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SELF-EFFICACY AND PERCEIVED ORGANIZATIONAL SUPPORT AS PREDICTORS OF JOB SATISFACTION: THE MEDIATING ROLE OF PAY SATISFACTION. SEM ANALYSIS

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Keywords:
self-efficacy;
perceived
organizational
support;
job satisfaction;
pay satisfaction.

Abstract. This study examines the relationship between self-efficacy, perceived organizational support, and job satisfaction, with pay satisfaction as a mediator. The sample is convenient and consists of 269 respondents (139 male and 136 female), aged 19 to 43 ($M = 25.8$, $Sd = 4.3$), working in an organizational or industrial environment. Out of the 269 respondents, 223 indicated their monthly income was average, 45 reported it as above average, and 1 stated it was below average. The instruments used for data collection were Minnesota Satisfaction Questionnaire (*MSQ*), General Self-Efficacy Scale (*GSE*), Perceived Organizational Support Scale, and respondents' pay satisfaction was assessed using a single question. A statistically significant correlation was found between all the variables included in the study ($p < 0.01$). Pay satisfaction had a mediating influence on the relationship between self-efficacy and job satisfaction, while perceived organizational support was a direct, statistically significant predictor of job satisfaction. The model proved to be sustainable. The study results are discussed in relation to relevant theoretical assumptions and their practical applications. The limitations of the study, such as sample adequacy, online administration, and the work environments, are stated. Recommendations are made for further research, including the exploration of additional variables to enhance the current model.

Introduction

The theory of self-efficacy has been widely researched since it was first proposed in the 1970s. In organizational psychology studies, self-efficacy is usually treated as a generalized belief that a person has (Elias et al., 2013). These general beliefs may influence a large number of organizational outcomes as they impact multiple facets of human behavior. The subjective nature of self-efficacy means that results regarding the concept may vary in the same sample at different times, given its propensity for increase and/or decrease, which makes it an interesting subject that still captures the imagination of many researchers. One of the most commonly researched organizational outcomes is job satisfaction, as it has impact on many possible avenues for both the organization and the individual. Given that every person's levels of self-efficacy and job satisfaction vary, one would assume the existence of a large body of research on this topic. Surprisingly, the research done in organizational settings at home is negligible, with only a few notable studies. Žunić-Pavlović and Pavlović (2020) researched these two variables using a sample of teachers and found a significant positive correlation. Another study done by Ratković Njegovan et al. (2022) with a sample of entrepreneurs found that self-efficacy had a significant influence on job satisfaction levels. However, the relationship between self-efficacy and job satisfaction may not be direct and authors (Burić & Kim, 2021) have called for research into possible mediators and moderators. Additionally, we found no studies which researched the most common type of workforce—the industrial environment. Our research led us to explore additional concepts which may impact, add on to, or alter both self-efficacy and job satisfaction levels. Satisfaction with pay and perceived organizational support would both serve these roles, as they target distinct aspects which characterize both organizations and individuals. We set out to create a model which can add to our knowledge of job satisfaction and how it can be impacted by multiple different variables and their interrelationship. If the proposed model is deemed sustainable, this will open up a lot of different research avenues to be pursued in the future, thus adding to and enriching our current understanding and knowledge of the researched concepts.

Theory

Self-Efficacy

Self-efficacy is defined as an assessment of one's abilities in relation to organizing and performing actions which are deemed necessary to have success in certain activities or achieve set goals (Bandura, 1977). Self-efficacy is subjective in nature, meaning that it is not based on an individual's ability but on their belief in the possibility of successfully performing an activity or achieving a set goal. The level of self-efficacy can vary in terms of success or failure in achieving set goals. Furthermore, it can influence how a person behaves, how they feel, how they think, and how they motivate themselves. For example, people with a high level of self-efficacy approach their activities and goals as challenges which need to be overcome. Therefore, they perceive the situation with the belief that they can exercise control over it, which leads to high levels of aspiration and sacrifice in setting and achieving goals. If they do not achieve the set goal, they find the reason for failure internally (lack of ability or skill). In the case of failure, they do not give up on their goals but invest more energy to achieve them. In contrast, people with low levels of self-efficacy view their activities and goals as personal threats. They do not tackle difficult problems because doing so would focus their attention on their shortcomings and inability to overcome them (Bandura, 1994).

Self-efficacy has been shown to influence employee behavior to a high degree. A study by Judge and Bono (2001) found that employees with high self-efficacy levels believe that they can cope with the demands of their jobs, which is why they are more engaged, committed, and successful in fulfilling them. The level of self-efficacy levels can be altered by external conditions (such as pay satisfaction) (Ratković Njegovan et al., 2022), which may, in turn have a significant effect on job related outcomes (Gist & Mitchell, 2002). Therefore, it is possible that one of these external conditions could play a mediating role in the relationship between self-efficacy and job satisfaction. To confirm that the relationship between self-efficacy and job satisfaction exists we look to the meta-analytical study done by Judge and Bono (2001). These authors found a significant, correlation-based relationship between these constructs. Furthermore, the relationship between self-efficacy and job satisfaction has been verified and proven in a number of recent studies conducted on different samples and among different populations (Canrinus et al., 2012; Granziera & Perera, 2019; Wang et al., 2010; Yakin & Erdil, 2012). A recent study conducted by Ortan et al. (2021) utilizing SEM showed that self-efficacy can have significant effects on job satisfaction levels. A longitudinal study by Burić and Kim (2021) evaluated the relationship between self-efficacy and job satisfaction, and they found that job satisfaction levels impacted self-efficacy levels but not vice versa. The authors of the study called for further exploration of this relationship and noted that

there may be mediating and/or moderating variables. We agree that the relationship between the two constructs may not be direct. We argue that external influences may act as mediators (as explained earlier in this subchapter) and propose exploring pay satisfaction as a mediator variable.

Perceived Organizational Support (POS)

Eisenberger et al. (1990) define POS as employees' general perception of the extent to which the organization values their contribution and cares for their well-being. Employees establish a relationship with an organization based on expectations of exchange that they receive in the said relationship. A high level of POS may lead to an increase in job-related efforts by the employee that could bring upon more productive and idea-filled workplace behavior. A study conducted by Eisenberger et al. (1986) shows that employee behavior is influenced by several aspects of work, with employee motivation particularly influenced by the care that organizations show. In addition, a study conducted by Newman et al. (2012) suggests that when facing problems, employees seek support from the organization in an attempt to resolve them. The importance of a highly supportive work environment was confirmed by the findings of Zhao et al. (2020). The study results show that support from the organization can be considered a key work-related aspect that employees take into account. Based on this, we can conclude that for a better and more productive work environment and greater employee commitment, sources of both internal and external motivation should be enhanced. Support for this proposal is confirmed by a study by May et al. (2004), which found that a high-quality work environment increases employee production. These findings suggest that POS is closely related to employee job satisfaction, as corroborated by a number of studies (Bentley et al., 2016; Rhoades & Eisenberger, 2002). The importance of POS, therefore, cannot be overlooked when trying to assess employees' work satisfaction levels. It is thus surprising that no research on the relationship between these two constructs has been done at home and that, to our knowledge, no study has explored this possibility at the time of the writing of this paper. A POS questionnaire was recently adapted and validated domestically by Goljović (2021). This instrument inspired our study, which aims to clarify the type and directionality of the relationship between POS and job satisfaction. We believe that the findings will contribute to both understanding these concepts and scientific literature.

Pay Satisfaction

Pay satisfaction is crucial for both employees and employers. For employees, pay is important for meeting their financial needs, and dissatisfaction can negatively impact their attitudes and behavior. Heneman and Judge (2000) found that

dissatisfaction with pay can significantly affect various aspects of job satisfaction, leading to, e.g., reduced job commitment, increased theft, and greater job turnover ratio (Currall et al., 2005; Greenberg, 1990; Miceli & Mulvey, 2000). For employers, who can spend as much as 70–80% of their budget on salaries and benefits, pay dissatisfaction may jeopardize the survival of the organization (high investment—low returns).

Moreover, the reward system applied in organizations is increasingly viewed as a strategic tool for aligning the interests of workers and management, with a focus on improving organizational performance. Organizations can use their pay systems to motivate strategic behavior. There is a large body of literature on the relationship between pay satisfaction and job satisfaction (Agho et al., 1993; Tremblay et al., 2000; Weiner, 1980). Findings suggest that employees who feel under-rewarded may act on these feelings in different ways to restore their sense of fairness. Such actions often include reducing their input, being late, taking longer breaks, increasing absenteeism, and decreasing productivity. Employers who are aware of these behaviors can take steps to minimize their negative impact. However, if employers fail to notice or address the dissatisfaction appropriately, employees may choose to quit their jobs (Greenberg, 1987).

Therefore, we assume that pay satisfaction directly influences job satisfaction and POS, and may also relate to self-efficacy. We base the last assumption on the following: employees with high self-efficacy tend to perform at higher levels or occupy higher job positions, on average leading them to expect higher compensation. This premise is consistent with Lawler's (1971) assertion that people who view their contribution as significant perceive themselves as deserving higher pay. Consequently, employees who feel their contribution in the workplace is adequately rewarded are likely to positively assess their relationship with the organization, reflecting in their job satisfaction. This is confirmed by multiple studies (Kim et al., 2008; Kim & Kim, 2001; Mulki et al., 2008). Perceiving a salary as low, combined with high levels of self-efficacy, may lead to job dissatisfaction, while employees with lower self-efficacy might be satisfied with lower pay.

Several studies conducted in the region support our assumption that pay satisfaction can impact on both job satisfaction and self-efficacy. Research by Spevan et al. (2020) on a sample of nurses from Serbia, Croatia and Slovenia found that pay is the second most important factor influencing job satisfaction, a finding consistent across all three countries. Similarly, Andrejić et al. (2022) report that pay satisfaction is a major reason for employee turnover in the logistics sector. Manić et al. (2022) found that pay satisfaction significantly impacts on job satisfaction among police officers. Furthermore, Ratković Njegovan et al. (2022) explored the relationship between pay satisfaction and self-efficacy—which also included job satisfaction—revealing that pay can impact self-efficacy levels. However, no relevant studies have addressed the

mediating role of pay satisfaction, which we believe could have a significant influence on job satisfaction levels.

Job Satisfaction

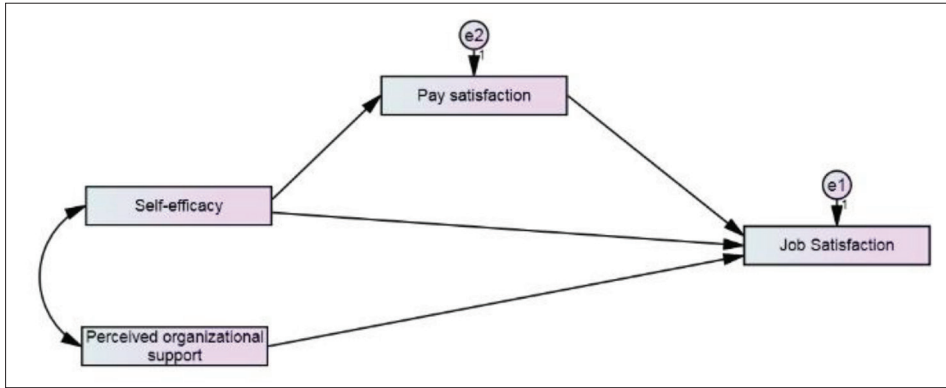
Job satisfaction is commonly described as a specific attitude towards work, encompassing affective and cognitive components (Brief, 1998). The affective aspect of job satisfaction reflects employees' feelings about their job, while the cognitive aspect involves their thoughts and beliefs regarding their work, based on job-related achievements and the perception of key job-related tasks. Other experiences unrelated to achievement can also be factored in when assessing employees' job satisfaction. These may include perceptions and experiences related to supervisors (bosses), colleagues, opportunities for advancement, how the organization treats its employees (POS), and the characteristics of the work performed.

Spector (1997) identifies three important characteristics of job satisfaction linked to organizations. The first characteristic emphasizes that organizations should be guided by human values, such as respect and fairness in dealing with all employees (we refer to it as the POS aspect). The second characteristic posits that employee behavior is influenced by their assessment of job satisfaction, which directly affects the functioning and business activities of organizations. The third characteristic suggests that job satisfaction can serve as a guide for organizational activities. These characteristics lead us to believe that evaluating job satisfaction in different segments of an organization can indicate where changes may be needed.

Methodology

Problem Summary and the Proposed Model

The problem addressed by this study is based on the theoretical view of self-efficacy as influencing job satisfaction (Bandura, 1994). The second aspect that we focused on is the POS theory (Eisenberger et al., 1990), and the third the overall role of pay satisfaction as a possible mediator in the relationship between self-efficacy and job satisfaction. We also believe that pay satisfaction may be an external influence on self-efficacy. Different levels of employees' job satisfaction and different amounts of pay they receive for doing their job may influence job perception. Therefore, we inserted pay satisfaction as a mediator in our study's model. We propose the following model (Graph 1):



Graph 1. Proposed model

Hypotheses

The following hypotheses were proposed:

h1 Pay satisfaction is a mediator in the relationship between self-efficacy and job satisfaction.

h2 The set of predictors addressed by the study can predict job satisfaction.

(h2a) POS is a statistically significant predictor of job satisfaction.

h3 The obtained observed model is sustainable in relation to the theoretical model.

Sample

The sample is convenient and consists of 269 respondents, of whom 139 male and 136 female, aged 19 to 43 ($M = 25.8$, $Sd = 4.3$). They all come from an organizational or industrial environment. Most of the sample reported high school as their level of education (141), followed by college/university (105), further education (19), and doctorate/master's degree (4). As far as monthly income is concerned, 223 respondents stated that it was in the average range, 45 above average, and 1 below average. Twenty-two (22) respondents said they hold managerial positions in their respective organizations.

Instruments

The General Self-Efficacy Scale (GSE; Schwarzer & Jerusalem, 1995) was used to assess general self-efficacy. The questionnaire is one-dimensional and contains 10 items, with the answers reported on a five-point Likert-type scale (1—Strongly disagree; 5—Strongly agree). One of the questionnaire statements read: *Siguran sam da mogu uspešno rešiti neočekivane situacije* ["I am confident

that I could deal efficiently with unexpected events”²) (Schwarzer & Jerusalem, 1995). The original version of the scale shows internal consistency reliability from $\alpha = .86$ to $\alpha = .94$ (Luszczynska et al., 2005). The questionnaire was translated into Serbian and validated by Jovanović and Garilović-Jerković (2013), with a Cronbach’s alpha value of $\alpha = .87$.

The Perceived Organizational Support Scale (Armstrong-Stassen & Ursel, 2009) was used to assess POS. The questionnaire is one-dimensional and contains 8 items, to which responses are given on a five-point Likert-type scale (1—Strongly disagree; 5—Strongly agree). One of the questionnaire statements read: *Kompanija se ponosi mojim poslovnim postignućima* [The organization takes pride in my accomplishments at work]. Cronbach’s alpha coefficient of internal consistency of the original questionnaire is $\alpha = .95$. The questionnaire was translated and validated by Goljović (2021), with reported Cronbach’s alpha internal consistency value of $\alpha = .92$. The questionnaire score was calculated as a linear combination of the assessments.

Pay satisfaction was measured with one question, which read: *Koliko ste zadovoljni vašom platom?* [How satisfied are you with your salary?], with responses given on a five-point Likert-type scale (1—Very dissatisfied; 5—Very satisfied).

An adapted version of the Minnesota Satisfaction Questionnaire (MSQ, Weiss et al., 1967) was used to assess job satisfaction. The form evaluates three dimensions: general job satisfaction (20 items), internal job satisfaction (12 items), and external job satisfaction (6 items). The original questionnaire was translated and adapted, and it included 20 items, which were answered on a five-point Likert-type scale (1—Strongly disagree; 5—Strongly agree). One of the statements read: *Imam priliku da radim sam na poslu* [“On my present job, this is how I feel about ... 4. The chance to work by myself”³] (Weiss et al., 1967, p. 32). Cronbach’s alpha of internal consistency is $\alpha = .92$ for general job satisfaction, $\alpha = .91$ for internal, and $\alpha = .82$ for the external dimension (Weiss et al., 1967). For the needs of this research, only the general dimension was assessed.

Research Procedure

The questionnaires were uploaded to Google Forms, and the links were shared with respondents via various communication channels. Before the forms could be accessed, an explanation was provided about the study, including information about the author and assurance that the survey was anonymous and for research purposes, etc. Responses were collected from March to September 2023.

² Original questionnaire item taken from <https://userpage.fu-berlin.de/health/engscal.htm>.

³ Original questionnaire item taken from: chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://vpr.psych.umn.edu/sites/vpr.umn.edu/files/files/monograph_xxii_-_manual_for_the_mn_satisfaction_questionnaire.pdf

Data Processing

The obtained data were processed using IBM's Statistical Package for the Social Sciences (SPSS). Both descriptive and inferential statistics were employed. The descriptive statistics used include frequency, percentage, arithmetic mean, standard deviation, indicators of distribution asymmetry (skewness and kurtosis), and Cronbach's alpha coefficient, which measures the internal consistency of the questionnaires. For inferential statistics, Structural Equation Modeling (SEM) analysis was utilized. SEM was chosen for its ability to simultaneously measure different aspects with a single statistical procedure, particularly useful for observed variable models, and to identify model directionality. Model fit was determined using chi-square, SRMR, RMSEA, RFI, TLI, GFI, and CFI coefficients.

Results

Table 1. Descriptive statistical values of examined variables

Variable	Min	Max	M	SD	Sk	Ku	α
Self-efficacy	1.00	5.00	4.3	.13	-.11	.53	.90
Perceived Organizational Support	1.00	5.00	4.3	.18	-1.1	.32	.93
Pay Satisfaction	1.00	5.00	4.3	.05	-.83	.47	/
Job Satisfaction	1.00	5.00	4.3	.21	-.31	.23	.91

Note. M—arithmetic mean; SD—standard deviation; Sk—skewness (distribution asymmetry coefficient); Ku—kurtosis (distribution asymmetry coefficient); α —Cronbach's alpha reliability coefficient of internal consistency.

Most variables have means close to the midpoint of the range, with some variation in scores. Responses to the POS questionnaire are somewhat skewed, meaning that there is a slight tendency towards higher scores. However, none of the variables exceed the critical threshold (± 2), indicating a normal distribution. Cronbach's alpha coefficient of internal consistency met the critical threshold of $\alpha > .70$. Given that satisfaction with pay was measured with a single question, its internal validity could not be analyzed.

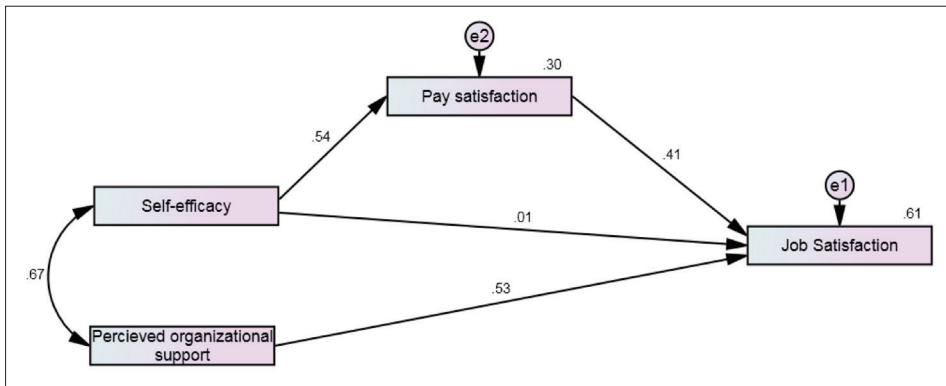
Table 2. Pearson correlation coefficients for examined variables

	Job Satisfaction	Self-Efficacy	Pay Satisfaction
Job Satisfaction			
Self-Efficacy	.57***		
Pay Satisfaction	.64***	.54***	
Perceived Organizational Support	.70***	.67***	.46***

Note. **—statistically significant at $p < 0.01$; ***—statistically significant at $p < 0.001$.

The correlation analysis shows that self-efficacy has a positive statistically significant correlation with POS, pay satisfaction, and job satisfaction. POS achieved statistically significant correlations with both job satisfaction and pay satisfaction, and pay satisfaction and job satisfaction are positively and statistically significantly correlated as well.

To examine the relationship between the variables in more detail, we used Structural Equation Modeling (SEM). SEM was used to analyze the complex relationships between self-efficacy, pay satisfaction, POS, and job satisfaction, allowing us to better understand how these constructs interrelate.



Graph 2. SEM analysis of the hypothesized model

The model fit values confirm the model sustainability: $\chi^2(1) = 7.517$; $p = .006$; GFI = .986; RMSEA = .156; $p = .0027$; RFI = .914; TLI = .925; CFI = .987; SRMR = .0364. The chi-square is statistically significant, indicating that the observed model differs from the theoretical one. However, chi-square tests are more suitable for complex models with large samples (above 150), which are statistically significant regardless of validity. Therefore, other fit indicators should also be considered. The GFI, representing the proportion of covariance accounted for by the model, should be above .95. The RFI value should be above .90 for a model to be sustainable. The TLI penalizes overly complex models, with values below .90 indicating the need for model re-specification. The CFI compares the proposed model with one assuming complete independence from latent variables and should be above .90. Similarly, the SRMR (standardized RMR) is within acceptable limits. All acceptable limit values are based on Kenny (2020).

There is a dilemma regarding the RMSEA, whose value is above the acceptable threshold (values over 1 indicate a poor model fit). This may be attributed to the model's simplicity; because the model has more equations than unknowns, this makes it over-specified. Additionally, models with a small number of degrees of freedom (dF)—the proposed model has only one—are often erroneously assessed

by the RMSEA as poor-fitting (Kenny et al., 2015). Despite this, the model can be considered sustainable, with a reservation because of the high RMSEA value. The mediation analysis results show that self-efficacy does not directly predict job satisfaction, but that pay satisfaction mediates this relationship.

Discussion

Predicting job satisfaction via self-efficacy did not prove to be viable, with the relationship mediated by pay satisfaction. These findings are consistent with theoretical assumptions and research that confirms direct influence of pay satisfaction on job satisfaction (Agho et al., 1993; Tremblay et al., 2000; Weiner, 1980). This finding is based on the external influence of pay satisfaction. As self-efficacy and pay satisfaction are both perception-based, receiving adequate income leads to an increase in employee job satisfaction levels. This study confirms these assumptions and corroborates the same conclusion reported by existing literature (Kim et al., 2008; Kim & Kim, 2001; Mulki et al., 2008), thus confirming our first hypothesis (h1).

The study results also show that the proposed model is sustainable, with the high RMSEA value as negative evidence, which we consider irrelevant because of the simplicity of the model. Further exploration of the model is required for greater conclusiveness. The sustainability of the proposed model represents the main contribution of this study, thus confirming hypotheses h2 and h3.

Predicting job satisfaction via POS proved viable. These results are consistent with previous research findings (Bentley et al., 2016; May et al., 2004; Rhoades & Eisenberger, 2002). The results of this study show that greater POS is directly responsible for increasing employee job satisfaction. A better relationship with employees is reflected in increased levels of internal and external motivation, which is a direct predictor of one's job satisfaction. An employee who experiences this kind of quality relationship feels accepted and valued by the organization, which ultimately leads to a greater degree of perceived fulfillment from work. The study results confirm hypothesis h2a.

The authors acknowledge the limitations of this study. Since the respondents are employees from organizational and industrial settings, the study sample is convenient and thus limits the generalization of the results to other work environments. The relationship between variables may alter in the case of self-employed individuals. This concerns POS in particular, a construct tied to organizational environments, which makes it unviable for exploration in jobs outside organizations. An additional limitation is the fact that the contents of the questionnaires were posted online without the researches being able to overlook who answered the questionnaire. It is recommended that additional variables be included in further research, e.g., commitment to the organization, organizational justice, or testing whether POS can predict an individual's self-efficacy (the statistically

significant correlation between the constructs in this study opens such a possibility). The role of Leader-Member Exchange (LMX), attachment theory, and work-related burnout can also be explored in relation to this construct. This study would benefit from replication with samples from other work environments to further validate the results. Finally, although the model proved sustainable, it is not yet fully validated, necessitating additional exploration.

Conclusion

The research whose results are presented in the previous section examined the relationship between self-efficacy, perceived organizational support, and job satisfaction, where pay satisfaction potentially has a mediating role. Appropriate statistical tools were used to examine the association of variables and their predictive effect on job satisfaction. All the proposed hypotheses were backed up by the results and have been confirmed, clearly indicating a correlation between the observed variables. Pay satisfaction can mediate the relationship between self-efficacy and job satisfaction, and perceived organizational support can directly predict employees' job satisfaction. The results show that a better relationship between an organization and its employees reflects in increased levels of satisfaction that employees get from work. Such a relationship is directly related to employees' motivation for work and productivity in the workplace. This positive connection results in lower employee turnover and higher quality of work and products, which can increase the profit of an organization.

There are benefits also from a psychological perspective. This concerns improved relationships and environments, both of which contribute to improved health, increased levels of self-efficacy and self-confidence, and employee attachment to the organization. Employee self-efficacy can be increased raising pay, which can ensure the services of that individual in the future. With enhanced self-efficacy, employees make an effort to perform better at work. Such results indicate such employees could be promoted to higher or even managerial positions, with all the involved parties reaping benefits. Additionally, this study is a valuable contribution to the existing body of literature on work-related psychology. As such, it opens up multiple avenues for research.

Certainly, there are also limitations. We acknowledge that the model may be simple and that other variables may have an influence on the observed relationships, thus also on the results. Also, the sample is convenient, with all respondents coming from an organizational environment. This may impact the generalizability of the results, which is why a selection of other jobs should be explored in the future. Furthermore, the respondents who participated in this study reported earning mid- to high-range salaries, and a sample with people working in lower-paying, menial jobs may change the results. Also, the potential influence of an employee's education level might be brought into question.

Further research should delve deeper into the connection between the constructs examined. Additionally, more constructs should be included in research, such as attachment, LMX, organizational justice, organizational commitment, burnout, well-being, and others. A more diverse sample would enable the generalization of the results and concepts. More studies of this type would add to the literature and help to better understand both organizational and work-based well-being, organizational outcomes, and increased levels of organizational functioning overall.

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Самоефикасност и перципирана организациона подршка као предиктори задовољства послом, медијаторска улога задовољства платом. СЕМ анализа

Резиме

Ова студија истражује однос између самоефикасности, перципиране организационе подршке и задовољства послом, при чему задовољство платом има потенцијални медијаторски утицај. Узорак је погодан и чини га 269 испитаника (139 мушкараца и 136 жена), старости од 19 до 43 године ($M = 25,8$, $Sd = 4,3$), који раде у организационом или индустријском окружењу. Што се тиче месечних примања, 223 испитаника изјавило је да су она у границама просека, 45 изнад просека и 1 испод просека. Подаци су прикупљени помоћу следећих инструмената: Упитника о задовољству радника Минесоте (*Minnesota Satisfaction Questionnaire*), Скале опште самоефикасности (*General Self-Efficacy Scale*) и Скале перцепције о подршци организације радницима (*Perceived Organizational Support Scale*), док се задовољство платом мерило на основу једног питања. Утврђена је статистички значајна корелација између свих варијабли укључених у студију ($p < 0,01$). Задовољство платом остварује медијаторски утицај у односу између самоефикасности и задовољства послом, док је перципирана организациона подршка директан статистички значајан предиктор задовољства послом. Модел се показао као одржив. Резултати студије размотрени су у смислу релевантних теоријских претпоставки и њихове практичне примене, наведена су ограничења студије (пригодни узорак, онлајн примена, место запослења) и препоруке (истраживање других варијабли које се могу укључити у модел) будућим истраживачима.

Кључне речи: самоефикасност; перципирана организациона подршка; задовољство платом; задовољство послом.



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