

The mediating role of organizational commitment in the effect of employee well-being on job performance: An example of a port in Türkiye

Çalışanların iyi olma halinin iş performansına etkisinde örgütsel bağlılığın aracılık rolü:
Türkiye’de bir liman örneği

Türk Denizcilik ve Deniz Bilimleri Dergisi

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ABSTRACT

This study investigates the mediating role of organizational commitment in the relationship between employee well-being and job performance, focusing on a case study of Mersin Port in Türkiye. A survey was conducted with 359 employees working at Mersin Port, utilizing a structured questionnaire distributed via email. The data collection process incorporated three validated scales alongside a sociodemographic questionnaire. Specifically, the Well-Being Scale, Job Performance Scale, Organizational Commitment Scale, and demographic characteristics were assessed. Data were analysed using IBM SPSS 27 and Jamovi Project 2024. The findings indicate that psychological well-being has a significant impact on job performance, both directly and indirectly, through emotional commitment. Findings show that emotional commitment serves as a partial mediator in the relationship between psychological well-being and job performance. Specifically, a significant relationship has been identified between employees’ sense of belonging to their workplace and the concept of organizational commitment, with continuance commitment emerging as the most influential mediating factor in this process. Consequently, the findings highlight the necessity for employees to maintain not only their professional knowledge and experience but also their physical and psychological well-being in order to sustain the benefits associated with their job. It is believed that this study will serve as an example for future studies in the field of maritime.

Keywords: Well-being, Job performance, Organizational commitment, Port employees, Maritime management, Maritime.

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ÖZET

Bu çalışma, çalışanların iyi oluşu ile iş performansı arasındaki ilişkide örgütsel bağlılığın aracılık rolünü incelemekte olup, Türkiye'deki Mersin Limanı örneği üzerine odaklanmaktadır. Mersin Limanı'nda çalışan 359 personel ile bir anket çalışması gerçekleştirilmiş ve yapılandırılmış anket formları e-posta yoluyla dağıtılmıştır. Veri toplama sürecinde, sosyodemografik anketin yanı sıra üç geçerli ölçek kullanılmıştır: İyi Oluş Ölçeği, İş Performansı Ölçeği ve Örgütsel Bağlılık Ölçeği. Veriler IBM SPSS 27 ve Jamovi Project 2024 programları ile analiz edilmiştir. Bulgular, psikolojik iyi oluşun iş performansı üzerinde doğrudan ve duygusal bağlılık aracılığıyla dolaylı olarak anlamlı bir etkiye sahip olduğunu göstermektedir. Ayrıca, duygusal bağlılığın psikolojik iyi oluş ile iş performansı arasındaki ilişkide kısmi aracılık rolü üstlendiği belirlenmiştir. Çalışanların işyerine karşı aidiyet duygusu ile örgütsel bağlılık kavramı arasında anlamlı bir ilişki olduğu tespit edilmiş ve bu süreçte en etkili aracılık rolünün devam bağlılığı olduğu belirlenmiştir. Sonuç olarak, çalışanların işlerinden elde ettikleri avantajları sürdürebilmeleri için yalnızca mesleki bilgi ve deneyimlerini değil, aynı zamanda fiziksel ve psikolojik iyi oluşlarını da korumalarının gerekliliği vurgulanmaktadır. Bu çalışmanın, denizcilik alanındaki gelecekteki araştırmalara örnek teşkil edeceği düşünülmektedir.

Anahtar sözcükler: İyi olma hali, İş performansı, Örgütsel bağlılık, Liman çalışanları, Denizcilik işletmeleri yönetimi, Denizcilik.

1. INTRODUCTION

The marine transportation industry has become a crucial element of global trade networks. According to the United Nations Conference on Trade and Development (UNCTAD), the global merchant fleet reached 105,493 vessels by early 2023, with a total carrying capacity of approximately 2.35 billion deadweight tons (DWT). This represents a substantial increase compared to 95,042 vessels and 1.97 billion DWT in 2019 (Unctad, 2024). The increase reflects continued growth in sectors such as bulk carriers, oil tankers, container ships, and liquefied gas carriers. There is a need for qualified seafarers to maintain maritime transport in a safe manner. That's why seafarers play an important role in maritime transport and are a crucial element in today's world economy. In modern commercial maritime transport, seamen are a crucial asset for the maritime industry to reduce costs, safely manage technically complex ships and achieve sustainable competitive advantage (Sadjadi *et al.*, 2010). For these reasons, seafarers need to be mentally and physically healthy as well as having appropriate qualifications in terms of professional knowledge, skills and technical competence (Carter, 2011). As a result, human resources have grown in importance for organizational success,

with employees potentially offering the highest return on investment for sustained competitive advantage (Luthans *et al.*, 2004). The significance of maritime employees across various sectors of the maritime industry is steadily growing. They are key players in this interconnected supply chain, spanning roles from port operations to ship agency, ship brokerage to marine insurance, and from shipowners to freight brokers (Senbursa, 2023). Today, it is difficult to find employees who genuinely adhere to the organisation's goals and have the necessary characteristics for the job in question (Fındıkçı, 1999). In the evolving business world, employees have emerged as a crucial factor for companies seeking a competitive edge. Given that internal customers are essential resources, they should be adjusted in ways that maximize their value, such as by enhancing their abilities to consistently improve their performance (Roslender *et al.*, 1992). A healthy employee is likely to contribute more significantly to the organization. Psychology is the scientific field that explores individuals' efforts to achieve happiness and well-being. Ryff (1989) contended that subjective well-being, which relies on satisfaction of life and emotions, was inadequate and instead developed the concept of well-being. Senbursa and Kılıç (2024) explored how an employee-friendly organizational climate can

positively influence performance outcomes and lower turnover intentions, with organizational happiness and collective efficacy serving as mediating variables. In other words, psychological well-being encompasses phenomena arising from essential internal processes aligned with an individual's nature and are more deeply rooted in human nature (Deci *et al.*, 2008). Alternatively, psychological well-being can be described as the degree to which an individual is content with the positive emotions experienced in life, irrespective of others' opinions (Diener *et al.*, 2003). Psychological well-being correlates with an individual's awareness of their goals and the cultivation of positive interpersonal relationships (Ryff *et al.*, 2008). Individuals who foster positive relationships understand that human interactions thrive on a delicate equilibrium, and they navigate this balance accordingly (Ryff *et al.*, 2008). Ryff *et al.*, (1995) characterized well-being as the positive perception of oneself, creating an environment conducive to meeting personal needs and desires, acknowledging limitations, and achieving self-integration, fostering independence and sociability, being aware of one's abilities, and striving for self-improvement. Psychological well-being is a multifaceted concept that influences individuals psychologically, socially, and physiologically, resulting in a profound, person-centred impact (Deci *et al.*, 2008). Psychological well-being aims to foster happiness, satisfaction with past experiences, personal growth, healthy interpersonal relationships, freedom, overall well-being, and the realization of individual potential (Akin, 2008). Ryff (2014) presents the theory of psychological well-being, which encompasses six key dimensions: self-acceptance, personal development, life purpose, positive interpersonal relationships, mastery over one's environment, and autonomy. The trajectory of an individual's well-being, whether positive or negative, is significantly influenced by the transformation of their decisions into actions as they navigate through life.

Job performance refers to the behaviours exhibited by employees that directly or indirectly contribute to the institution's targets (Rich *et al.*, 2010). It is described as the individual actions

and behaviours that aid in achieving organizational objectives (Van Scotter *et al.*, 1996). Benligiray (2020) defines job performance as a comprehensive assessment, both quantitative and qualitative, of the position that an employee, group, or organization can achieve in alignment with the intended goals of their tasks. Individual and group performance is the evaluation of how effectively individuals or groups meet specified objectives and standards in pursuit of organizational goals through their work. Senbursa (2024) investigated recent literature to explore the mental and physical health issues seafarers face, especially in the context of the COVID-19 pandemic. Key concerns included depression, anxiety, isolation, fatigue, and poor nutrition. The study emphasized the importance of organizational support, family communication, and accessible healthcare in promoting seafarers' overall wellbeing. According to Giao *et al.* (2020), work performance means an employee's capacity to effectively carry out their job duties and accomplish goals within a specified timeframe. Generally, employees are accountable for fulfilling their job responsibilities. However, achieving superior job performance often necessitates organizational support and supervisory guidance to ensure desired organizational outcomes. Sharma *et al.* (2009) characterized work performance as the result of work completed, evaluated through assessments of job-related responsibilities assigned to employees, all aimed at achieving organizational objectives. When examining job performance definitions, key concepts emerge such as alignment with organizational goals, specific behavioural patterns, the quality of work produced, and individual skills and abilities. There remains ongoing debate regarding the number of sub-dimensions encompassed within the concept of work performance. Some scholars have divided job performance into two components: task performance and contextual performance. Task performance refers to the specific duties and responsibilities undertaken by organizational members to achieve the goals and targets of the organization. These duties are typically analysed across two main categories: technical proficiency, administrative

effectiveness, and leadership capabilities. Technical and administrative task performance encompasses activities such as planning, organizing, and administrative duties necessary to fulfil organizational objectives. Leadership in task performance entails responsibilities such as supervising subordinates, providing motivation, and ensuring effective team management (Taştumur, 2018; Gök, 2018). Contextual performance involves organizational members voluntarily engaging in tasks beyond their formal job responsibilities, collaborating effectively with colleagues, adhering to organizational rules, both spoken and written, and aligning with the organization's goals. The behaviours exhibited by organizational members not only pertain to their job duties but also reflect their dedication and commitment to the organization. Contextual performance encompasses two sub-dimensions: dedication to work and fostering positive interpersonal relationships (Taştumur, 2018; Gök, 2018).

Organizational engagement has been extensively explored as a distinct construct, leading to the development of multiple definitions and measurement approaches (Mowday *et al.*, 1982). In recent years, interest in this concept has grown, likely due to evolving employment dynamics driven by globalization and increased career opportunities for skilled professionals (Sullivan *et al.*, 2006). Defined as the extent to which an employee identifies with and actively participates in an institution, organizational commitment reflects an employee's strong connection to its goals and values (Mowday *et al.*, 1982). This commitment consists of three key elements: alignment with organizational objectives, willingness to exert effort for the institution, and a willing to remain within it. Scholars have emphasized its significance in fostering a workplace culture that organizations seek to cultivate (Noraazian, 2016). It is often associated with employees' psychological attachment to organizational interests, their internalization of its goals, and their overall integration into the work environment (Lincoln *et al.*, 1992; Çöp, 2008). Furthermore, it represents employees' sense of pride and belonging within the organization (Allen *et al.*, 1990). From a psychological perspective,

commitment is characterized by the extent to which employees merge their professional identity with their workplace, along with their intent to remain and contribute to its objectives (Gürbüz, 2006). Allen *et al.*, (2000) conceptualized commitment as comprising affective commitment, which signifies emotional attachment to the organization, and continuance commitment, which pertains to the perceived costs of leaving. Subsequent research introduced normative commitment, which denotes an employee's perceived obligation to remain within the organization. Affective commitment involves employees' emotional alignment with the organization's objectives, where a strong congruence between personal and organizational values fosters attachment (Wiener, 1982). Individuals with high affective commitment remain within the organization out of intrinsic motivation (Hoş *et al.*, 2009), and such attachment enhances organizational performance and fosters positive workplace behaviours (Eisenberger *et al.*, 1986). In contrast, continuance commitment arises when employees recognize the constraints of leaving, influenced by factors such as education, relocation, age, skillset, and job market alternatives (Allen *et al.*, 1990). Normative commitment, stems from a moral necessity to stay, where employees feel compelled to remain due to perceived duty rather than personal choice (Allen *et al.*, 1996; Özutku, 2008). Consequently, organizational commitment remains a pivotal construct in understanding employee behaviour, engagement, and retention strategies.

2. MATERIALS AND METHODS

2.1. Objective and Hypotheses of the Research

This article analyses how organizational commitment mediates the connection between worker well-being and work performance. It aims to determine this mediation specifically among maritime employees, focusing on their psychological well-being, job performance, and organizational engagement. The study advocates for using scientific approaches to clarify interpretations of decisions and aims to establish the interrelationships among psychological well-being, job performance, and organizational

commitment in comparable contexts. Ultimately, its main objective is to investigate how employees' psychological well-being influences job performance, with organizational commitment acting as a mediating factor.

H1: Emotional commitment has a mediating role in the effect of employee well-being on job performance.

H2: Continuance commitment has a mediating role in the effect of employee well-being on job performance.

H3: Normative commitment has a mediating role in the effect of employee well-being on job performance.

H4: Organisational commitment has a mediating role in the effect of employee well-being on job performance.

2.2. Population and Sample Group of the Study

The research focuses on maritime sector employees in Türkiye, specifically at a port in Mersin province. From an estimated 3000 employees, a sample of 359 was chosen using a simple random method and convenience sampling for surveys. The data collection was carried out between 10 February 2024 and 31 March 2024. Data was collected from employees at all levels without considering age groups.

2.3. Scales Used in the Research

The sample group for the study includes all status levels (white and blue collar) of employees at a port in Mersin. With a population of 3000 employees, the study aims to sample 359 employees. Data will be collected through questionnaires, which consist of four, five, and seven statements.

The Psychological Well-Being Scale, initially developed by Diener *et al.* in 2010, evaluates various aspects of psychological well-being. In 2013, Telef adapts this scale from English to Turkish to ensure its applicability within Turkish society and to improve the scale's generalizability. This scale aims to assess an individual's socio-psychological well-being.

The Job Performance Scale, originally developed by Kirkman and Rosen in 1999, is used in this study. Çöl (2008) adapts this scale into Turkish.

The Turkish version includes 4 items and is designed to closely match the original. The Cronbach's alpha coefficient for the adaptation is 0.828. The original scale uses a 5-point Likert format (1: Strongly disagree to 5: Strongly agree). Reliability analysis of the adapted scale produces a coefficient of 0.947.

The Organisational Commitment Scale, developed by Allen and Meyer in 1991, consists of 18 questions and is used to measure organisational commitment. This scale includes three sub-dimensions: emotional commitment, continuance commitment, and normative commitment, each represented by 6 questions. Wasti adapts the scale into Turkish in 2000, conducting validity and reliability tests. This adapted version is utilized for data collection and analysis.

2.4. Data Collection Method and Instrument

Data collection has been conducted using the convenience sampling method. The gathered data will then be analysed using several statistical methods, including Cronbach's Alpha reliability analysis, the Shapiro-Wilk test, the Pearson correlation test, and the Bootstrap technique. Cronbach's alpha coefficient is a statistical method used to determine the internal consistency of a measurement tool. It evaluates the relationship between the tool's elements to see if they reliably measure the same concept. A high alpha value indicates strong internal consistency. This method is widely used in developing and assessing the reliability of questionnaires, tests, and other measurement tools, especially in psychology, education, and social sciences (Özdamar, 2013). The Shapiro-Wilk test is a statistical method used to determine if data sets conform to a normal distribution. It is particularly powerful for small samples and is crucial for analyses requiring normality. The test assesses the fit between the data set's observations and a theoretical normal distribution, checking if this fit is statistically significant. Developed by Shapiro and Wilk in 1965, it is widely referenced and considered reliable in scientific research (Shapiro and Wilk., 1965). The correlation coefficient quantifies the power and nature of connection between variables. Typically, the correlation of Pearson

coefficient is used to measure linear relationships, while Spearman and Kendall correlations are suitable for ordered and unordered data, respectively. Correlation analysis spans diverse fields such as science, economics, social sciences, and engineering, aiding in the understanding of variable relationships (Essam *et al.*, 2022). The bootstrap method, particularly as implemented in Andrew F. Hayes' PROCESS macro, is crucial in mediation analysis. This method, available in statistical software like SPSS and SAS, facilitates mediation, moderation, and mediated-moderation analyses. By generating distributions from subsamples drawn repeatedly from the original sample, bootstrap assesses the statistical significance of mediation effects. This approach provides confidence intervals for parameter estimates, enhancing the robustness of conclusions about their significance, even with small sample sizes. Hayes' procedure is highly regarded in social science research for its reliability (Hayes, 2013; Rasoolimanesh *et al.*, 2021).

3. RESULTS

In the statistical analysis phase of this study, descriptive statistics for the psychological well-being, job performance, and organizational commitment scale, applied to the participants, were calculated. The consistency of internality and reliability of these scales were assessed through Cronbach's Alpha reliability analysis. The normality of the participants' scores on the measurement tools, based on group distribution, was examined using the Shapiro-Wilk test (Shapiro *et al.*, 1965). Given that the scores were normally distributed, Pearson's correlation coefficient was employed to evaluate the relationships between the scores of the measurement tools. Subsequently, the mediating role of organizational commitment in the relationship between employee well-being and job performance was examined using the Bootstrap technique. In the descriptive statistics section, the following metrics were reported for the quantitative data: mean (M), standard deviation (SD), median (Med), minimum (Min), and maximum (Max). A significant level of " $p <$

0.05" was considered for all calculations and interpretations. Analysis of data was analysed using IBM SPSS 27 (IBM Corp., 2020) and Jamovi (The Jamovi Project, 2024). IBM SPSS Statistics was utilized for fundamental statistical tests such as descriptive statistics, frequency analyses, reliability analyses (e.g., Cronbach's alpha), correlation analyses, and regression analyses. Jamovi, on the other hand, was preferred for scale validity and structural analyses, including Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA), due to its more advanced and user-friendly interface.

Table 1. Characteristics of the participants

Variable	Group	n	%
Age	25 and below	69	19.2
	26- 35	149	41.5
	36-45	93	25.9
	46 and over	48	13.4
Gender	Male	307	85.5
	Female	52	14.5
Marital Status	Single	204	56.8
	Married	155	43.2
Educational Status	Elementary education	1	0.3
	Postgraduate	114	31.8
	High school	16	4.5
	Vocational school	47	13.1
	Undergraduate	148	41.2
	Other	33	9.2
Work Experience	11-15 years	59	16.4
	15 years and over	26	7.2
	5 years and below	108	30.1
	6-10 years	166	46.2
Department	Maritime	88	24.5
	Management	23	6.4
	Business	54	15.0
	Logistic	35	9.7
	Accounting	14	3.9
	Operation	56	15.6
	Technique	42	11.7
	Other	47	13.1
Position	Accountant	15	4.2
	Director	10	2.8
	Assistant Director	5	1.4
	Office Personnel	88	24.5
	Chef	37	10.3
	Technical Personnel	64	17.8
	Expert	85	23.7
	Other	55	15.3

n: Number of observations

Table 1 demonstrates the characteristics of the employees included in the study. When the age distribution is analysed, 19.2% of the participants are 25 years old or younger, 41.5% are between 26-35 years old, 25.9% are between 36-45 years old and 13.4% are 46 years old or older. In the distribution of the gender, 85.5% of the employees were male and 14.5% were female. In terms of marital status, 56.8% were single and 43.2% were married. In terms of education level, 0.3% have primary education, 31.8% have postgraduate degree, 4.5% have high school, 13.1% have associate degree, 41.2% have university/undergraduate degree and 9.2% have other education level. When the distribution of working years is analysed, 16.4% have 11-15 years of experience, 7.2% have 15 years or more, 30.1% have 5 years or less, and 46.2% have 6-10 years of experience. According to the departments they work in, 24.5% of the participants work in maritime, 6.4% in management, 15.0% in administration, 9.7% in logistics, 3.9% in accounting, 15.6% in operations, 11.7% in technical and 13.1% in other departments. The distribution of workplace

titles is 4.2% accounting, 2.8% manager, 1.4% assistant manager, 24.5% office staff, 10.3% chief, 17.8% technical staff, 23.7% specialist and 15.3% other titles.

Table 2 presents the statistics of psychological well-being, job performance and organisational commitment scales used in the study. In the psychological well-being scale, the mean score was 44.454 (SD = 8.339). In the job performance scale, the mean score was 16.705 (SD = 2.724). In the organisational commitment dimensions, the mean score of affective commitment was 3.831 (SD = 0.760), the mean score of continuance commitment was 3.786 (SD = 0.866) and the mean score of normative commitment was 3.796 (SD = 0.803). The mean score of general organisational commitment was determined as 3.802 (SD = 0.737). The coefficients of reliability (α) are 0.877 for psychological well-being, 0.726 for job performance, 0.768 for affective commitment, 0.846 for continuance commitment, 0.820 for normative commitment and 0.921 for general organisational commitment.

Table 2. Statistics of psychological well-being, job performance and organisational commitment scales

Dimension	Mean	SD	Med	Min	Max	Alpha
<i>Psychological well-being scale</i>	44.454	8.339	47	14	56	0.877
<i>Job performance scale</i>	16.705	2.724	17	5	20	0.726
<i>Emotional commitment</i>	3.831	0.760	4	1	5	0.768
<i>Continuance commitment</i>	3.786	0.866	4	1	5	0.846
<i>Normative commitment</i>	3.796	0.803	4	2	5	0.820
<i>Organisational commitment</i>	3.802	0.737	4	2	5	0.921

Mean: Mean, SD: Standard deviation, Med: Median, Min: Minimum, Max: Maximum, Alpha: Coefficient of reliability

Table 3 demonstrates the findings of the connection between psychological well-being, work performance and organisational commitment scales. In statistics, a p-value greater than 0.001 or 0.005 demonstrates weaker evidence against the null hypothesis, suggesting that the observed data could be due to chance. Specifically, " $p > 0.001$ " implies that the observed results could occur with a probability higher than 0.1% under the null hypothesis, while " $p > 0.005$ " indicates that this probability exceeds 0.5%. Higher p-values suggest a lower likelihood that the results are statistically

significant. Consequently, such values generally indicate insufficient evidence to reject the null hypothesis (Goodman, 1999). Considering these findings, a positive and moderately significant relationship was revealed between psychological well-being and job performance ($r = 0.661$, $p < 0.001$). The relationship between psychological well-being and emotional commitment is also positive and moderate ($r = 0.659$, $p < 0.001$). There was a positive and moderately significant relationship between continuance commitment and psychological well-being ($r = 0.698$, $p < 0.001$). A positive and highly significant

relationship was found between normative commitment and psychological well-being ($r = 0.739$, $p < 0.001$). The relationship between organisational commitment and psychological well-being is also positive and high ($r = 0.790$, $p < 0.001$). A positive and moderate correlation was determined between job performance and emotional commitment ($r = 0.527$, $p < 0.001$).

Similarly, a positive and moderately important correlation was observed with continuance commitment ($r = 0.539$, $p < 0.001$). Additionally, a positive and moderate correlation existed between normative commitment and job performance ($r = 0.603$, $p < 0.001$). The overall relationship between organizational commitment

and job performance was also positive and moderate ($r = 0.630$, $p < 0.001$). Moderate and positive correlations were identified between affective commitment and both continuance commitment ($r = 0.681$, $p < 0.001$) and normative commitment ($r = 0.649$, $p < 0.001$). A strong positive relationship was noted between continuance commitment and normative commitment ($r = 0.718$, $p < 0.001$). Furthermore, high positive correlations were examined between institutional commitment and affective commitment ($r = 0.845$, $p < 0.001$), continuance commitment ($r = 0.902$, $p < 0.001$), and normative commitment ($r = 0.912$, $p < 0.001$).

Table 3. Relationships between psychological well-being, job performance and organisational commitment scales

Dimension	Value	Psychological well-being scale	Job performance scale	Emotional commitment	Continuance commitment	Normative commitment	Organisational commitment
Psychological well-being scale	r	1					
Job performance scale	r	0.661**	1				
Emotional commitment	r	0.659**	0.527**	1			
Continuance commitment	r	0.698**	0.539**	0.681**	1		
Normative commitment	r	0.739**	0.603**	0.649**	0.718**	1	
Organisational commitment	r	0.790**	0.630**	0.845**	0.902**	0.912**	1

r: Pearson correlation coefficient, p: Significance value, **: Significance value $p < 0.001$.

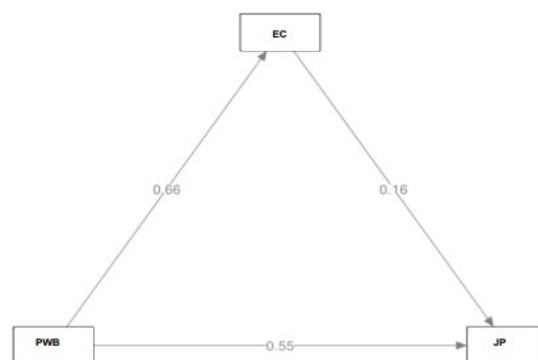


Figure 1. The direct and indirect role of affective commitment in the effect of employee well-being on job performance

Table 4. The direct and indirect role of emotional commitment in the effect of employee well-being on job performance

Type	Impact	B	SE	95% confidence interval		β	z	p
				Lower limit	Top limit			
II	PWB \Rightarrow EC \Rightarrow JP	0.035	0.013	0.008	0.062	0.107	2.62	0.009
Component	PWB \Rightarrow EC	0.055	0.003	0.047	0.063	0.659	14.23	<0.001
	EC \Rightarrow JP	0.640	0.240	0.169	1.111	0.162	2.67	0.008
DI	PWB \Rightarrow JP	0.184	0.020	0.144	0.223	0.554	9.13	<0.001
TI	PWB \Rightarrow JP	0.219	0.015	0.189	0.249	0.661	14.26	<0.001

II: Indirect impact, DI: Direct impact, TI: Total impact, B: Coefficient, β : Standardized coefficient, SE: Standard error, PWB: Psychological well-being, EC: Emotional commitment, JP: Job performance

Figure 1 and Table 4 present the analysis of both the direct and indirect roles of emotional commitment in the relation between employee well-being and job performance. The indirect effect of psychological well-being (PWB) on job performance (JP) via emotional commitment (EC) was found to be statistically significant ($B = 0.035$, $SE = 0.013$, $z = 2.62$, $p = 0.009$, 95% CI [0.008, 0.062]). In other words, the confidence interval for the estimated coefficient does not contain 0. Furthermore, the impact of psychological well-being on emotional commitment ($B = 0.055$, $SE = 0.003$, $z = 14.23$, $p < 0.001$, 95% CI [0.047, 0.063]) and the effect of emotional commitment on job performance ($B = 0.640$, $SE = 0.240$, $z = 2.67$, $p = 0.008$, 95% CI [0.169, 1.111]) were also found to be statistically significant. Additionally, the direct effect of psychological well-being on job performance ($B = 0.184$, $SE = 0.020$, $z = 9.13$, $p < 0.001$, 95% CI [0.144, 0.223]) and the total effect ($B = 0.219$, $SE = 0.015$, $z = 14.26$, $p < 0.001$, 95% CI [0.18948, 0.2499]) were also significant. These findings indicate that the impact of psychological well-being on job performance is significant both

directly and indirectly through emotional commitment. Given that the effect of psychological well-being on job performance is significant in both direct and indirect pathways, emotional commitment plays a role of "partial mediation."

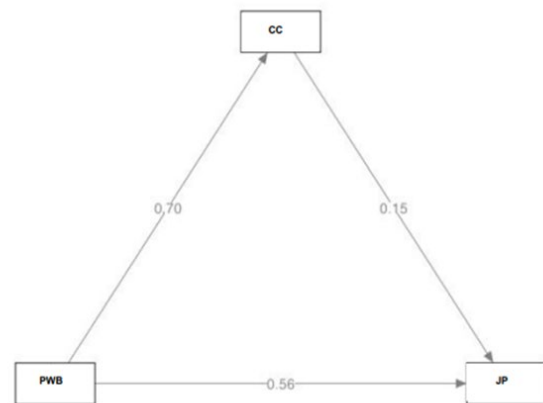


Figure 2. The direct and indirect role of continuance commitment in the effect of employee well-being on job performance

Table 5. The direct and indirect role of continuance commitment in the effect of employee well-being on job performance

Type	Impact	B	SE	95% confidence interval		β	z	p
				Lower limit	Top limit			
II	PWB \Rightarrow CC \Rightarrow JP	0.035	0.015	0.005	0.064	0.106	2.34	0.019
Component	PWB \Rightarrow CC	0.062	0.003	0.054	0.070	0.698	15.81	<0.001
	CC \Rightarrow JP	0.563	0.237	0.097	1.029	0.152	2.37	0.018
DI	PWB \Rightarrow JP	0.184	0.021	0.142	0.226	0.555	8.68	<0.001
TI	PWB \Rightarrow JP	0.219	0.015	0.189	0.249	0.661	14.26	<0.001

II: Indirect impact, DI: Direct impact, TI: Total impact, B: Coefficient, β : Standardized coefficient, SE: Standard error, PWB: Psychological well-being, CC: Continuance commitment, JP: Job performance

In this study, as it can be seen in Figure 2 and Table 5, the direct and indirect role of employees' psychological well-being (PWB) on job performance (JP) through continuance commitment (CC) was analysed. According to the findings, the indirect effect of psychological well-being on job performance through attendance is statistically significant ($B = 0.035$, $SE = 0.015$, $z = 2.34$, $p = 0.019$, 95% CI [0.005, 0.064]). In other words, the confidence interval of the estimation coefficient does not cover 0. In addition, the effect of psychological well-being on attendance ($B = 0.062$, $SE = 0.003$, $z = 15.81$, $p < 0.001$, 95% CI [0.054, 0.070]) and the effect of attendance on job performance ($B = 0.563$, $SE = 0.237$, $z = 2.37$, $p = 0.018$, 95% CI [0.097, 1.029]) were also significant. The direct effect of psychological well-being on job performance ($B = 0.184$, $SE = 0.021$, $z = 8.68$, $p < 0.001$, 95% CI [0.142, 0.226]) and the total effect ($B = 0.219$, $SE = 0.015$, $z = 14.26$, $p < 0.001$, 95% CI [0.189, 0.249]) were found to be significant. The influence of psychological well-being on job performance is significant both directly and indirectly via continuance commitment. As the impact of psychological well-being on performance of job is crucial through both direct and indirect pathways, continuance commitment functions as a "partial mediator."

Table 6 analyses the direct and indirect effects of employees' psychological well-being (PWB) on job performance (JP) through normative commitment (NC), as illustrated in Figure 3. According to the findings, the indirect effect of psychological well-being on job performance through normative commitment is statistically significant ($B = 0.061$, $SE = 0.016$, $z = 3.68$, $p < 0.001$, 95% CI [0.028, 0.094]). In other words,

the confidence interval of the estimation coefficient does not cover 0. In addition, the effect of psychological well-being on normative commitment ($B = 0.067$, $SE = 0.003$, $z = 17.77$, $p < 0.001$, 95% CI [0.059, 0.074]) and the effect of normative commitment on job performance ($B = 0.918$, $SE = 0.243$, $z = 3.77$, $p < 0.001$, 95% CI [0.440, 1.396]) were also found significant. The direct effect of psychological well-being on job performance ($B = 0.157$, $SE = 0.022$, $z = 7.10$, $p < 0.001$, 95% CI [0.114, 0.201]) and the total effect ($B = 0.219$, $SE = 0.015$, $z = 14.26$, $p < 0.001$, 95% CI [0.189, 0.249]) were found to be significant. The impact of psychological well-being on job performance is important both directly and indirectly through normative commitment. It is understood that the effect of psychological well-being on job performance through normative commitment is partially mediated.

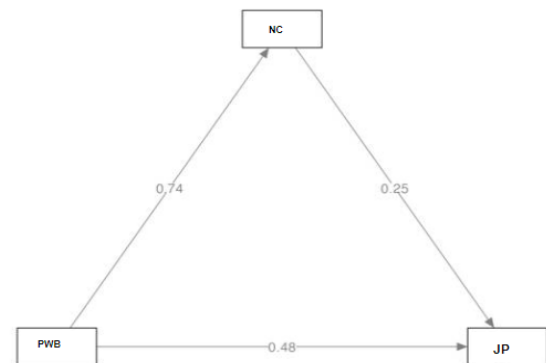


Figure 3. The direct and indirect role of normative commitment in the effect of employee well-being on job performance

Table 6. The direct and indirect role of normative commitment in the effect of employee well-being on job performance

Type	Impact	B	SE	95% confidence interval		β	z	p
				Lower limit	Top limit			
II	PWB \Rightarrow NC \Rightarrow JP	0.061	0.016	0.028	0.094	0.186	3.68	<0.001
	PWB \Rightarrow NC	0.067	0.003	0.059	0.074	0.739	17.77	<0.001
	NC \Rightarrow JP	0.918	0.243	0.440	1.396	0.252	3.77	<0.001
DI	PWB \Rightarrow JP	0.157	0.022	0.114	0.201	0.475	7.10	<0.001
TI	PWB \Rightarrow JP	0.219	0.015	0.189	0.249	0.661	14.26	<0.001

II: Indirect impact, DI: Direct impact, TI: Total impact, B: Coefficient, β : Standardized coefficient, SE: Standard error, PWB: Psychological well-being, NC: Normative commitment, JP: Job performance

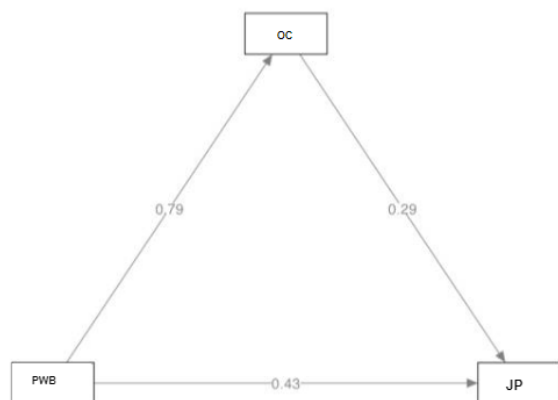


Figure 4. The direct and indirect role of organisational commitment in the effect of employee well-being on job performance

In this part, Figure 4 and Table 7 show the direct and indirect role of organisational commitment (OC) in the effect of employees' psychological well-being (PWB) on job performance (JP) was examined. According to the findings, the indirect impact of psychological well-being on job

performance through organisational commitment is statistically significant ($B = 0.075$, $SE = 0.019$, $z = 3.84$, $p < 0.001$, 95% CI [0.037, 0.113]). In other words, the confidence interval of the estimation coefficient does not include 0. In addition, the effect of psychological well-being on organisational commitment ($B = 0.062$, $SE = 0.002$, $z = 20.92$, $p < 0.001$, 95% CI [0.056, 0.068]) and the effect of organisational commitment on job performance ($B = 1.209$, $SE = 0.309$, $z = 3.91$, $p < 0.001$, 95% CI [0.603, 1.815]) were also significant. The direct effect of psychological well-being on job performance ($B = 0.144$, $SE = 0.024$, $z = 5.91$, $p < 0.001$, 95% CI [0.096, 0.192]) and the total effect ($B = 0.219$, $SE = 0.015$, $z = 14.26$, $p < 0.001$, 95% CI [0.189, 0.249]) were found to be significant. The impact of psychological well-being on job performance is significant both directly and indirectly through organisational commitment. Accordingly, the effect of psychological well-being on performance of job through organisational commitment is partially mediated.

Table 7. The direct and indirect role of organisational commitment in the effect of employee well-being on job performance

Type	Impact	B	SE	95% confidence interval		β	z	p
				Lower limit	Top limit			
II Component	PWB \Rightarrow OC \Rightarrow JP	0.075	0.019	0.037	0.113	0.227	3.84	<0.001
	PWB \Rightarrow OC	0.062	0.002	0.056	0.068	0.790	20.92	<0.001
	OC \Rightarrow JP	1.209	0.309	0.603	1.815	0.287	3.91	<0.001
DI	PWB \Rightarrow JP	0.144	0.024	0.096	0.192	0.434	5.91	<0.001
TI	PWB \Rightarrow JP	0.219	0.015	0.189	0.249	0.661	14.26	<0.001

II: Indirect impact, DI: Direct impact, TI: Total impact, B: Coefficient, β : Standardized coefficient, SE: Standard error, PWB: Psychological well-being, OC: Organisational commitment, JP: Job performance

4. DISCUSSION AND CONCLUSION

This article aimed to examine the mediating role of organizational commitment in the relationship between the psychological well-being of port workers and their performance of job. The findings indicate that organizational commitment partially mediates the effect of psychological well-being on job performance. Similarly, Çankır *et al.* (2018) found that work engagement partially mediated the relationship between psychological well-being and job performance among textile workers in Istanbul. Based on these findings, it is suggested that workers with high organizational commitment and strong

psychological well-being are likely to exhibit superior performance of work.

The findings of this study indicate a positive and moderately significant relationship between psychological well-being and job performance. These findings are convenient with previous research in the literature review and endorse the study conducted by Kundi *et al.* (2020), which investigated the impact of psychological well-being on job performance. Their findings demonstrated that improvements in employees' mental health and well-being were associated with enhanced workplace performance. Senbursa and Dunder (2024) conducted a study involving 471 active Turkish seafarers to examine how

loneliness at work and psychological resilience influences psychological well-being on board. The research revealed that both loneliness and resilience partially mediate psychological well-being, with variations observed across different ship types. Notably, loneliness at work significantly mediated the relationship between resilience and well-being among seafarers on tanker and bulk carrier vessels, but this mediation was not evident on container ships, where high workloads may mitigate feelings of loneliness. Furthermore, Wright *et al.* (2007) emphasized the significance of emotional well-being when assessing the influence of psychological well-being on job performance. Their study revealed that employees with higher emotional well-being exhibited greater productivity, experienced lower stress levels, and achieved higher success in their roles. In line with these findings, the present study also confirms that psychological well-being positively contributes to job performance.

The outcomes of this research indicate a strong and positive relation between institutional commitment and psychological well-being, aligning with significant research in the existing literature. Research by Carneiro *et al.* (2023) and Caile *et al.* (2020) have demonstrated that organizational commitment exerts a substantial influence on employees' psychological well-being. These studies suggest that employees with high levels of organizational commitment experience greater psychological well-being, leading to increased happiness and job satisfaction. Senbursa *et al.* (2024) investigated the physical and mental health of 955 Turkish seafarers using the SF-36 Health Survey. The study found that while seafarers' physical health was moderate compared to other professions, mental health outcomes were significantly poorer, with 46% reporting low mental health scores. Older officers, such as master mariners and chief engineers, showed worse physical health, while cadets emerged as the most vulnerable group in terms of mental well-being. These results highlight the urgent need for targeted health interventions, especially mental health support for younger crew and physical health programs for senior staff. Similarly, research conducted by Heidari *et al.*, (2022) and

Yalçın *et al.*, (2021) highlights that organizational engagement enhances employees' overall well-being, with this relationship remaining consistent across various industries and cultural contexts. This study underscores the significance of examining the connection between well-being and different types of organizational commitment to better understand its impact on employees' psychological health. The positive and moderate association between well-being and affective commitment advice that when workers develop a powerful emotional attachment to their institution, employees tend to experience greater happiness and job satisfaction. Meyer *et al.*, (1991) conceptualized affective commitment as the deep emotional bond an employee forms with their organization, which in turn fosters psychological well-being. This aligns with prior literature indicating that employees' emotional fulfilment at work contributes positively to their overall well-being (Rhoades *et al.*, 2001). Continuance commitment, which pertains to the economic and social advantages of remaining with an organization (Meyer *et al.*, 1991), can enhance employees' well-being through factors such as job security and career development (Lambert *et al.*, 2007). However, the moderate strength of this relationship suggests that the influence of continuance commitment on well-being is not as pronounced as that of affective commitment. When employees perceive staying at their workplace as a necessity rather than a choice, their well-being is only moderately supported. Meyer *et al.*, (1991) further describe normative commitment as the sense of obligation and loyalty employees feel toward their organization. This form of commitment fosters long-term relationships between employees and their workplace, thereby contributing to their well-being (Zacher *et al.*, 2016). Recognized as a key element in organizational commitment literature, normative commitment helps employees feel more secure and valued within their professional environment.

Also, the results of this study show that the positive and moderate relationship between organizational commitment and job performance is consistent with numerous studies in the existing literature. Organizational commitment

plays a crucial role in influencing employees' work performance. Yücel (2015) examined this relationship among seafarers working on intercity and intra-city passenger ships, demonstrating that employees with higher levels of commitment exhibit greater motivation and productivity in the workplace. Similarly, Trudel *et al.* (2005) found that employees' commitment to their organizations enhances their performance and fosters more proactive workplace behaviour. The positive and moderate association between affective commitment and job performance suggests that employees who are emotionally attached to their organizations tend to achieve higher levels of performance. Affective commitment is closely linked to employees feeling more motivated, satisfied, and valued within their work environment (Meyer *et al.*, 1991). Additionally, the positive and moderately important correlation between continuance commitment and job performance suggests that when employees feel compelled to remain in an organization, their job performance may be positively influenced. Meyer *et al.*, (1991) indicate continuance commitment as an employee's decision to stay with an organization due to the perceived high costs or challenges associated with leaving. This type of commitment has been shown to enhance job performance through mechanisms such as job security and career development opportunities (Lambert *et al.*, 2007). Normative commitment, which reflects an employee's sense of obligation toward their organization and the belief that remaining within the organization is a moral duty (Meyer *et al.*, 1991), can also contribute to improved job performance. In this context, normative commitment may encourage employees to exert greater effort in their roles, thereby enhancing overall performance (Zacher *et al.*, 2016).

This study emphasizes the significant role of organizational commitment in mediating the relationship between psychological well-being and job performance among port workers. The findings highlight that employees with strong organizational commitment and high psychological well-being are more likely to demonstrate enhanced job performance, aligning with prior research in various occupational

contexts. The study also reinforces the notion that affective commitment, which fosters emotional attachment to the organization, has a more substantial impact on both well-being and performance compared to continuance and normative commitment. Given the evolving nature of the maritime industry and the increasing emphasis on employee well-being, future research should explore how organizational commitment can be further strengthened through targeted human resource policies and leadership strategies. Additionally, as workplace environments continue to transform with technological advancements and remote work opportunities, it is crucial to examine how these changes influence organizational commitment and job performance. Longitudinal studies incorporating diverse maritime sectors could provide deeper insights into how organizational commitment evolves over time and its long-term effects on employee well-being and productivity. Ultimately, as a recommendation, organization that prioritize employee well-being and foster a culture of commitment are likely to achieve sustainable workforce engagement, leading to enhanced overall organizational effectiveness.

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AUTHORSHIP STATEMENT

CONTRIBUTION

Nihan SENBURSA: Conceptualization, Methodology, Validation, Formal Analysis, Resources, Writing-Review and Editing, Data Curation, Software, Visualization, Supervision.

Ahmed Nour IBRAHIM: Writing - Original Draft, Methodology, Formal Analysis, Writing-Review and Editing, Data Curation, Project administration.

CONFLICT OF INTERESTS

The author(s) declare that for this article they have no actual, potential or perceived conflict of interests.

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