	.700**		
5. Normative Commitment	3.50	.81	.605**	.548**	.544**	
5. Continuous Commitment	3.40	.79	.283**	.382**	.369**	.406**

**Correlation is significant at the 0.01 level

Perceived organisational support was highly correlated with normative (r= 0.60) and affective (r=0.57) commitment. Besides, a significant correlation (r= 0.53) between perceived organisational support and job satisfaction was determined. On the other hand, there was a significant relationship between job satisfaction and each dimension of organisational commitment in various levels. The variance inflation factors (VIF)

and tolerance values were examined to clarify the potential multicollinearity problem. The VIF ranged from 1.508 to 1.561 and the tolerance ranged from .641 to 663. This result indicates no multicollinearity problem has occurred. As recommended by Hair et al. (2003), a maximum acceptable VIF value would be 5.0 and the minimum cutoff value for tolerance is typically .10.

Hypothesis Results

A total of eight hypotheses were tested by using different analysis methods. When all hypotheses were tested, demographic factors (sex, age, education level, status of work, tenure) were controlled. For the first seven hypotheses, linear regression analysis was performed. For the last hypothesis, the mediating method suggested by Baron and Kenny (1986) and a Sobel test were performed. The results of hypothesis are as follows:

H_1 = Perceived organisational support positively affects job satisfaction.

Hypothesis 1 suggested that perceived organisational support positively affects job satisfaction. It was realised that perceived organisational support explained 32.6% of the variance on job satisfaction. Perceived organisational support positively affects job satisfaction (β: .526; p<0.001). Hypothesis 1, therefore, was supported.

H_2 = Perceived organisational support positively affects affective commitment.

The second hypothesis was tested to determine if perceived organisational support positively affects affective commitment. It was realised that 36.7% of affective commitment is explained by perceived organisational support. Perceived organisational support positively affects affective commitment (β: .555; p<0.001). Hypothesis 2, therefore, was supported.

H_3 = Perceived organisational support positively affects normative commitment.

The third hypothesis suggested that perceived organisational support positively affects employees' normative commitment. It was realised that 40% of normative commitment is explained by perceived organisational support. Perceived organisational support positively affects normative commitment (β: .631; p<0.001). Hypothesis 3, therefore, was supported.

H_4 = Perceived organisational support negatively affects continuous commitment.

The fourth hypothesis suggested that perceived organisational support negatively affects employees' continuous commitment. It was realised that 32.7% of continuous commitment is explained by perceived organisational support. However, contrary to our expectations, perceived organisational support positively affects continuous commitment (β: .327; p<0.001). Hypothesis 4, therefore, was not supported.

$$H_5 = \text{Job satisfaction positively affects affective commitment.}$$

The fifth hypothesis was tested to determine if job satisfaction positively affects affective commitment. It was realised that job satisfaction explained 50.8% of the variance on affective commitment. Job satisfaction positively affects affective commitment (β: .672; p<0.001). Hypothesis 5, therefore, was supported.

$$H_6 = \text{Job satisfaction positively affects normative commitment.}$$

Hypothesis six suggested that employees satisfied with their organisation felt an obligation to remain (normative commitment) with their organisation. It was realised that job satisfaction explained 29% of the variance on affective commitment. Job satisfaction positively affects normative commitment (β: .549; p<0.001). Hypothesis 6, therefore, was supported.

$$H_7 = \text{Job satisfaction negatively affects continuance commitment.}$$

Hypothesis seven suggested that job satisfaction has a negative effect on continuance commitment. It was realised that 13.9% of continuous commitment is explained by job satisfaction. However, contrary to our expectations, job satisfaction positively affects continuous commitment (β: .346; p<0.001). Hypothesis 7, therefore, was not supported.

$$H_8 = \text{The effect of perceived organisational support on dimensions of}$$
organisational commitment will be significantly reduced after statistically controlling for job satisfaction.

Hypothesis eight suggested that job satisfaction is a mediator variable on the relationship between perceived organisational support and each dimension of organisational commitment. In order to determine whether job satisfaction significantly carries the influence of perceived organisational support to each dimension of organisational commitment, both mediation processes implemented by Baron and Kenny (1986) and a Sobel test were conducted. According to Baron and Kenny (1986: 1176-1177), in order to establish mediation, the following conditions must hold: first, the independent variable must affect the mediator in the first equation; second, the independent variable must be shown to affect the dependent variable in the second equation; and third, the mediator must affect the dependent variable in the third equation. Finally, when the mediator is controlled, the previously significant relationship between the independent and dependent variables is no longer significant,

with the strongest demonstration of mediation occurring when the effects of independent variable on dependent variable is zero. Moreover, when the relationship between independent and dependent variables is reduced to zero, it has strong evidence for a single, dominant mediator. If the residual relationship between independent and dependent variable is not zero, this indicates the operation of multiple mediating factors (partial mediator).

In order to assess the mediator effect of job satisfaction on the relationship between perceived organisational support and dimensions of organisational commitment, the conditions suggested by Baron and Kenny (1986) was employed step by step (see Table 3).

Table 3: Job Satisfaction as a Mediator of the Relationship between Organizational Support and Organizational Commitment.

Independent Variables	JS	Step 1 (AC)	Step 2 (AC)	Step 3 (AC)	Step 1 (NC)	Step 2 (NC)	Step 3 (NC)	Step 1 (CC)	Step 2 (CC)	Step 3 (CC)
Sex	-.039	.101	.063	.083	-.022	-.066	-.055	.043	.020	.029
Age	-.124	-.175	-.133	-.068	-.103	-.055	-.020	-.209	-.184	-.155
Education Level	-.095	.121	.064	.113 ***	.029	-.036	-.009	-.187 **	-.221 **	-.199 **
Status of Work	.058	.097	.104	.074	.012	.019	.003	.000	.004	-.009
Tenure (industry)	.072	.240	.020	-.017	.075	-.175	-.196	.173	.044	.027
Tenure (organization)	-.118	-.181	-.104	-.043	-.048	.039	.073	-.054	-.009	.018
Organizational Support	.526*	-	.555*	.283*	-	.631*	.480*	-	.327*	.204***
Job Satisfaction		-	-	.518*	-	-	.288*	-	-	.235**
F	10.871*	2.786**	12.805*	22.692*	1.394	14.560*	15.925*	2.667**	5.041*	5.456*
R²	.359	.111	.398	.570	.059	.429	.482	.107	.206	.242
Adjusted R²	.326	.071	.367	.545	.017	.400	.452	.067	.165	.197

* p<0.001 ** p<0.01 *** p<0.05

First, perceived organisational support (independent variable) significantly (β: .526; p<0.001) positively affects job satisfaction (mediator variable). Second, perceived organisational support significantly positively affects affective commitment (β: .555; p<0.001), normative commitment (β: .631; p<0.001), and continuous commitment (β: 327; p<0.001). Third, job satisfaction significantly positively affects affective commitment (β: .672; p<0.001), normative commitment (β: .549; p<0.01), and continuous commitment (β: .346; p<0.001). Finally, when job satisfaction is controlled, the previous effects of perceived organisational support on affective, normative, and

continuous commitment are reduced significantly but not to zero (see Table 3). As a result, job satisfaction can be viewed as a partial mediator variable upon the effects of perceived organisational support on affective, continuous and normative commitment because the previous effects of perceived organisational support were affective commitment, continuous commitment and normative commitment was reduced significantly. In the light of these findings, Hypothesis 8 was supported.

In order to support the findings of the mediator processes by recommended Baron and Kenny (1986), a Sobel test was conducted. The Sobel test was carried out to tell us whether a mediator variable significantly carries the influence of an independent variable to a dependent variable; i.e. whether the indirect effect of the independent variable on the dependent variable through the mediator variable is significant (Statistics calculators, http://www.danielsoper.com/statcalc/calc31.aspx). In order to perform the Sobel test, an ordered package program, the "Sobel test calculator for the significance of mediation" from the internet was used. According to the results of the Sobel test, firstly, it indicated that job satisfaction significantly mediated the relationship between perceived organisational support and affective commitment, test statistic = 5.929, p< .000. Second, the Sobel test indicated that job satisfaction significantly mediated the relationship between the perceived organisational support and continuous commitment, test statistic = 4.061, p< .000. Third, the test indicated that job satisfaction significantly mediated the relationship between perceived organisational support and normative commitment, test statistic = 5.331, p< .000. According to results of these Sobel test scores, there was evidence of the mediation for job satisfaction in the relationship between perceived organisational support and each dimension of organisational commitment.

CONCLUSION AND DISCUSSION

The aim of this study is (i) to analyse the effect of perceived organisational support on job satisfaction, (ii) to analyse the effect of perceived organisational support on the dimensions of organisational commitment, (iii) to analyse the effect of job satisfaction on the dimensions of organisational commitment, and (iv) to analyse the mediating effect of job satisfaction on the relationship between perceived organisational support and dimensions of organisational commitment based on an empirical study. The following conclusions will shed light on the next related studies and provided important information for the general manager and human resources manager in the hotels. Moreover, the results of this study will also provide information for researchers regarding how job satisfaction has a mediating effect on the relationship between perceived organisational support and organisational commitment.

In this study, perceived organisational support has a significant effect on job satisfaction. Namely, employees who feel their organisation as supportive are satisfied with their job. Several methodological studies demonstrated that employees who are supported from their organisation are satisfied with their job (Buchanan, 1974; Susskind et al., 2001; Tansky and Cohen; 2001; Riggle et al., 2009). Employees who are satisfied with their jobs give a better performance (Robbins and Judge, 2009) and contribute to organisational effectiveness (i.e. commitment and lower employee turnover intentions). Considering the importance of job satisfaction for organisations,

hotel managers should support their employees so as to continue to work with satisfied employees.

According to the findings of this study, perceived organisational support has a significantly positive effect on affective commitment. In other words, employees will feel more attached to the organisation if they receive support from organisations. Consistent with findings reported by Eisenberger et al. (1986), Eisenberger et al. (1990), Randall et al. (1999) and Rhoades and Eisenberger (2002) the belief is that employees who are cared for and valued by their organisations will attach to their organization in an affective way. Employees who attach to their organisation show better performance and more meaningful contributions (Meyer and Allen, 1997). Organisations or supervisors, therefore, should spend reasonable and intensive time with their employees through supportive activities like socialisation and training (Karatepe and Uludag, 2007). Previous studies (Birdi et al., 1997; Bartlett, 2001; Ahmad and Bakar, 2003; Bartlett and Kang, 2004; Sabuncuoglu, 2007, Culha, 2008) have reported that supervisory support regarding human resources activities was significantly related to organisational commitment.

Suggesting that employees who feel supported by their organisation also feel morally obligated to remain with that organisation, according to findings of this study, shows that perceived organisational support affects normative commitment positively. In the other words, the greater the extent to which employees perceive that the organisation is giving them support, the more they feel a moral obligation to keep working for that organisation (Aube et al., 2007). This result is similar to previous findings (Aube et al., 2007; LaMastro; 2008).

Contrary to our expectations, the results reveal that perceived organisational support positively significantly affects continuance commitment. Previous studies, however, revealed that perceived organisational support decreases employees' feelings of continuance commitment, which develops when employees are forced to stay with an organisation because of the high costs of leaving (Shore and Tetrick, 1991; Rhoades and Eisenberger, 2002). Besides, employees with strong levels of continuance commitment are likely to feel that they "had to" remain with the organisation because of the lack of attractive alternatives. It is probable that employees in this organisation perceived few alternative employment options; regardless of the level of organisational support they received feel a high level of continuance commitment (Allen and Meyer, 1990; Aube et al., 2007). Although the tourism industry encompasses various alternative job opportunities for employees such as accommodation, food and beverage, travel, entertainment (Gunlu et. al, 2010), considering the survey was conducted during the financial and economic crises of 2009, it might be thought that the lack of attractive alternatives for employees in tourism industry can cause the reaction that they "had to" remain with their organisation. According to O'Driscoll and Randall (1999), employees having continuance commitment issues are influenced by a lack of available job alternatives in the current economic climate.

One of the most important predictors of organisational commitment is job satisfaction. Job satisfaction has a positive effect on the dimensions of organisational commitment. Some studies have found that job satisfaction has an effect on both affective (Yang,

2010; Gunlu et al., 2010) and normative commitment (Gunlu et al., 2010). In the light of these findings, employees who are satisfied with their job accept their organisation's goals and values, willingness to work on behalf of their organisation and strong motivation or feel a greater sense of obligation to remain in their organisation. Surprisingly, contrary to our expectancy, job satisfaction positively affects continuance commitment. This result is similar to the result of Yang's study (2010) showing that job satisfaction has positive effects on continuance commitment. The result means that satisfied employees feel that they "had to" remain with the organisation. There is possible answer why employees feel continuance commitment to remain in their organisation. Considering the survey was conducted during the financial and economic crises of 2009, it might be thought that the lack of attractive alternatives for employees in the tourism industry can cause the reaction that they "had to" remain with their organisation. Similarly, O'Driscoll and Randall (1999) explain that employees who having continuance commitment are influenced by a lack of available job alternatives in the current economic climate.

The following conditions of the mediation process developed by Baron and Kenny (1986) are considered in order to analyse the mediating effect of job satisfaction on the relationship between perceived organisational support and dimensions of organisational commitment. Firstly, the independent variable must affect the mediator. When analysing the effect of perceived organisational support on job satisfaction, perceived organisational support has a positive effect on job satisfaction. This result is supported by several studies (Buchanan, 1974; Tansky and Cohen; 2001; Riggle et al., 2009; Gu and Siu, 2009). Secondly, the independent variable must affect the dependent variable. The results of this study show that perceived organisational support has a positive effect on the three dimensions of commitment. Thirdly, the mediator must affect the dependent variable. In this study, job satisfaction as a mediator variable affects on the each of three dimensions of organisational commitment positively. Several studies revealed that job satisfaction and organisational commitment are related, but have distinguishable attitudes (Porter et al., 1974; Reed et al., 1994). Moreover, job satisfaction is a cause of organisational commitment (Gaertner, 1999). Surprisingly, contrary to our expectations, job satisfaction has a positive affect on continuous commitment. Employees feel continuance commitment in their organisation because they have to remain (Meyer and Allen, 1997). Finally, based on the mediator process, when the mediator is controlled, the previously significant relationship between the independent and dependent variables is no longer significant or reduced. In the finding of this study, job satisfaction has a partial mediator role between perceived organisational support and dimensions of organisational commitment because the previously significant effect of perceived organisational support on affective, normative and continuous commitment are reduced, without being at zero, when job satisfaction is controlled. In other words, job satisfaction is an intervening variable between perceived organisational support and dimensions of organisational commitment (affective, normative and continuous). However, job satisfaction has a much more partial mediating role in the relationship between perceived organisational support and affective commitment when examining job satisfaction as a mediator in the effects of perceived organisational support on dimensions of organisational commitment separately. Namely, when job satisfaction is controlled, the previously significant relationship between the perceived organisational support and affective commitment

are reduced much more than the previously significant relationship between perceived organisational support and normative commitment. Consequently, employees who feel support from their organisation because of their well being in employment are more satisfied with their job and satisfied employees with their job attached to their organisation in an affective way.

Managerial Implications

In order to make satisfied employees in the tourism industry, in particular hotels, supportive working conditions should be provided for employees. According to Robbins and Judge (2009) employees would like their work environment to be safe, personally comfortable and able to facilitate them doing a good job. Working conditions in the tourism industry, however, are commented on as poor (Okumus and Yagci, 2006; Kusluvan and Kusluvan, 2000). Several studies explain that low salary, lack of appreciation, an unclear career growth plan, job insecurity and lessened promotion opportunities, heavy workload and an absence of an objective appraisal system seemed to cause dissatisfaction in potential employees in the tourism industry (Kandasmy and Ancheri, 2009; Richardson, 2009). In addition to these factors, stressful jobs, lack of family life due to the nature of work, seasonal (unstable) jobs, low social status of tourism jobs, unsatisfactory and unfair promotions, low pay and insufficient benefits, unqualified managers, poor attitudes and behaviour of managers, unqualified co-workers and poor attitudes and behaviour of co-workers, and poor physical working conditions (Kusluvan and Kusluvan, 2000) and lack of support from their colleagues (Aksu and Aktas, 2005) are examples of the negative conditions that effect employees who are working towards careers in the tourism industry. Tourism and hospitality organisations, therefore, should keep on improving many poor aspects of the working conditions within the industry. Besides, coworkers' and superiors' behaviour in the hotel industry are also a major determinant of job satisfaction since an employee's job satisfaction is increased when supervisors understand their needs and wants and behave in a friendly way, listen to employees' opinions, show a personal interest and offer praise for good performance. According to Jackson and Sirianni (2009), service-based organisations must remember that the way they treat their employees is exactly how those employees will, in turn, treat customers. As such, taking good care of employees, in particular those in front of house should be a top management concern.

The results of this study indicate that when job satisfaction is not considered in the analysis, perceived organisational support is a powerful contributor to normative commitment and affective commitment. Previous studies reported that, perceived organisational support has various relations with not only organisational commitment, but also some other organisational factors such as job satisfaction (Buchanan, 1974; Tansky and Cohen; 2001; Rhoades and Eisenberger, 2002; Riggle et al., 2009), role ambiguity and role conflict, and intent to remain (Stamper and Johlke, 2003), loyalty, performance (Eisenberger et al., 2002; Rhoades and Eisenberger, 2002), trust (Chen et al., 2005), lessened intention to leave an organisation (Rhodes and Eisenberger, 2002; Riggle et al., 2009; Yang, 2010) and absenteeism (Eisenberger et al., 1986; Eisenberger et al., 1990; Yoon and Thye, 2002, Fuller et al., 2003; Randall et al., 1999; O'Driscoll and Randall, 1999; Aube et al., 2007). Organisational support, therefore, should be

taken into consideration by various organisations' managers in the tourism sector. Organisations or supervisors, however, should support their employees by considering their different needs and wants. In order to meet these needs and wants of employees, they should consider not only financial support like pay or benefits but also moral support like encouraging employees or acknowledging their hard work. On the other hand, affective commitment has the highest but not the most satisfied level (see Table 2) among dimensions of organisational commitment. This result might be explained by the status of employees. Almost all employees were working seasonally and part-time when the study was conducted. Employers or managers would like their employees to be willing to work on behalf of the organisation, accept the goals and values of the organisation, having a strong sense of motivation to remain in their organisation. In order to increase employee commitment in the hotel industry, managers or owners of hotels should support and provide opportunities to their employees who work seasonally or part-time to allow them to enjoy working and also the status of full time employment.

In addition to organizational support, employees' job satisfaction and organisational commitment are key factor for the hotel industry where turnover rates are high (Walmsley, 2004). According to Gallardo et al. (2010), employees' job satisfaction is especially important for tourist organizations because satisfied employees with their jobs exhibit good performance in their job (Gu and Siu, 2009; Robbins and Judge, 2009), which is in turn customer satisfaction (Lam and Zhang, 2003; Robbins and Judge, 2009). Besides, employees who are strongly committed are the least likely to leave the organisation (Allen and Meyer, 1990; Somers, 1995). Moreover, employees who are strongly committed desire to remain (Steers, 1977; Somers, 1995) and exhibit good performance in their job (Maxwell and Steele, 2003). Employees in the hotel, therefore, should be supported by their organisation in order to acquire the consequences of job satisfaction and organisational commitment. In the other words, managers in hotel establishments should a) strongly consider their employees' goals and values, b) care about their opinion and well being, and c) provide available support when their employees encounter a problem. It is thought that the findings are valuable indicators for hotel managers who want to keep and encourage their employees to continue working in the hotel industry. For future research, it is suggested that supervisory and peer support, as antecedents of organisational support, should be analysed. On the other hand, because turnover rates in the hotel industry, particularly in Turkey (Pirnar and Ceren, 2008; Kuruüzüm et al., 2009), are a vital problem, factors related to turnover or intent to leave should be also analysed as a result of job satisfaction and organisational commitment.

As with any research, this study has several important limitations that should be noted. First, data was collected from only one major hotel chain in Bodrum, Turkey. Potential limitation, therefore, concerns the generalisation of these results. Gathering a much larger employee number in a different hotel would help in the robustness of the findings. Future studies should be performed in different hotels to ensure generalisation. Second, a self-report data method was used in order to collect data. In order to provide valid and reliable results, different research design and data gathering could be used for analysis of the same hypotheses. Finally, future research can be conducted on subjects in parallel or different industries. It can have implications for

parallel industries such as travel agents, food and beverage and entertainment establishments. In order to conduct a more thorough and diverse analysis, future research can focus on different industries. The research should be carried out on non-profit organisations as well.

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