

Mediating Effect of Psychological Well-Being in The Interaction Between Social Support and Work Performance Perceptions of Textile Industry Employees

Tekstil Endüstrisi Çalışanlarının Sosyal Destek ile İş Performansı Algıları
Arasındaki Etkileşimde Psikolojik İyi Oluşun Aracılık Etkisi

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Abstract

In order for businesses to survive and gain a sustainable competitive advantage, employees must be able to create value for their organizations with high job performance. Job performance is a result of employees' unique behaviours shaped by their personal characteristics and social, organizational, and psychological interactions. The aim of this study is to investigate the interaction between social support, psychological well-being and job performance levels of employees in industrial enterprises. The research was carried out by collecting data using a face-to-face survey technique in a textile company operating in Karabük. The relationships between the variables were examined by Pearson Correlation test. The effect analysis and mediation effect were tested using simple and multiple regression. The results revealed that there is a positive and weak relationship between social support and both psychological well-being and job performance. There was a positive moderate relationship between psychological well-being and job performance. Regression analysis results show that social support affects job performance and psychological well-being has a full mediating effect at this interaction. According to the results of the research, it is recommended that businesses should focus on social support practices that will increase the psychological well-being levels of employees.

Keywords: Social support, psychological well-being, job performance.

Öz

İşletmelerin hayatta kalabilmeleri ve rakiplerine karşı sürdürülebilir rekabet avantajını elde edebilmeleri için çalışanlarının yüksek iş performanslarıyla örgütleri için değer yaratabilmeleri gereklidir. İş performansı çalışanların özgün davranışlarının bir sonucudur ve bu davranışlar kişisel özellikler yanı sıra, bireylerin sosyal, örgütsel ve psikolojik etkileşimleriyle şekillenmektedir. Bu çalışmanın amacı endüstri işletmelerinde çalışanların algıladıkları sosyal destek düzeylerinin iş performansları ve psikolojik iyi oluş düzeyleriyle etkileşimini incelemektir. Araştırma Karabük ilinde faaliyet yürüten bir tekstil işletmesinde yüz yüze anket tekniğiyle veri toplanarak gerçekleştirilmiştir. Araştırmada değişkenler arası ilişkiler Pearson Korelasyon testiyle, etki analizi ve aracılık etkisi ise basit ve çoklu regresyonla incelenmiştir. Analizler sonucunda sosyal destek düzeyiyle psikolojik iyi oluş ve iş performansı arasında pozitif yönlü ve zayıf, psikolojik iyi oluşla iş performansı arasında ise pozitif yönlü ve orta düzeyde bir ilişki olduğu tespit edilmiştir. Regresyon analizi sonuçları sosyal destek algısının iş performansını anlamlı düzeyde etkilediğini ve psikolojik iyi oluş düzeyinin bu etkileşimde tam aracılık etkisine sahip olduğunu göstermektedir. Araştırma sonucuna göre işletmelerde çalışanların psikolojik iyi oluş seviyelerini yükseltecek sosyal destek uygulamalarına ağırlık vermeleri önerilmektedir.

Anahtar Kelimeler: Sosyal destek, psikolojik iyi oluş, iş performansı.

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1. Introduction

Job performance (JP) is a concept that refers to the level at which a job is performed according to specified criteria and the extent to which employees exhibit behaviors aligned with organizational goals, making it of vital importance to businesses. The most important asset of businesses is their employees, and achieving organizational goals and sustaining a competitive advantage largely depends on having a workforce composed of high-performing, talented, effective, and efficient individuals. The total value created for the organization by employees through their unique behaviors over a specific period constitutes the essence of job performance (Motowidlo & Kell, 2012, p.84). Therefore, employee behaviors result in outcomes for the business in terms of job performance. The variables determining job performance have been the subject of numerous studies and can be categorized as individual, environmental, managerial, and organizational variables (Turunç & Turgut, 2020, p.377).

Individual behaviors are shaped not only by personal characteristics but also through interactions with other people and groups. These relationships fulfill a social need for individuals, allowing them to access the social support (SS) they require during difficult times. Caplan (1979, p.111) described the dimensions of this support as objective/subjective, material, and psychological support. Through the social support they receive, individuals recognize themselves as valued members of the social system, which provides psychological satisfaction and motivation through the feeling of being accepted and respected by others (Cobb, 1976, p.301).

It can be asserted that social support practices, which have a positive psychological impact on employees, will also yield positive outcomes for businesses (Dirican & Erdil, 2020, p.999). The Social Cognitive Theory developed by Bandura (1986) posits that the social and psychological factors affecting individuals will also influence their job performance (Vuong, Tushar & Hossain, 2023, p.834). According to the theory, human behaviors are shaped by personal and environmental factors, which interact reciprocally. Individuals' self-confidence is shaped by the emotions arising from these factors (Mensah et al., 2023, p.4).

Psychological well-being (PWB) is defined as an individual's realization of their potential, having a generally meaningful life and purpose, and developing constructive and meaningful relationships with their surroundings in this direction (Ryff & Keyes, 1995, p.720). The qualities of having self-respect, being constructive and consistent in relationships, possessing personal autonomy, and being open to development (Ryff, 1989, p.1072) are characteristics desired by any business that seeks a healthy work environment and is inclined towards innovation.

The aim of this study is to determine the interaction between perceived social support levels and job performance among employees in industrial enterprises and whether the perceived psychological well-being level of employees plays a mediating role in this interaction. Conducting this study on textile industry employees is considered to contribute to managerial practices that can be implemented in industrial enterprises. The most unique aspect of this study is its holistic approach to social, psychological, and organizational factors that may affect employee performance. Additionally, due to the limited number of studies examining the impact of psychological well-being on performance and the mediating effect in the interaction between social support and job performance, this study is expected to make a significant contribution to the literature.

2. Conceptual Framework

2.1. Social Support

As a social being, humans are in constant interaction with other individuals and groups. They experience emotional fluctuations based on the events they live through and are influenced by. In difficult times, when individuals need support, the lack of it can make them feel helpless and struggle to overcome challenges. From the perspective of organizational behavior science, social support emerges as a crucial concept, as it is undesirable for employees to reflect their feelings of helplessness onto their work when facing difficulties (Viswesvaran et al., 1999, p.314).

In the literature, the concept of social support has been defined from various perspectives. According to Shumaker and Brownell (1984, p.11), social support is the interaction and exchange of resources between two or more individuals aimed at improving the well-being of the recipient. Lin, Ye, and Ensel (1999, p.344) describe social support as instrumental or expressive exchanges, perceptual or reality-based, developed by the community, social networks, or trusted close individuals. Despite living within a society, an individual can feel lonely and unsupported in a crowd. In this context, developing individual relationships within subgroups is essential for accessing the needed support. Caplan (1979, p.111) states that the functional elements of support can be categorized into three dimensions: (1) objective/subjective support, (2) material support, and (3) psychological support. Cobb (1976, p.301) defines social support as information that makes an individual believe they are cared for, loved, respected, and a part of a network of mutual obligations. Social support involves providing emotional support to the individual and explicitly sharing the knowledge that they are valued and respected within the group they belong to. According to Zimet et al. (1988, p.32), who also developed the social support scale used in this study, the dimensions of social support include the supportive attitudes and behaviors of family, friends, and significant others.

Despite advancements in science and technology, the human factor remains the essential element for businesses to achieve and sustain competitive advantage (Dessler, 2021, p.26). As a social being, an individual interacts with their social environment and meets their social and psychological needs from this environment. Organizational behavior scientists highlight that the social support employees receive in both their work and personal lives is crucial for workplace productivity (Giao et al., 2020, p.12). Perceived social support refers to individuals' beliefs about how supportive their family, friends, and others are, in general, materially, or psychologically, when needed. In other words, perceived social support is the value a person sees in themselves through the eyes of others (Korkmaz & Aktan, 2023, p.52). Social support is related to the psychological aspect of human behavior. It is a multidimensional perception developed through interactions with the social group or system to which individuals belong, aimed at meeting basic social needs such as trust, belonging, respect, love, and acceptance (Karayel, Akkoç, & Birer, 2018, p.304).

Social support is related not only to an individual's personal environment but also to their colleagues. Since people spend a significant part of their lives at work, the friendships and social interactions they develop there can influence their attitudes and behaviors. Therefore, it can be said that an individual's perception of social support is based on the relationships they develop across their entire social environment, including work. Social support is an important resource in preventing, solving, and coping with an individual's social and psychological

problems. Individuals who manage to resolve their social and psychological issues are expected to be more harmonious and productive in their workplaces (Polatçı, 2015, p.28).

2.2. Psychological Well-being

The concept of psychological well-being has emerged as one of the areas of study within positive psychology, which focuses not only on the causes and solutions of psychological disorders but also on identifying and enhancing individuals' strengths (Ertürk, 2024, p.281). Psychological well-being refers to an individual's ability to accept themselves with both their good and bad qualities, influence their environment, have a meaningful life purpose, develop constructive relationships with others, organize their life in the desired direction despite societal pressures, and realize their potential (Ryff & Keyes, 1995, p.720). The features mentioned in this definition constitute the dimensions of psychological well-being, which include self-acceptance, environmental mastery, life purpose, positive relations with others, autonomy, and personal growth (Ryff, 1989, p.1072).

As can be understood from the dimensions of the concept, individuals' psychological well-being is not solely related to feelings of pleasure and happiness. The concept also encompasses an individual's ability to achieve happiness by realizing their potential, developing good relationships with their environment, finding a life purpose while facing obstacles, and overcoming various challenges to grow. In this regard, psychological well-being affects both organizational and individual outcomes. The antecedents of the psychological well-being variable include personality traits, emotional labor, social support, leadership, and organizational justice, while its consequences include academic achievement and life satisfaction (Turunç & Turgut, 2020, p.447). For businesses, the psychological well-being of their employees implies that they will develop more productive workplace relationships and achieve higher levels of motivation, efficiency, performance, satisfaction, and commitment. Therefore, focusing on improving the psychological well-being of employees has become an important issue for business managers (Şeker & Aslan, 2024, p.524).

Psychological well-being encompasses more than just a state of happiness or unhappiness; it involves being in a positive and good psychological state that enables an individual to view life positively and remain open to growth (Berzonsky & Cieciuch, 2016, p.149). In this context, achieving self-actualization, which is a high-level social need, fostering maturity, and being functional in social relationships are among the goals of psychological well-being (Battal & Seyrek, 2022, p.1410).

2.3. Job Performance

Job performance is defined as the total expected value to the organization of the unique behavioral events performed by an employee within a specific time period (Motowidlo & Kell, 2012, p.84). Key aspects of this definition highlight that performance results from behaviors and that the value created by these behaviors is significant from the organization's perspective. Therefore, performance is related to how the outcomes of these behaviors make a difference in achieving organizational goals. In other words, job performance consists of measurable actions, behaviors, and results carried out by employees that contribute to organizational objectives (Viswesvaran & Ones, 2000, p.216). From this definition, it becomes necessary to identify the actions related to organizational goals and scale their proficiency levels when evaluating job performance (Campbell & Wiernik, 2015, p.48).

For businesses to achieve their objectives and maintain a competitive advantage over rivals, their human resources must be highly committed, capable, and high-performing (Mitchell et al., 2013, p.900). Job performance is described in two dimensions: task performance and contextual performance. Task performance refers to the effectiveness of employees in contributing to the technical capacity of the organization and in executing technological processes, as well as the production of goods and services (Borman & Motowidlo, 1997, p.99). Contextual performance, on the other hand, shapes the organizational, social, and psychological framework that acts as a catalyst for task performance activities and processes. Contextual activities include voluntary actions not part of formal job duties, the willingness to help other employees, and voluntary cooperation (Çalışkan & Köroğlu, 2022, p.183). Contextual performance involves voluntary positive behaviors that enhance task performance. Examples include voluntary participation in activities, adherence to company rules and procedures, and advocating for organizational goals (Koopmans et al., 2016, p.612).

Contextual performance is similar to the concept of organizational citizenship. Among the behaviors related to job performance are task and contextual performance behaviors, as well as creative and innovative behaviors and undesirable behaviors that hinder productivity (Devonish & Greenidge, 2010, p.76). Undesirable behaviors are intentional actions that involve rule violations and pose a threat to the work environment (Robinson & Bennett, 1995, p.556; Ng & Feldman, 2013, p.306). Performance measurement can be conducted using various methods and criteria. One method used to determine performance is self-assessment by the employee (Gilboa et al., 2008, p.228). In this study, employees were asked to evaluate their own performance to determine perceived performance.

2.4. Relationships Between Concepts and Hypotheses Development

In organizational behavior sciences, the foundation of the concept of social support lies in positively altering individuals' behaviors by meeting their basic social needs, thereby creating changes in their psychological environment (Karayel, Akkoç, & Birer, 2018, p.304). The idea that individuals who are not deprived of social support will be more harmonious, adaptable, and productive in the workplace motivates business managers to be more sensitive to this issue. Some studies have shown that the levels of social support perceived by employees positively and significantly affect their job performance levels (Karayel, Akkoç & Birer, 2018, p.323; Abu Al Rub, 2004, p.77; Liu et al., 2022, p.5).

Social support is considered a resource that can provide individuals with the psychological strength to cope with difficulties. Social support activities, which also reduce the negative effects of stress, lead to better psychosocial health among employees, especially in professions with heavy workloads, and contribute more to organizational goals (Tekingündüz, Kurtuldu & Eğılmez, 2016, p.685). One of the important components of social support is the support from colleagues, which, alongside managerial support, also involves creating a sincere organizational climate (Şentürk & Tekin, 2015, p.203).

Research has indicated that social support, particularly from colleagues and significant others, reduces emotional exhaustion among employees (Demirel & Yücel, 2017, p.317). Social support is a psychological force that prevents employees from experiencing organizational isolation for various reasons, thereby enhancing organizational citizenship behavior by making the individual's work and private life more positive (Halis & Demirel, 2016, p.331).

Turner (1981) highlighted in his research that social support significantly impacts individuals' psychological well-being, especially during times of high stress, and noted that both concepts interact bidirectionally (Turner, 1981, p.366). Similarly, Emadpoor et al. (2016) found in their study that social support has a positive and significant effect on psychological well-being. (Emadpoor et al., 2016, p.284). Within the framework of behavioral sciences, it can be stated that an increase in the social support perceived from friends or family leads to an increase in psychological well-being (Doğru, 2018, p.120). Foy et al. (2019) investigated the factors reducing workplace stress and found out a negative correlation between social support and workplace stress. This research also showed a negative correlation between workplace stress and job performance (Foy et al., 2019, p.1018).

Based on the theory and research on the relationships between concepts, and considering the model of this study, the following hypotheses have been formulated:

H¹. The level of social support perceived by employees affects their perceived performance levels.

H². The level of social support perceived by employees affects their perceived psychological well-being levels.

Psychological well-being, or happiness, is a subjective experience. It refers to the presence of positive emotions or the absence of negative emotions in an individual. Psychological well-being is also holistic, encompassing the entirety of an individual's life. In their study, Wright and Cropanzano (2004) found weak-to-moderate level relationships between the level of psychological well-being and job performance (Wright & Cropanzano, 2004, p.347). Since work is a significant part of an individual's life, it is meaningful for managers to focus on this issue, based on the assumption that happier employees will be more productive. Studies show that the state of psychological well-being related to workplace stress factors is more closely associated with performance (Zapf, 2002, p.256). Furthermore, the long-term experience of negative or positive emotions, rather than momentary feelings, impacts performance (Beals et al., 2005, p.1065). The effects of psychological well-being on performance are greater than those arising from the nature of the job itself (Daniels & Harris, 2000, p.307). A study conducted by Kundi et al. (2020) on employees in an industrial enterprise found that employees' levels of hedonic and eudaimonic psychological well-being impact job performance through emotional commitment (Kundi et al., 2020, p.747).

In this context, the following hypothesis has been formulated:

H³. The perceived levels of psychological well-being of employees affect their job performance.

Studies show that psychological well-being mediates the relationships between individuals' social needs and Instagram addiction (Ponnusamy et al., 2020, p.1), leadership and innovative work behavior (Özkan et al., 2022, p.1179) core self-evaluations and job satisfaction (Tortumlu et al., 2020 p.1147), intolerance of uncertainty and happiness levels, (Torun, 2023, p.1054) and organizational identification in businesses and counterproductive work behaviors (Üstün, 2020, p.357). Researchers indicate that expected results or behaviors can be achieved through supporting individuals' psychological well-being levels. Social support is a context expressing social interactions that individuals establish with their family and friends. However, is it this social interaction that affects the individual's performance or the level of individual psychological well-being that develops as a result of this social interaction? The answer to

this question is attempted to be examined by determining the mediating role of the level of psychological well-being between independent variables. Based on these findings and information, the following research hypothesis has been proposed:

H⁴. The perceived psychological well-being of employees mediates the relationship between perceived social support and perceived job performance.

3. Methodology

3.1. Purpose and Scope of the Research

The purpose of this research is to examine and elucidate the interaction between perceived social support and psychological well-being levels of employees and their job performance, which is a critical indicator for the sustainability of businesses. Given the limited number of field studies on this topic, this research aims to contribute to the literature. The unique aspects of this study include its focus on employees in manufacturing enterprises and the simultaneous examination of psychological and social factors that may affect employee performance. Additionally, the study investigates whether perceived psychological well-being mediates the relationship between perceived social support and job performance.

3.2. Research Model

In this study, a relational survey model was employed to determine the relationships between the variables of social support, psychological well-being, and job performance. The relational survey model identifies the existence and degree of change between two or more variables (Karasar, 1995, p.85; Bekman, 2022, p.250), thereby providing insights into attitudes and tendencies (Fraenkel et al., 2012, p.360). The research model developed within the framework of the research hypotheses and design is presented below in Figure 1.

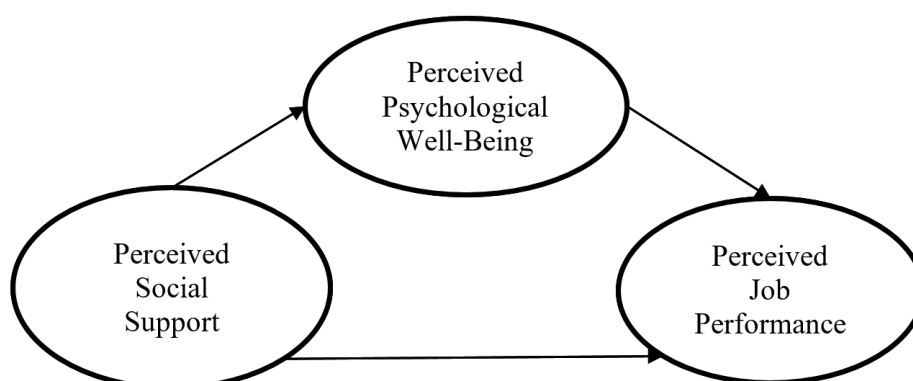


Figure 1. Research Model

3.3. Population and Sample

The universe at this research comprises 210 employees working in a textile manufacturing company located in the organized industrial zone of Karabuk. The reason why this company was chosen as the research universe is that this company is one of few prominent large-scale and high-tech manufacturing company in Karabuk targeting foreign markets. The complete count sampling method was used in the study as the surveys were distributed to all employees of the company and the entire universe was reached. The complete count technique is more useful for small and geographically concentrated universes as a sample selection technique in which every unit in the universe is included in the sample (Ergin, 1994, p.6). Surveys were

distributed in writing to all employees, and a total of 161 usable responses were received. Thus, a sufficient sample size was achieved with a 95% confidence level and a 5% margin of error (Altunışık et al., 2010, p. 135). Different methods have been adopted by different researchers in determining the sample size. MacCallum et al. (1999: 84-85), stated that the sample size should be at least 100, 200 or 250 based on numerical rule, and at least 3, 5 or 10 times the number of expressions in the scale based on the ratio rule. According to both rules, it was seen that the sample size of this study was sufficient. Ethical approval for the study was obtained from the Ethics Committee for Social and Human Sciences Research at Karabük University, with decision number 2024/04 dated 29.03.2024. Additionally, consent for the survey was secured through a face-to-face meeting with the company owner.

Descriptive statistics of the participants are presented below in Table 1.

Table 1. Demographic Characteristics of Participants

Gender	n	%
Female	98	60,9
Male	63	39,1
Age	n	%
Between 20-30	35	21,7
Between 31-40	58	36
Between 41-50	43	26,7
51 +	25	15,6
Occupational Position/Title	n	%
Director/Asst. Director	5	3,1
Chief/Chief Engineer	8	5
Engineer/Expert	15	9,3
Worker	97	60,2
Staff	36	22,4
Employment Duration	n	%
Less than 5 years	51	31,7
Between 5-10 years	47	29,2
Between 11-15 years	32	19,9
Between 16-20 years	18	11,2
More than 20 years	13	8,1
Educational Status	n	%
Primary/Secondary School Graduate	60	37,3
High School Graduate	64	39,8
Associate Degree	15	9,3
Bachelor's Degree	18	11,2
Master's/Doctorate Degree	4	2,5
Total	161	100

Obtained data shows that most of the participants are female (60.9%) and in the 31-40 age range (36%). As expected, most of the participants are workers (60.2%). Surprisingly (31.7%) of participants have 'less than 5 years' employment duration and almost 60% of the participants have been employed less than 10 years. The dominant graduation level is high school (36%). A total of 11.2% of participants have a bachelor's degree.

3.4. Data Collection and Analysis

The data collection for the study aiming to examine the interaction between perceived social support levels, levels of psychological well-being, and job performance of employees in manufacturing enterprises was conducted through face-to-face surveys. The survey form consists of four sections. The first section includes five questions related to participants' demographic characteristics. The multidimensional perceived social support scale, developed by Zimet et al. (1988), and its Turkish validity and reliability tested by Eker and Arkar (1995), are included in the second section. This scale originally has three dimensions and 12 statements. The third section contains the psychological well-being scale developed by Diener et al. (2010), with its Turkish adaptation, validity, and reliability established by Telef (2011) and composed of 8 statements. The fourth and final section incorporates the job performance scale that was composed of 4 statements, developed by Kirkman and Rosen (1999), and Sigler and Pearson (2000), and translated and applied by Çöl (2008).

The structural validity was tested by Exploratory Factor Analysis (EFA), and the reliability was assessed by examining Cronbach's Alpha coefficients. In interpreting the reliability coefficients, values within the range of $0.41 \leq \alpha < 0.60$ were considered low, $0.61 \leq \alpha < 0.80$ were deemed moderately reliable, and $0.81 \leq \alpha < 1.00$ were considered highly reliable (Kalaycı, 2014, p.405). Arithmetic mean values were used to determine the perception levels regarding perceived social support, psychological well-being, and job performance of the employees. In interpreting the arithmetic mean values, average value intervals were categorized as "1.00-1.80 = strongly disagree, 1.81-2.60 = disagree, 2.61-3.40 = undecided, 3.41-4.20 = agree, and 4.21-5.00 = strongly agree" (Özdamar, 2015, p.150). Parametric tests were employed in the analysis, as the skewness and kurtosis values ranged from the lowest (-1.399) to the highest (1.371), falling between (-1.5) and (1.5) (Tabachnick & Fidell, 2013, p.68).

To determine the relationships between perceived social support levels, psychological well-being, and job performance of employees in manufacturing enterprises, Pearson Correlation tests were utilized. The interpretation of relationship level between was considered according the following intervals: "0.00-0.25=very weak; 0.26-0.49=weak; 0.50-0.69=moderate; 0.70-0.89=high; 0.90-1.00=very high" (Kalaycı, 2014, p.116). Simple and multiple regression analyses were conducted to assess the mediating role of psychological well-being in the interaction between perceived social support and job performance.

4. Findings

The results of the Exploratory Factor Analysis and Cronbach's Alpha test, conducted to assess the structural validity and reliability of the research scales, are presented in Table 2.

Table 2. Exploratory Factor Analysis and Reliability Results

Dimensions	Items	Factor Load	Eigenvalue	Variance	α
Social Support (SS)	SS1(SO)	0,731	3,265	21,490	0,743
	SS2(SO)	0,748			
	SS3(Fam)	0,779			
	SS4(Fam)	0,830			
	SS5(SO)	0,583			
	SS6(Fri)	0,654			
	SS7(Fri)	0,581			
	SS8(Fam)	0,665			
	SS9(Fri)	0,736			
	SS10(SO)	0,740			
	SS11(Fam)	0,790			
	SS12(Fri)	0,763			
Psychological Well-Being (PWB)	PWB1	0,798	9,341	25,874	0,902
	PWB2	0,820			
	PWB3	0,815			
	PWB4	0,814			
	PWB5	0,777			
	PWB6	0,805			
	PWB7	0,625			
	PWB8	0,785			
Job Performance (JP)	JP1	0,806	1,539	11,571	0,740
	JP2	0,828			
	JP3	0,811			
	JP4	0,587			
Total Variance				58,935	
Kaiser-Meyer-Olkin (KMO)				0,876	0,929
Bartlett Sphericity Test		X²=2500,343	0,000		

Factor analysis revealed that the obtained KMO (0.876) and Bartlett ($\chi^2 = 2500.343$; $p = 0.000$) values related to the total of 24 items used in the survey scales, exhibited a certain structure. Since the total variance explanation ratio of the scale was found to be ≥ 0.55 , it can be said that the research problem was sufficiently measured (Tabachnick & Fidell, 2013, p.570). In the literature, factor loading values of 0.60 and above are considered high without considering the sign in social sciences; factor loading values between 0.30-0.59 are considered moderate (Büyüköztürk, 2002, p.474). It has been determined that the factor loading values obtained in the study range from 0.581 to 0.830, which are above the accepted threshold.

The scale reliability was assessed by checking Cronbach's Alpha coefficients. If the coefficients are in the range of $0.61 \leq \alpha < 0.80$, the scale is considered quite reliable (Kalaycı, 2014, p.405). In this context, the coefficients were determined as (0.743) for the social support scale, (0.902) for the psychological well-being scale, and (0.740) for the job performance scale. The overall scale coefficient was found to be (0.929), indicating that the scale is reliable (Akgül, 2005, p.145).

In order to determine the relationships between and the levels of social support, psychological well-being, and job performance among employees, correlation analysis results, arithmetic mean and standard deviation values were examined. The findings obtained are presented in Table 3.

Table 3. Arithmetic Means and Correlation Analysis Results

Variables	f	\bar{X}	SD	1	2	3
1. Perceived Social Support	161	4,1286	,68733	1		
2. Perceived Psychologic Well-Being	161	4,0295	,78593	0,453**	1	
3. Perceived Job Performance	161	4,3261	,56668	0,396**	0,661**	1

Results show that employees perceive high levels of social support (\bar{X} =4.12), psychological well-being (\bar{X} =4.02), and job performance (\bar{X} =4.32). The correlations shown in Table 3 above reveals that there is a positive and weak relationship between perceived social support levels and psychological well-being (r =0.453, p <0.01). The obtained values indicate that as employees’ perceived levels of social support increase, their levels of psychological well-being also increase. Similarly, a positive and weak relationship (r =0.396, p <0.01) was found between perceived social support levels and job performance. Finally, the findings reveal a positive and moderate relationship (r =0.661, p <0.01) between perceived psychological well-being levels and job performance.

Findings regarding the Simple Regression Analysis conducted to determine the impact of employees’ perceived social support levels on psychological well-being and job performance, as well as the effect of psychological well-being levels on job performance, are shared in Table 4, 5 and 6 respectively below.

Table 4. Regression Coefficients of Social Support (SS) on Job Performance (JP)

Variables	B	SE	β	t	p	R ²	F
Constant (JP)	2,980	0,251	----	11,856	0,000	0,156	29,489
SS	0,326	0,060	0,396	5,430	0,000		

The results obtained from the Simple Regression Analysis conducted to perform the interconceptual impact analysis reveal that the perceived level of social support by employees influences their job performance (R^2 =0.156, p =0.000). Thus, the independent variable of social support can account for 15% of the variance in job performance. Accordingly, the hypothesis “H¹. The perceived level of social support by employees affects their perceived performance levels” is accepted.

Table 5. Regression Coefficients of Social Support (SS) on Psychological Well-being (PWB)

Variables	B	SE	β	t	p	R ²	F
Constant (JP)	1,889	0,338	-----	5,585	0,000	0,206	41,148
PWB	0,518	0,081	0,453	6,415	0,000		

According to the findings, perceived social support also affects employees’ psychological well-being (R^2 =0.206, p =0.000). Social support can explain 20% of the variance in employees’ psychological well-being. Therefore, the hypothesis “H². The perceived level of social support by employees affects their perceived psychological well-being levels” is accepted.

Table 6. Regression Coefficients of Psychological Well-being (PWB) on Job Performance (JP)

Variables	B	SE	β	t	p	R ²	F
Constant (JP)	2,405	0,176	-----	13,657	0,000	0,437	123,423
SS	0,477	0,043	0,661	11,110	0,000		

Finally, the results indicate that employees' perceived levels of psychological well-being also influence their job performance ($R^2=0.437$, $p=0.000$). The level of psychological well-being as an independent variable explains 43% of the variance in job performance. Hence, the hypothesis "H³. Employees' perceived levels of psychological well-being affect their job performances" is accepted.

Multiple regression analysis was performed to question the moderating effect of psychological well-being through the interaction between perceived social support and job performance. Analysis results were presented in Table 7 below.

Table 7. Multiple Regression Analysis Results

Variables	B	SE	β	t	p	R ²	F
Constant (JP)	2,154	0,223	-----	,661	0,000	0,177	16,591
SS	0,099	0,055	0,121	1,819	0,071		
PWB	0,437	0,048	0,606	9,149	0,000		

A three-step regression analysis was conducted to examine the moderating effect of psychological well-being through the relationship between social support and job performance. To speak of mediation effect in a relationship, first, the independent variable must have an effect on both dependent and mediator variables. At second step, in the multiple regression analysis with the mediator variable added, the regression coefficient of the independent variable on the dependent variable should decrease and at the same time, the effect of the mediator variable on the dependent variable should be significant (Baron & Kenny, 1986, p.1174; Çelik & Turunç, 2011, p.240). When examining the effect of the mediator variable, if there is a decrease in the relationship between the independent variable and the dependent variable, there is partial mediation, and if this relationship is insignificant, there is full mediation.

Based on above explanation, the findings obtained from the multiple regression analysis were presented in Figure 2 below.

As seen in Figure 2, after conducting multiple regression, it was observed that the interaction between social support and job performance decreased and became insignificant ($\beta=0.121$ and $p=0.07$), while the interaction between psychological well-being and job performance partially decreased but remained significant ($\beta=0.606$ and $p=0.000$). Therefore, it was concluded that psychological well-being has a full mediation effect on the interaction between social support and job performance. The result of the Sobel test conducted to confirm the mediation effect yielded a value of ($p=0.00000308$). Based on these results, the hypothesis "H⁴. There is a mediation effect of perceived psychological well-being on the relationship between perceived social support and perceived job performance by employees" was accepted.

5. Discussion and Conclusion

Findings reveals that employees' perceptions of social support ($\bar{X}=4.12$), psychological well-being perceptions ($\bar{X}=4.02$), and job performance perceptions are at a high level ($\bar{X}=4.32$). The high perception of social support implies that employees can develop positive relationships with their family, colleagues, friends outside of work, and significant others, and especially receive emotional support from these individuals when needed. This situation is attributed to individuals' high levels of social communication skills and particularly the support they receive from their families.

According to the correlation values, there is a positive and weak relationship between the perceived level of social support and psychological well-being, as well as a positive and weak relationship between the perceived level of social support and job performance. However, the relationship between perceived psychological well-being and job performance is relatively higher, positive, and moderate. The results imply that as employees perceive higher levels of social support in the workplace and daily life, they find their lives more meaningful, increase their self-respect, future outlook, abilities, and satisfaction with social relationships. This result also leads to an increase in their performance. Studies indicate similar results (Wright and Cropanzano, 2004, p.347; Wang et al., 2020, p.1). Another remarkable point is that the value of the relationship between the level of psychological well-being and performance is higher. This result shows the importance of psychological well-being not only as a mediator but also as an independent variable.

Results obtained from the impact analysis show that the perceived level of social support influences job performance and explains 15% of the variance in job performance. Social support also affects employees' psychological well-being. As an independent variable psychological well-being has the most effect on job performance. This research revealed that psychological well-being has a full mediating effect on the interaction between employees' perceived social support and their job performance. Research results are parallel to most research findings ((Karayel, Akkoç, & Birer, 2018, p.323; Abu Al Rub, 2004, p.77; Liu et al., 2022, p.5). Studies investigating the relationship between the concepts constituting this research topic focusing on organizational commitment (Vuong et al., 2023, p.832), intention to leave (Karatepe, 2013, p.903), excessive workload and job stress (Nakata et al., 2001, p.203) support the results obtained in this research. Supportive attitudes and behaviors from managers and colleagues in the workplace, as well as friendships outside of work, especially family support, facilitate employees' coping with stress from work or personal life. Therefore, it is recommended that business managers create a supportive climate for employees in the workplace and include their families in planned social activities.

Findings revealed that psychological well-being could explain 43% of the variance in performance besides its mediating effect. This result points to the importance of the effect of psychological well-being on performance. Accordingly, more research and examination should be done on the antecedents of psychological well-being. Social support affects individuals' behaviors in a positive way mostly through psychological well-being.

Psychological well-being has been investigated as a mediating factor associated with different organizational behavior concepts like social needs and addiction (Ponnusamy et al., 2020, p.1), leadership and innovative work behavior (Özkan et al., 2022, p.1179), basic self-esteem assessment and job satisfaction (Tortumlu et al., 2020, p.1147), intolerance to uncertainty and happiness level (Torun, 2023, p.1054). This research found that there was a full

mediating effect of psychological well-being on the impact of perceived social support on job performance.

This study suggests that the social relationships and psychological states of employees are crucial factors in enhancing job performance, which is one of the essential parameters for ensuring sustainable competition for businesses. The three dimensions of social support for employees include workplace relationships, support from family and individuals who are special for the employees. Relationships in the third group can be both workplace and non-work-related relationships. Support activities in the first dimension are actually activities that can also be called organizational support. It can be considered beneficial for businesses to develop versatile relationships with their employees by somehow including their families in social activities that encompass employees. Thus, it is possible to prevent the negative impact of problems that may arise in family life on work life and vice versa, and to increase the social support from family members for the employee.

In contrast to traditional organizational theorists, contemporary management and understanding view humans as an indispensable element of the organization. In this context, individual mental states, feelings, thoughts, and expectations of employees should be taken into account. It should not be forgotten that a company consisting of happy employees will be more efficient. The integration of the employee into the organization is possible only when the employee's personal and organizational goals are achieved simultaneously (Sabuncuoğlu & Vergiliel Tüz, 2021, p.3). Creating efficient workplaces where happy individuals work in solidarity is particularly the responsibility of managers.

The psychological well-being levels of employees depend primarily on the meaningfulness of their lives for themselves and their optimism about the future in every aspect for themselves and their loved ones. The realization of these desires is related not only to personal characteristics but also to work. Important concepts such as the nature of work, the employee's right to appreciation in the job, the enjoyment of the job, perceptions of the adequacy of the salary received, and organizational justice are factors that affect human happiness as topics within the authority and power domain of business managers. Therefore, significant contributions can be made to the organizational sense of well-being of employees' psychological well-being. On the other hand, it is also important for individuals to feel important and meaningful, and to know that they are valued by others. Employees spend a significant portion of their lives in the workplace, and their happiness in this environment is not only necessary for organizational performance but also for the quality of life. The conclusion that the concept of psychological well-being has a high impact on job performance indicates that this concept is of significant importance and should not be overlooked.

In order for employees to be in a good psychological state, they need to find their lives and jobs meaningful, be satisfied with their social relationships, feel that they are useful to others, find themselves respected and be hopeful about the future. In manufacturing enterprises where predominantly, routine work is carried out, as in the textile industry, it may be advisable to focus on personnel empowerment and job diversity practices to make work meaningful and to support social relations within the business environment.

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