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Mediating Role of Organizational Trust in the Effect of Organizational Support Perceived By Employee on Organizational Identification: A Research in the Manufacturing Sector

Çalışanlar Tarafından Algılanan Örgütsel Desteğin Örgütsel Özdeşleşme Üzerindeki Etkisinde Örgütsel Güvenin Aracılık Rolü: Üretim Sektöründe Bir Araştırma

Video Link: https://youtu.be/_63-CQpxqGk



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Öz

Örgütler, ülkelerin ekonomik kalkınmasından toplumların değişim ve dönüşüm yaşamasına kadar hayatın birçok alanında etkisi olan ve etkilenen organizasyonlardır. Teknolojinin gelişmesinin getirdiği hızlı üretim yapısı, tüketicilerin mallara ve hizmetlere duydukları ihtiyacın çeşitlenerek artması örgütleri daha fazla üretmeye ve rekabet etmeye zorlamaktadır. Özellikle günümüzde rekabet üstünlüğü sağlamak örgütlerin temel amaç ve hedefleri arasında yer almaktadır. Örgütlerin sahip olduğu teknoloji, üretim yapısı, ürün çeşitliliği, organizasyon yapısı, mal ve hizmet miktarı gibi özellikler örgütlerin rekabet üstünlüğü elde etmesinde önemli avantaj sağlamaktadır. Bunun yanı sıra örgütlere rekabet üstünlüğü sağlamalarında taklit edilmesi zor olan, yeterlilik ve yetkinlik açısından rakiplerine karşı farklılık oluşturacak en önemli kaynağı ise insan kaynağıdır. Bunun bilincinde olan örgütler geçmişle kıyaslandığında insan kaynağına verdikleri önem her geçen gün artmaktadır. Bu kapsamda çalışmanın amacı, çalışanların algılamış oldukları örgütsel desteğin örgütsel özdeşleşme üzerindeki etkisini belirlemek ve çalışanların örgüte duydukları güvenin algılanan örgütsel destek ile örgütsel özdeşleşme arasındaki ilişkide aracılık rolünü belirlemektir. Çalışmanın örneklemini Niğde ve Konya illerinde organize sanayi bölgesi içerisinde yer alan üretim işletmelerinde kolayda örnekleme yöntemiyle belirlenen 453 çalışan oluşturmaktadır. Hipotezler yapısal eşitlik yöntemi ile analiz edilmiştir. Yapılan analizler sonucunda; algılanan örgütsel destek ile örgütsel özdeşleşme arasında ilişkinin anlamlı ve pozitif yönlü ($p:0,000$ $r:0,907$), örgütsel özdeşleşme ile örgütsel güven arasındaki ilişkinin anlamlı ve pozitif yönlü ($p:0,000$ $r:0,821$) ve algılanan örgütsel destek ile örgütsel güven arasındaki ilişkinin de anlamlı ve pozitif yönlü olduğu görülmektedir ($p:0,000$ $r:0,779$). Ayrıca algılanan örgütsel desteğin örgütsel özdeşleşme üzerindeki etkisinde örgütsel güvenin bir aracılık rolünün olduğu belirlenmiştir.

Anahtar Kelimeler: Algılanan Örgütsel Destek, Örgütsel Özdeşleşme, Örgütsel Güven, Örgütsel Davranış, Aracı Değişken.

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Mediating Role of Organizational Trust in the Effect of Organizational Support Perceived By Employee on Organizational Identification: A Research in the Manufacturing Sector **

Abstract

Organizations are institutions that have an impact on many areas of life, from the economic development of countries to the change and transformation of societies. They also have strong and continuous interaction with their environment. The rapid and different production structure brought by technology and the diversification of consumers' need for goods and services force organizations to produce more and compete with rivals. Achieving a competitive advantage and being a premier in the market are among the main goals and objectives of organizations, especially in recent years. Factors such as technology, production structure, product diversity, organizational structure, and product and service components of organizations provide significant advantages in gaining a competitive advantage. In addition to these, the most important resource that is difficult to imitate for organizations to gain a competitive advantage and that will make a difference against their competitors in terms of competence and competence is human resources. The importance given to human resources by organizations that are aware of its power is increasing day by day. In this context, the study aims to define the effect of the POS of the employees on OI and to determine the mediating role of the employees' trust in the organization in the relationship between the POS and OI. The sample of the study consists of 453 employees determined by the convenience sampling method in the production enterprises located within the organized industrial zone in Niğde and Konya provinces. The hypotheses were analyzed by the structural equation method. According to the analysis, it is seen that there is a positive and significant correlation between POS and OI ($p:0,000$ $r:0,907$), a positive and significant relationship between OI and OT ($p:0,000$ $r:0,821$), and a positive and significant correlation between POS and OT ($p:0,000$ $r:0,779$). Besides, it was defined that OT has a mediating role in the effect of POS on OI.

Keywords: Perceived Organizational Support, Organizational Identification, Organizational Trust, Organizational Behavior, Mediator Variable.

** Ethics Committee Decision was taken with the decision of Kastamonu University Rectorate Social and Human Sciences Research and Publication Ethics Committee dated 12.04.2022 and numbered 1.

Introduction

Organizations need different types of employees according to their fields of activity. Employees carry out their work following today's competitive conditions to achieve organizational goals and objectives. The achievements of the workers and their performances also contribute to the increase in organizational effectiveness and productivity. The OS perceived by employees is value in terms of organizational efficiency and effectiveness. Perceived organizational support (POS) is pointed out as employees feeling safe in their institutions and aware of their organization standing with her/him in all situations and conditions (Özdevecioğlu, 2013, p. 113). An employee who believes that he is valued and respected by his organization, who is offered rewards and promotion opportunities and who feels that he is supported financially and psychologically by his organization, contributes to the organization at a higher level (Rhoades & Eisenberger, 2002, p. 698). Employees who are aware that they are supported by their institutions feel safer in the work place and believe that their institution is behind them in line with the trust whenever they face problems related to their job (Büyükyılmaz & Fidan, 2017, p. 503). Ensuring organizational trust also contributes to organizational identification. Employees' identification with their organization makes them contribute more to their organizations by seeing their own targets and the goals of the organization in the same direction (Zencirkıran & Keser, 2018, p. 293).

This research focuses on the mediating effect of OT on organizational identification of POS of employees. The study aims to define the effect of organizational support perception on the level of OI and defining the mediating role of trust in the relationship between POS and OI level. Thus, it is aimed to provide support to organizations at the point of increasing OI behaviour, which is considered important for organizations. In addition, many researchers in the literature have examined the impact of POS on job satisfaction, organizational citizenship and organizational silence. This research is also important in terms of giving a new perspective to the literature.

Conceptual Framework

Perceived Organizational Support (POS)

Perceived organizational support (POS) is examined as the feelings of the employees that their organization is interested in them, their contributions to the organization are given importance, and accordingly, the support that the organization provides to the employee (Eisenberger, Huntington, Hutchison, & Sowa, 1986, p. 501; Hellman, Fuqua, & Worley, 2006). POS, developed based on Gouldner's (1960) contrariness norm and Blau's (1964) Social Exchange Theory (SET) refers to the link between the organization and its employees (Garg & Dhar, 2014, p. 66). Perceptions of support can be provided as long as employees are appreciated, and respected and their organizational needs are met. Employees who are supported by their organization will feel gratitude and respond to it by the reciprocity norm (Yoon & Thye, 2002, p. 103). With the theory of reciprocity, employees feel a sense of commitment to their organizations and respond to the support given by the organization by increasing their efforts (Stinglhamber & Vandenberghe, 2003, p. 252). In this context, employees will support their organizations in return for the support they receive from their organizations. The interaction between the organization and the employee is based on the theory of social change on a certain consensus axis. With respect to the SET, this principle of reciprocity between the organization and the

employee ensures the reconciliation of both parties by meeting together the interests of the employee and the organization, who have different goals and objectives, at a common point (Yücel & Demirel, 2012, pp. 27-28).

Based on POS in accordance with the scope of organizational support theory, there is a tendency for employees to accept the organization within the scope of humanitarian grounds (Aselage & Eisenberger, 2003, p. 492). POS, which contributes to the satisfaction of the socio-emotional demands of the employees, enables the organization to obtain more performance from the employees. In other words, it will be easier to obtain high performance from employees via POS. Thus, the dignity needs of the employees whose achievements are accepted by the organization will also be met (Armeli, Eisenberger, Fasolo, & Lynch, 1998, p. 289). As the perceived organizational support, acceptance and appreciation needs of the employees are provided, it will be possible for the employees to establish a bond with the organization by providing integration. Thus, the bond established will increase the chance of employees to reach institutional targets by providing increased performance, more participation in organizational processes and increased productivity (Eisenberger et al., 1986, p. 501).

Organizational Trust (OT)

Employees spend most of their lives in the organization. Although their fields of activity and the type of goods and services they produce are different, organizations want to achieve long-term goals and objectives together with their employees. The increasing level of competition and rapid change in consumer perceptions have made it more important for organizations to provide organizational integrity to gain superiority over their competitors. One of the factors contributing to organizational integrity and managerial effectiveness is organizational trust.

Organizational trust is the positive wishes of workers about the attitudes and wishes of other employees in the institution based on internal relations, positions and specialization within the context of trust climate, depending on job satisfaction and perceived organizational support (Huff & Kelley, 2003, p. 82). An organizational trust is an effective tool against issues such as ensuring organizational justice by the board of directors of the organization, meeting the expectations and desires of the employees, and improving the organizational cooperation among the employees (Neves & Caetano, 2006, p. 355). Employees constantly evaluate the attitudes and behaviours put forward by the organization towards them, their organizational confidence increases in line with the belief that the organization is making a certain effort and effort on behalf on them, and accordingly, they feel obliged to spend more effort towards the organization (Singh & Srivastava, 2008). 2016, p. 595).

Organizational trust has an important effect on establishing inter-organizational relations based on trust within the organization, achieving organizational goals and objectives, and creating an effective team spirit. It is very difficult to talk about teamwork, effective teamwork and success in organizations where a climate of trust is not provided (Asunakutlu, 2001, p. 5). The formation of organizational trust affects organizational performance, organizational commitment and organizational identification, which are effective for organizational success (Straiter, 2005, p. 86). The establishment of organizational trust depends on an organizational climate consisting of multidimensional

behaviours and efforts. OT is provided more easily in organizations where the responsibilities and duties of the employees are clear, the degree of intensity of inter-organizational communication is high, the inter-organizational communication is clear, the employees' beliefs about their abilities and competencies, the organizational goals and objectives are clear, and the organization has a specific mission and vision. (Tokgöz & Seymen, 2013, p. 62).

Organizational Identification (OI)

Organizational identification (OI) is a concept that draws attention and importance in the field of organizational behaviour. OI is based on social identity theory. The theory claim that, the individual defines, evaluates and classifies himself according to the social group to which he belongs. With his classification, the individual integrates himself with the group he belongs to and accordingly creates a social identity (Demirtaş, 2003, p. 129). OI, which is a form of social identification, is the employee's perception of belonging to an organization or membership in a certain organization. While belonging to an organization forms a part of the social identity of the employee, the values and norms of the organization to which he belongs are included in the employee's perception, and the employee thinks on behalf of the organization to which he is affiliated and acts accordingly (Davila & Garcia, 2012, p. 245).

OI reveals the psychological relation between the staff and the organization and defines significant attitudes and behaviours within the organization (Edwards, 2005, p. 207). OI is the perception of the employee's integrity within an organization. When the employee identifies with his organization, not only is his individual identity formed but also his organizational identity is formed. In other words, the employee has the perception that the basic characteristics of the organization are a part of their individual characteristics, that is, their organizational identity is a part of their individual identity (Li, Fan, & Zhao, 2015, p. 182).

OI has critical importance to examine organizational behaviour, containing employee satisfaction and institutional performance (Ashforth & Mael, 1989, p. 22). Employees make evaluations and comparisons about their organization in the organizational identification process. As a result, if they have positive ideas about the organization at a level that will meet their expectations, their commitment and satisfaction with the organization can increase. Also, the economic efficiency and productivity of the organization increase. In addition, organizational identification is important in terms of making the employee feel not only in his work life but also in his private life (Van Dick, Wagner, Stellmacher, & Christ, 2005, p. 274). OI also reduces uncertainty by ensuring the assimilation of organizational goals, objectives and organizational values by the employee. Employees who identify with their institution claim themselves as representatives of the institution when they interact with the people outside the institution. While making some decisions or taking advantage of some opportunities, it prioritizes the interests of the organization rather than its interests. In short, the employee, who is identified with his organization, exhibits a positive attitude and behaviour towards his organization (Çakınberk, Derin, & Demire, 2011, p. 93).

OI is critical for examining organizational behavior, including personal satisfaction and organizational performance (Ashforth & Mael, 1989, p. 22). In the process of organizational identification, the employee makes evaluations and comparisons about his

organization, and as a result, if he has positive ideas about the organization at a level that will meet his expectations, his commitment and satisfaction to the organization, performance and productivity level able to increase. In addition, organizational identification is important in terms of making the employee feel meaningful not only in his work life but also in his private life (Van Dick et al., 2005, p. 274). At the same time, OI reduces uncertainty by enabling the employee to adopting organizational goals, objectives and values. In short, the employee who integrates with his organization exhibits a positive attitude and behavior towards his organization (Çakınberk, Derin, & Demire, 2011, p. 93).

The Correlation Between Perceived Organizational Support (POS), Organizational Trust (OT) and Organizational Identification (OI)

When the studies on the relations between POS, OT and OI in the literature were examined, some results were found. It has been determined that the support given by the organization to the employees is effective in increasing the sense of trust in the organization. In addition to the enhancement in the sense of belonging of the employees towards the organization, it has been seen that OS is effective in the process of organizational identification (Rhoades & Eisenberger, 2002; Ashforth & Mael, 1989). Within the framework of this perspective, it is seen that a statistically significant and affirmative relationship between POS and OT (DeConinck, 2010; Kurtessis, et al., 2017; Eğriboyun, 2013; 2015; Ateş, Mert, & Turgut, 2017; Lau, 2010; Yılmaz, 2014). If the worker feels that he is supported by the institution and that his needs and expectations are met, it causes the employee to feel more trust towards the institution (Singh & Srivastava, 2016; Akkoç, Çalışkan, & Turunç, 2012).

Similarly, recent studies have shown that POS and OI have a positive relationship. Sluss et al. (2008) determined that POS increases organizational attractiveness and OI by workers. Cheung and Law (2008) claim that there is a affirmative and statistically significant relationship between POS and OI. Boyacı (2017) and Uzun (2018) found in their studies that POS has a positive impact on OI and a affirmative relationship between instructors' organizational identification levels. Shore and Shore (1995), found that the worker's perception of OS allows him to feel valuable within the organization and to develop positive informal relations. Therefore, perceived organizational support is a factor that increases organizational identification. The same, Turunç and Çelik (2010) found that POS by employees significantly increased the level of organizational identification and their findings were similar to previous studies by other researchers (Daan Van & Sleebos, 2006; Cheung & Law, 2008). Hypotheses created within the scope of the research:

- H1: Perceived organizational support affects organizational trust.
- H2: Organizational trust affects organizational identification.
- H3: Perceived organizational support affects organizational identification positively and significantly.
- H4: Organizational trust has a mediating effect on perceived organizational support and organizational identification relationship.

The research model and the hypotheses to be tested are given in Figure 1.

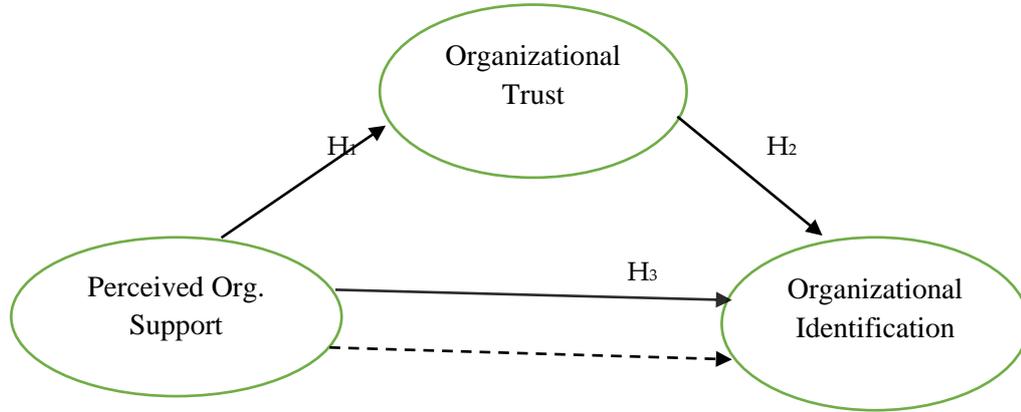


Figure 1: Research Model

Methodology

Universe and Sample

The universe of research includes the manufacturing facilities located in the provinces of Niğde organized industrial zone and Konya organized industrial zone. In the study, instead of the whole universe, sampling was preferred due to factors such as time and cost. Convenience sampling method was used in the research.

A questionnaire was sent to 650 employees, taking into account the response rates. A total of 457 employees received feedback. The return rate was calculated as 69.7%. As a result of the examination, it was determined that 4 questionnaires were invalid. 453 employees constitute the sample of the study.

Data Analysis and Scales

In the study, quantitative research method was used for data collection. Online survey method is preferred. In the first part of the questionnaire, there are questions to determine the demographic characteristics of the employees, and in the second part, the questions that the employees evaluate the POS, OT and OI behaviors.

For testing hypothesis, the scales used in different studies were examined and the scales thought to be suitable for the scope of the research were included. To calculate the degree of organizational support perceived by the employees participating in the research, the scale developed by Eisenberger et al. (1986) and then presented in abbreviation by Eisenberger et al. (1997) was used. The Turkish version of the scale of POS was adapted from the study of Büyükyılmaz (2013). The scale developed by Robinson (1996) was used to calculate the degree of trust of the employees towards their organization. The Turkish version of the OT scale was adapted from the study of Büyükyılmaz and Fidan (2017). Also the scale of organizational identification which was developed by Mael and Ashforth (1992) and adapted into Turkish by Tokgöz and Seymen (2013) was used. The scales are included in the questionnaire form as a five-point Likert type.

Confirmatory factor analysis (CFA) was performed to testing the construct validity of the perceived organizational support, organizational trust and organizational identification scale. The reliability analyzes of all scales were also performed. Within the scope of reliability analysis, Cronbach's Alpha (α) statistic was performed to calculate the internal consistency of the items.

Research Findings

Demographic Characteristics (DC)

The DC of participants is given in Table 1.

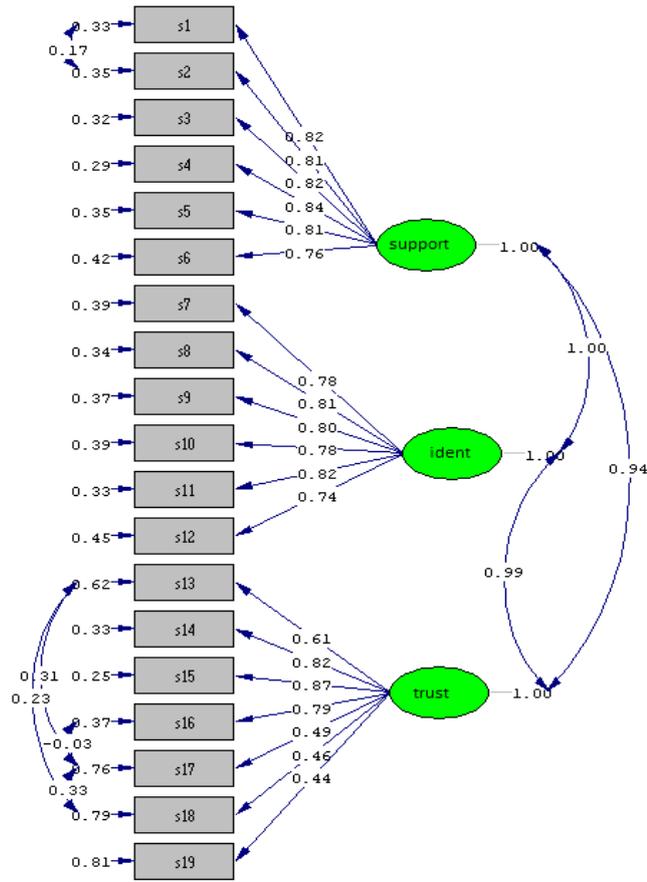
Table 1: Demographic Characteristics

Demographical Information		N	%
Gender	Female	67	14,8
	Male	386	85,2
Marital Status	Married	433	95,6
	Single	20	4,4
Age	< 30	14	3,1
	31-15	93	20,5
	36-40	156	34,4
	41-45	86	19,0
	+45	104	23,0
Job Experience (year)	Less than 1	25	5,5
	2-5	197	43,5
	6-10	186	41,1
	11-15	45	9,9
Job Position	Blue Collar Staff	396	87,4
	White Collar Staff	57	12,6
TOTAL		453	100

According to Table 1 is examined, the majority of the sample consists of male (85.2%) and married (95.6%) employees. When the age of the employees is examined, it has been determined that the employees between 31-40 are at a higher rate (54.9%). Considering the work experience, 5.5% of them work for less than 1 year, 43.5% for 2-5 years, 41.1% for 6-10 years, and 9.9% for 11 years or more. Finally, the sample size of the study consists of blue collars with 87.4%.

Validity and Reliability Analysis

In the study, the scales construct validity was tested with CFA. To be able to base on compliance, χ^2/sd must be less or equal to than 5, (GFI), (NFI) and (CFI) must be greater than or equal to 0.85, (RMSEA) must be equal or less to than 0.08 and the (SRMR) value must be less than or equal to 0.05 (Schumacker & Lomax, 2004, p. 81- 84; Sun, 2005; Byrne, 2010, pp. 73-84; Meydan & Şeşen, 2011, pp. 31-37). CFA results are given in Figure and Table (2).



Chi-Square=344.07, df=144, P-value=0.00000, RMSEA=0.055

Figure 2: PATH of CFA

Table 2: Goodness of Fit (GOF) Values

(GOF) criteria	(GOF) Values
RMSEA	0,05
χ^2/sd	2,41
SRMR	0,02
NFI	0,99
GFI	0,93
AGFI	0,90
CFI	0,99

(Degrees of Freedom)=144
 $\chi^2 = 348,08$
 P- (RMSEA < 0.05) = 0.00
 N= 453

According to the Table 2, factor loads are greater than 0.3 and goodness of fit values are within acceptable limits. Therefore, it is seen that the values obtained after confirmatory

Mediating Role of Organizational Trust in the Effect of Organizational Support Perceived By Employee on Organizational Identification: A Research in the Manufacturing Sector

factor analysis according to the values of the goodness of fit provide structural validity (Hu & Bentler, 1999).

The reliability of the scales in which structural validity was provided was determined by calculating the CA (α) value. The reliability results are presented in Table 3.

Table 3: Reliability Tests

Scale	Number of Items	Cronbach's Alpha
All Scale	19	0,958
<i>Org. Trust</i>	7	0,852
<i>Perceived Org. Support</i>	6	0,922
<i>Org. Identification</i>	6	0,908

According to Table 3, the reliability of the scale was calculated as 95.8% for the whole scale including 19 items, 85.2% for the OT scale, 92.2% for the POS scale and 90.8% for the OI scale. Reliability value of all scales and sub-dimensions is above 0.70. Therefore, the reliability of all scales used in the study was ensured (Nunnally & Bernstein, 1994, p. 265).

Correlation Analysis

Correlation Analysis was applied to define the relationship between dimensions and the results are given in Table 4.

Table 4: Table of Correlation Coefficients

		Perceived Org. Support	Org. Identification	Org. Trust
Perceived Org. Support	r	1		
	p.	,000		
Org. Identification	r	,907**	1	
	p.	,000	,000	
Org. Trust	r	,779**	,821**	1
	p.	,000	,000	,000

r: Pearson correlation coefficient,

**Correlation is significant at the 0.01 level (2-tailed).

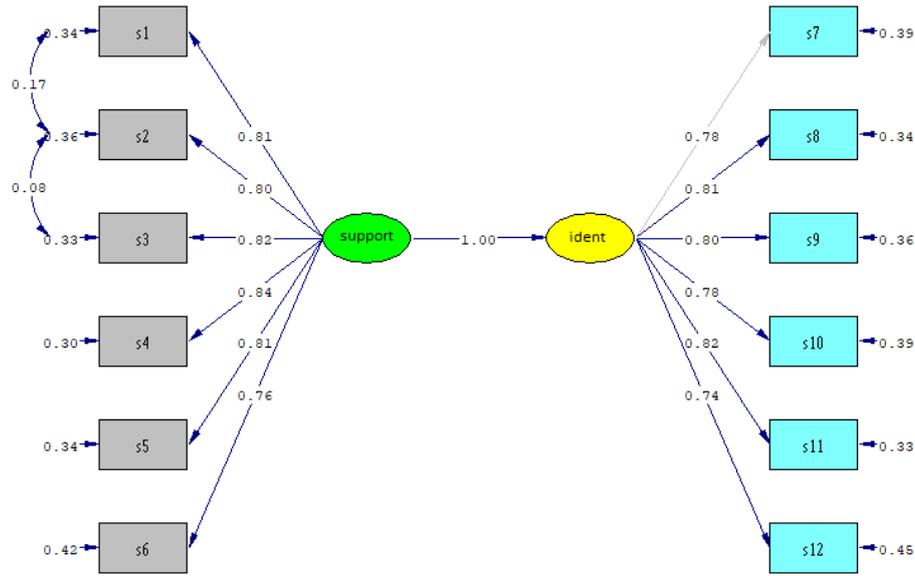
According to the Table 4, POS and OI shows positive and strong relationship ($p < 0.001$ and $r: 0.907$). Furthermore, it is seen that a positive and strong correlation between OI and OT ($p: 0.000$ $r: 0.821$). Finally, analysis results shows that a positive and strong correlation between POS and OT ($p: 0.000$ $r: 0.779$).

Hypotheses

This study examined the mediating role of OT in the effect of POS on OI. In this context, it is thought that POS has a positive effect on OI, and OT has a positive effect as a mediator role.

The hypotheses were tested under Structural Equation Modeling (SEM). A three-step regression analysis was used to test the mediator role.

Step 1: The effect of POS, which is the independent variable, on OI, which is the dependent variable, was examined. The PATH graph obtained as a result of SEM is given in Figure 3 and the regression coefficients are given in Table 5 below:



Chi-Square=169.63, df=51, P-value=0.00000, RMSEA=0.072

Figure 3: Model-1 PATH

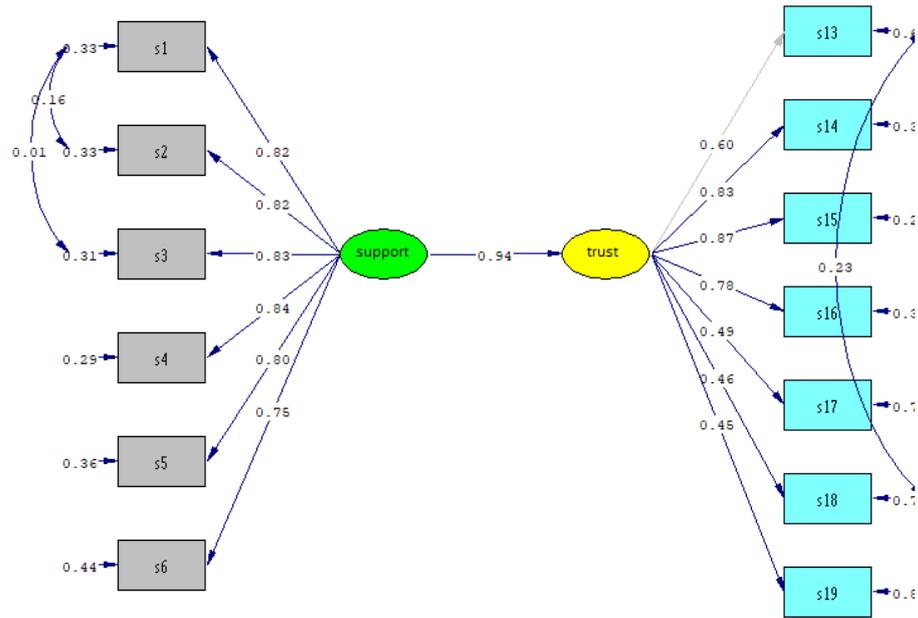
Table 5: PATH Coefficients of Model-1's

Independent Variable	Dependent Variable	β	Std. Error	p.	R ²
Org. Support	Org. Identification	0,99	0,051	*<0,001	0,98

According to Table, the effect of independent variable on depend variable is positive and statistically significant. The condition for the independent variable, which is the first step, to be effective on the dependent variable was provided.

Step 2: The effect of POS, which is the independent variable, on OT, which is the mediator variable, was calculated. The PATH graph obtained as a result of SEM is given in Figure 4 and the regression coefficients are given in Table 6 below.

Mediating Role of Organizational Trust in the Effect of Organizational Support Perceived By Employee on Organizational Identification: A Research in the Manufacturing Sector



Chi-Square=202.05, df=59, P-value=0.00000, RMSEA=0.073

Figure 4: Model-2 PATH

Table 6: PATH Coefficients of Model-2's

Independent Variable	Dependent Variable	β	Std. Error	p.	R ²
Perceived Org. Support	Organizational Trust	0,91	0,066	0,004	0,82

According to Table 6, the effect of independent variable is positive and significant. Therefore, the requirement for the independent variable to be effective on the mediator variable was also met. Based on these results, it was decided to proceed to step 3.

Step: Model-3, which investigates the mediating effect of OT over POS on OI, was established. The PATH graph obtained as a result of SEM is given in Figure 5 and the regression coefficients are given in Table 7 below.

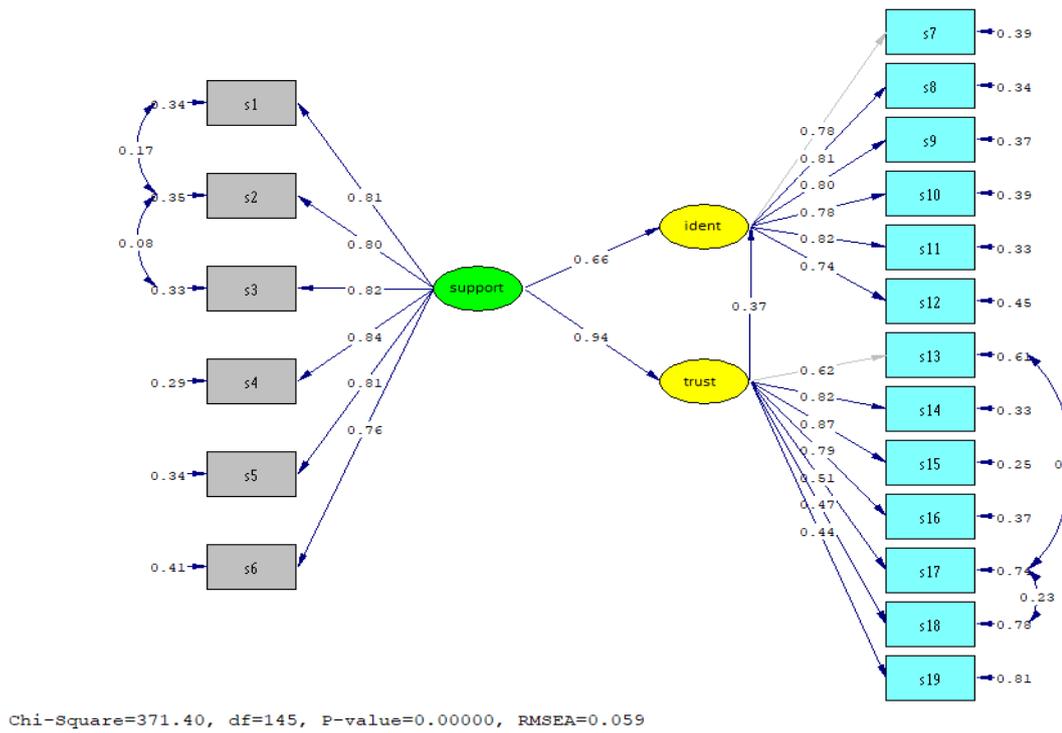


Figure 5: Model-3 PATH

Table 7: PATH Coefficients of Model-3's

	Dependent Variable	Independent Variable	β	Std. Error	p.	R ²
Step 1	Org. Identification	Perceived Support	Org. 0,99	0,051	*<0,001	0,98
Step 2	Org. Identification	Mediator Variable	β	Std. Error	p.	R ²
		Org.Trust	0,91	0,066	0,004	0,82
Step 3	Org. Identification	Independent Variable	β	Std. Error	p.	R ²
		Perceived Support	Org. 0,61	0,076	*<0,001	
		Mediator Variable				0,99
		Organizational Trust	0,42	0,077	*<0,001	

According to Table 7, the β coefficient (0.99), which shows the effect of the independent variable in the 1st step on the dependent variable, decreased by adding a mediator variable to the model in the 3rd step (0.61). In addition, the coefficient of the mediating variable included in the model in the third step is significant ($p < 0.05$). Accordingly, it is seen that all the necessary conditions for investigating the mediation effect suggested by Baron and Kenny (1986) are met. Therefore, it can be said that OT has a mediating role in the effect of POS on OI. Therefore, all hypotheses were accepted.

Discussion and Conclusion

In the study, the relationships between POS, OT and OI were investigated. The study aims to determine the effect of employees' perception of organizational support on organizational

definition and the mediating role of organizational trust in the relationship between POS and OI. The data set used in the study was obtained from 453 employees in the manufacturing enterprises selected by convenience sampling method in the organized industrial zone in Niğde and Konya provinces.

SEM was used to test hypotheses in the research. In the light of the data obtained as a result of the analysis, it was determined that the POS by the employees had a positive effect on OI. The results obtained are consistent with the studies carried out in the literature (Daan Van & Sleenbos, 2006; Cheung & Law, 2008; Turunç & Çelik, 2010; Shore & Shore, 1995; Büyükyılmaz & Fidan, 2017; Özdemir, 2010; Zagenczyk, Gibney, Few, & Scott, 2011). In this context, as the POS by the employees' increases, the level of identification of the employees with their organizations will also increase. The increase in competition and the differentiation of consumer expectations make the existence of employees identified with the organization even more important for businesses. Employees who are identified with their organization will contribute to the organization's competitive advantage against their competitors by making more effort to achieve the goals and objectives determined by the organization.

According to the research analysis POS has a positive effect on OT. The findings of similar studies in the field of organizational behaviour also support the research findings (Singh & Srivastava, 2016; Akkoç et al., 2012; Kılıç & Gülen, 2019). It is important for the employees to be supported by their organizations and to increase their trust of the employees towards their organizations. From the point of view of the employees, it will enable the employees who are supported by the organization to put more effort in the name of the organization. In terms of the organizational perspective, it will have a positive effect on increasing the level of satisfaction of the employees with a sense of trust, reducing their absenteeism from work and increasing their performance. Employees with organizational trust will show more effort in realizing the goals and objectives of the organization. Organizations need to support their employees more if they want to gain a competitive advantage against their competitors, retain or recruit qualified employees, reduce increasing costs, and increase their market share. Increasing the perception that employees are supported by their organizations will cause an increase in their sense of trust and their level of identification with their organizations.

However, there are some limitations in the research conducted. First of all, the research is limited to two provinces. In addition, the research was carried out in manufacturing enterprises. Different results can be obtained when it is done in service businesses and different regions or provinces. Secondly, it is thought that conducting the research in a way to include different subjects in the field of organizational behaviour, in other words, revealing it with different variables will contribute to businesses and the literature.

Yazar Katkıları/ Author Contributions

Çalışmanın Tasarlanması | Design of Study: İK (%40), EA (%30), HP (%30)

Veri Toplanması | Data Acquisition: İK (%40), EA (%30), HP (%30)

Veri Analizi | Data Analysis: İK (%40), EA (%30), HP (%30)

Makalenin Yazımı | Writing up: İK (%40), EA (%30), HP (%30)

Makale Gönderimi ve Revizyonu | Submission and Revision: İK (%40), EA (%30), HP (%30)

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Çıkar Çatışması/ Conflict of Interest

Yazarlar çıkar çatışması bildirmemiştir. | The authors have no conflict of interest to declare.

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