

THE MEDIATING ROLE OF ORGANIZATIONAL CLIMATE IN THE RELATIONSHIP BETWEEN PERCEIVED ORGANIZATIONAL SUPPORT ON ORGANIZATIONAL IDENTIFICATION*

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Abstract

Loss or inefficient use of trained human resources can be as costly as obtaining new human resources for organizations. Consequently, the concepts of perceived organizational support, organizational identification, and organizational climate are important in terms of retaining and utilizing human resources efficiently. The purpose of this study is to examine the mediating role of organizational climate in the effect of perceived organizational support on organizational identification through social service workers. The sample consists of 528 employees working in organizations affiliated with Samsun Provincial Directorate of Family and Social Policies. The data was analyzed with exploratory factor analysis (EFA), construct validity of the scales was tested with confirmatory factor analysis (CFA), and positive goodness-of-fit results were obtained. According to the measurement model, structural equation model (SEM) was used to analyze the relationships. Correlation analysis was carried out to examine the relationships between the main and the sub-dimensions. Results indicate that perceived organizational support has a positive and significant effect on organizational identification by 36.2%, organizational support on organizational climate by 59%, and organizational climate on organizational identification by 38.1%. It was concluded that the level of organizational identification increases as perceived organizational support increases among social service workers. The mediation effect was analyzed with the bootstrap test based on calculating the value of the indirect effect as suggested by Darlington and Hayes (2017) and making inferences accordingly. The results of the analysis indicate that organizational climate plays a mediating role in the effect of perceived organizational support on organizational identification.

Keywords: *Organizational Climate, Perceived Organizational Support, Organizational Identification.*

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ÖRGÜTSEL DESTEK ALGISININ ÖRGÜTSEL ÖZDEŞLEŞMEYE ETKİSİNDE ÖRGÜT İKLİMİNİN ARACI ROLÜ

Öz

Organizasyonlar için hem insan kaynağı temini hem de yetişmiş insan kaynağının kaybı veya verimsiz kullanımı maliyet arz etmektedir. Dolayısıyla örgütsel destek algısı, örgütsel özdeşleşme ve örgüt iklimi kavramları insan kaynağının elde tutulması ve verimli kullanımı açısından önemlidir. Bu çalışmanın amacı, örgütsel destek algısının örgütsel özdeşleşmeye etkisinde örgüt ikliminin aracı rolünü belirlemektir. Çalışmanın örnekleme Samsun Aile ve Sosyal Hizmetler İl Müdürlüğü'ne bağlı kuruluşlarda görev yapan 528 personelden oluşmaktadır. Çalışma neticesinde ulaşılan veriler ile açıklayıcı faktör analizi (AFA) ve araştırmada kullanılan ölçeklerin yapı geçerliliği için doğrulayıcı faktör analizi (DFA) uygulanmış, uyum iyilikleri olumlu sonuç vermiştir. Ölçüm modeline göre, ilişkilerin belirlenmesi için yapısal eşitlik modeli (YEM) uygulanmış, uygulama sonucu elde edilen sonuçlar yorumlanmıştır. Araştırmada ana boyut, alt boyut ilişkilerinin tespiti amacıyla korelasyon analizi uygulanmıştır. Araştırma sonucunda elde edilen bulgulara göre; örgütsel destek algısı boyutu örgütsel özdeşleşme üzerinde pozitif yönde %36,2 oranında anlamlı etkilidir. Örgütsel destek algısı boyutu örgüt iklimi üzerinde pozitif yönde %59 oranında anlamlı etkilidir. Örgüt iklimi boyutu örgütsel özdeşleşme üzerinde pozitif yönde %38,1 oranında anlamlı etkilidir. Araştırmada sosyal hizmetler alanında görev alan çalışanlarda örgütsel destek algısı arttıkça örgütsel özdeşleşmenin artacağı sonucuna ulaşılmıştır. Çalışmada Darlington ve Hayes (2017) tarafından önerilen dolaylı etki değerinin hesaplanması ve hesaplanan değerden çıkarımlar yapılmasına dayanan bootstrap testi ile aracılık etkisi analiz edilmiştir. Analiz sonucunda, örgüt ikliminin, örgütsel destek algısının örgütsel özdeşleşmeye olan etkisinde aracı bir rol üstlendiği belirlenmiştir.

Anahtar Kelimeler: Örgütsel Destek Algısı, Örgüt İklimi, Örgütsel Özdeşleşme.

Introduction

The developing technology as a result of the industrial revolution has led to a radical change not only in production processes but also in business in terms of manager and employee relations. After increasing effectiveness and efficiency as a response to the increasing competition in the market through improvements in production operations, business environments, employee performances, and the way employees relate to their organization have been the focus of organizational improvement attempts. It has been observed that not only financial resources, but also the atmosphere of the organization, the bond employees have with the organization, and organizations' response to employee expectations have crucial effects in increasing organizational performance.

In research, the concept of perceived organizational support has been examined in terms of how businesses meet employee expectations. Perceived organizational support can be defined as how important employees think their

beliefs, feelings, and thoughts are to the organization, how much their emotional and social needs are met, and how much the company values its employees (Eisenberger et al., 1986, p. 502). In an organization, caring about employee happiness, meeting the social and emotional needs of employees, strengthening their belief in the organization, caring about employees' contributions, establishing harmonious relationships between the organization and the employees, sharing information with employees, and offering diverse opportunities are indicators of a positive perceived organizational support in that organization. It is generally accepted that as the level of perceived organizational support is increased, employees' belief in the organization is increased as well, employees will establish better bonds with the business, thus increasing the productivity of employees and loss of trained personnel can be prevented with a decrease in turnover (Tamer and Bozaykut Bük, 2020, p. 140).

Another concept related to strengthening employees' ties with the workplace is organizational identification. Organizational identification refers to the support that employees give to the business, the feeling that they are a part of the organization, and the development of a strong bond between the organization and the employee. If employees have an identification with the organization, they will see the problems of the organization as their own problems and the success of the organization as their own, which will contribute to overall performance and productivity (Tokgöz and Aytemiz Seymen, 2013, p. 63).

Another concept that is as important as employees' feelings of belonging to the company and feeling that they have the company's support is the organizational climate. The concept of organizational climate is defined as a work environment in which employees can adapt to the organization. Organizational climate can be thought of as the personality of the organization. It is closely related to the features that differentiate an organization from other organizations. Organizational climate is defined as a psychological concept that enables the internal environment of the business to have a stable structure, affects employees and is affected by them (Karcioğlu, 2001, p. 270). Organizational climate can affect employees' motivation, commitment to the business, disruption of work, or turnover, which shows how important the atmosphere at an organization is in terms of employee productivity.

While these concepts directly affect employees, research has shown that they may have various effects on each other. This study has been conducted to examine the mediating effect of organizational climate in the effect of perceived organizational support on organizational identification for social workers.

1. CONCEPTUAL FRAMEWORK

In this section, the concepts of perceived organizational support, organizational identification, and organizational climate will be examined.

Relevant concepts will be defined and their importance for employees, businesses, and managers will be discussed.

1.1. Perceived Organizational Support

Perception can be explained as the organization and interpretation of the information that is sent to the brain from sensory organs (Güney, 2017, p. 7). Perception depends on many factors such as lifestyle, beliefs, cultures, individual characteristics, and values. Therefore, a situation that one individual perceives as positive may be perceived as negative by another individual (Özdevecioğlu, 2003, p. 116). How individuals perceive a situation may also affect their behaviors in that situation. The meanings individuals attribute to the situations they encounter in their organization affect the overall motivation and efficiency within the organization, which carries a crucial importance for the organization to achieve its goals. However, as the education levels and qualifications of employees increase, their expectations from the organization also increase, and employees may begin to compare themselves and their organization with other individuals and their organizations. The concept of perceived organizational support perception has emerged to Express this situation, which directly affects the individual's relationship with the organization (Aslan and İnce, 2019, p. 481).

Perceived organizational support is defined as an individuals' feelings, thoughts, and beliefs about how important they are to the organization, to what extent their social and emotional needs are met, and the degree of value shown to them (Eisenberger et al., 1986, p. 502). In another definition, perceived organizational support is expressed as the individual's belief in the interest, commitment, and support that the business gives them for their contributions to the business (Eisenberger et al., 1990, p. 51).

As a concept, perceived organizational support depends on social exchange theory to analyze the relationship between employees and businesses (Turunç and Çelik, 2010a, p. 211). Social exchange theory, although not clearly stated, expresses the expectations and mutual obligations that exist between the employee and the business (Blau, 1964, p. 34). This theory states that if employees believe that the activities of the company as beneficial to them, their ties with the organization and their performance will increase (Rhoades and Eisenberger, 2002, p. 699). When businesses support their employees, they can be pioneers in the beginning of a social change. This will contribute to the development of a positive perceived organizational support (Allen et al., 2003, p. 100).

Perceived organizational support is of particular importance for employees, managers, and businesses. When perceived organizational support is considered from an employee's perspective, in organizations where perceived organizational support is positive, employees will not worry about losing their jobs and have trust in their managers, they will have lower stress levels, and as a result, they will have the perception that a significant portion of their expectations is met (Fuller et al., 2006, p. 329). When perceived

organizational support is considered from the perspective of managers, in businesses where perceived organizational support is positive, the job descriptions of managers and employees will be clear, the duties, responsibilities, and authorities within the organization will be clearly defined, and as a result, employees will have trust in the business and make it easier for managers to fulfill their duties (Özdevecioğlu, 2003, p. 115). When perceived organizational support is considered from the perspective of businesses, in businesses where perceived organizational support is positive, employee productivity will be high and employee-related problems will be prevented. In addition, with organizational improvements to be implemented to increase employees' perception of organizational support, the organizational structure of the business will become better and detecting other problems within the business will become easier (Fuller et al., 2006, p. 330).

Studies show that perceived organizational support can be measured. The characteristics of perceived organizational support allow it to be observed and measured. These characteristics can be listed as follows (Rhodes and Eisenberger, 2002, p. 711);

- The company attaches importance to employee happiness
- The business meets the emotional and sociological needs of employees
- Employees' belief in the workplace is strong
- The organization cares about employees' contributions to the business
- There is a harmonious relationship between the employees and the business
- Employees are informed and provided opportunities

Studies show that perceived organizational support is affected by various factors. These factors can be categorized as organizational factors, personal factors, and structural factors. When the organization recognizes the efforts of the employees and makes them feel valued, employees develop a positive belief in the organization (Turunç and Avcı, 2015, p. 45). In addition, it can answer employees' emotional needs such as being accepted and respected by other employees within the organization, feeling valued, and being approved. This leads to a positive increase in the perceived organizational support. Again, when the contribution of the employees is recognized by the organization and this contribution is reciprocated, employees feel happy and cared for within the organization. This situation increases perceived organizational support and employee productivity (Armeli et al., 1998, p. 291).

As perceived organizational support increases, employees' job satisfaction levels increase as well. It also has been observed that organizational commitment tends to be high in organizations where perceived organizational support is high. Employees with a positive perception of organizational support tend to have a feeling of obligation. They feel indebted

to the organization, and they embrace the tasks assigned to them (Turunç and Avcı, 2015, p. 46). However, if perceived organizational support is low, employees' levels of job stress will be high, which may negatively affect employee performance. In workplaces with a high stress environment, negative consequences such as intentions to quit will be seen (Rhoades and Eisenberger, 2002, p. 711).

1.2. Organizational Identification

Identification was first introduced as a concept related to sociology, psychology, and communication as a result of Harold Lasswell's work on political sciences. In his study, Lasswell refers to the process in which individuals' bond with other individuals creates similarity and guides them as identification (Tokgöz and Seymen, 2013, p. 63).

Organizational identification, on the other hand, is expressed as individuals identifying themselves with another group or individual and accepting the differences in this group or individual as differences that occur in themselves (Koçel, 2018, p. 471).

Organizational identification plays a very important role in employees' self-concept. For this reason, organizational identification is studied in the context of social identity theory through the concept of self (Mete, 2018, p. 46).

When organizational identification is considered in terms of social identity theory, it is examined in four dimensions: cognitive dimension, behavioral dimension, emotional dimension, and evaluation dimension (Van Dick et al., 2005, p. 193). The cognitive dimension is the dimension in which the individuals question their membership in a group. It is generally accepted that other dimensions of organizational identification cannot be realized before employees evaluate themselves within the framework of a certain category in the organization (Van Dick et al., 2004, p. 176). The emotional dimension is the dimension in which individuals establish an emotional connection with the organization. In the emotional dimension, employees establish a positive or negative relationship with the organization by evaluating the characteristics of the organization (Smidts et al., 2001, p. 1051). The organizational identification level of employees will change in a positive or negative direction accordingly. The behavioral dimension refers to individuals' behaviors and attitudes towards the organization. When organizational identification occurs, employees are expected to behave in a way that is in favor of the organization. The evaluation dimension refers to the dimension in which employees evaluate the organization by considering the comments made about the organization both inside and outside the organization. The value that employees attach to other organizational members is also evaluated within the scope of this dimension. Again, employees' ability to reach a positive or negative conclusion by comparing their organization to other organizations is also considered within the framework of the evaluation dimension (Van Dick et al., 2004, p. 177). If the result of the evaluation dimension

is positive, organizational identification will change positively, whereas if the result is negative, a negative change will occur.

Organizational identification is another concept that has great importance for the organization. With organizational identification, the organization has the opportunity to integrate its employees and satisfy them psychologically. If organizational identification occurs, employees will perceive any negativity against the organization as negativity against them. These employees will be motivated to defend and contribute to the organization (Mael and Ashforth, 1992, p. 104). Studies show that in organizations where organizational identification levels are high, employees act in accordance with the values and goals of the organization, even if there are no repercussions for not doing so (Gautam et al., 2004, p. 305).

Organizational identification is also of great importance in terms of employee behavior. As a result of organizational identification, the level of intention to leave the job will be low, employees will be motivated, and there will be a decrease in absenteeism levels (Aypar et al., 2018, p. 117). These positive developments in employee behavior will lead to an increase in overall organizational performance and efficiency. When the level of organizational identification increases, organizational success will increase, which in turn will result in a high level of profitability and financial improvement (Van Knippenberg and Van Schie, 2000, p. 138).

Low organizational identification will cause negative emotions such as job dissatisfaction, stress, and decreased social support perception. As a result, employee performance will decrease, and negative results such as tardiness, absenteeism, and even resignation will occur, which will reduce the productivity of employees and therefore the organization (Knight and Haslam, 2010, p. 721).

Organizational identification can be aimed for various reasons, individual or organizational. Individuals may feel the need to identify with the organization for reasons such as the need to be a part of a community, improve themselves, and have relationships with other individuals (He and Brown, 2013, p. 12). Organizations, on the other hand, may attach importance to organizational identification in order to achieve results such as job satisfaction, increased social support, preventing work-related stress, and encouraging organizational members to exhibit creative behaviors. With these behaviors, employees will be invested in the goals of the organization, they will adopt the organization and the group they work with, and the organization will enable employees to achieve personal success (He and Brown, 2013, p. 13).

Three main elements are required for organizational identification to occur. The first is that employees accept and adopt organizational goals and objectives. Second, individuals should accept and fulfill their organizational roles. Third, the individual should be committed to the organization and should not have the thought of leaving (Polat and Meydan, 2010, p. 147).

Organizational identification may fail to occur due to factors such as organizational stress, alienation, conflict, ostracism, intention to quit, mobbing, and cynicism within the organization.

1.3. Organizational Climate

Just as every geography has a climate, every organization also has a climate. Similar to the temperature, wind, humidity and precipitation felt by people in a geographical area constitute the climate of that geography, the characteristics that the employees of an organization feel within the organization constitute the climate of that organization. And similar to how geographical climates affect people's psychology positively or negatively, organizational climate also affects the psychology, motivation and productivity of employees within the organization.

Organizational climate is the atmosphere that distinguishes an organization from others, expresses its personality, defines the organization, enables the internal environment of the organization to gain a stable, unchangeable, and permanent feature, is felt by the employees of the organization and is affected when exhibiting a behavior, and is also affected by the employees but cannot be seen or touched. It is defined as an expression (Karcioğlu, 2001, p. 270). Halpin, on the other hand, accepts the organizational climate as the personality of the organization (Mavi, 2020, p. 34). Conceptually, organizational climate contributes to understanding the effects of the organization on individuals' personality traits. In addition, organizational climate enables the multifaceted behaviors existing in organizations to be gathered under one heading (Ertekin, 1978, p. 18).

There are different definitions for various dimensions of the concept of organizational climate. Objective indicators of organizational climate are quite diverse and include a wide range of indicators. Kopelman et al. (1990) have suggested the dimensions of goal emphasis, reward orientation, method emphasis, task support, and socio-emotional support for organizational climate (Mavi, 2020, p. 40).

When the types of organizational climate are examined, it can be observed that classifications have been made by Halpin and Croft. In the research conducted on schools in 1963, organizational climate types have been examined. In this research, organizational climate types were listed as open climate, closed climate, autonomous climate, involved climate, unrelated climate, controlled climate, and patriarchal climate (Madhukar and Sahrma, 2017, p. 282). Ellen Wallach, on the other hand, examined organizational climate under three headings: bureaucratic climate, supportive climate, innovative and creative climate (Wallach, 1983, p. 29).

The factors that affect organizational climate are important in terms of the points that should be addressed to achieve a positive organizational climate. In his study on organizational climate, Ertekin (1978) discusses the

factors affecting organizational climate under the headings of individual factors, organizational factors, and environmental factors. Individual factors are related to issues such as satisfaction, promotion, and advancement opportunities, importance and respect attributed to people, trust, sensitivity towards other members, obstruction, risk taking, and friendship relations. Organizational factors refer to topics such as business policy, business structure, purpose, size, reward scheme, wage policy, conflict, incompatibility with the business, control and supervision, communication, leadership, decision-making, development opportunities, openness, and responsibility. When looking at environmental factors outside the organization, the concepts of working conditions, restrictive/encouraging environment, adaptation, managerial support, and criticism are encountered (Bucak, 2002, p. 2).

Research has revealed that whether organizations have a positive or negative climate lead to results in the same direction. While results such as motivation, job satisfaction, morale, organizational citizenship, and organizational commitment are achieved in organizations with a positive organizational climate, negative results such as interruption or quitting work are encountered in organizations with a negative organizational climate (Kuenzi and Schminke, 2009, p. 634).

2. METHOD

In this section, the ethical declaration of the research is made, the purpose and importance of the research, the population and sample of the research, and the model of the research are explained, and the hypotheses of the research are stated. In the remaining parts of the section, the contents of the data collection tool are explained, methods used in the statistical analysis of the data are specified, and analyses regarding the reliability of the survey are presented.

2.1. Ethical Declaration

To implement the surveys used in this study, the required permissions were obtained in accordance with the decision of Istanbul Aydın University, Graduate Education Institute Ethics Commission dated 08.09.2022 and numbered 2022/4.

2.2. Purpose and Importance of the Research

The purpose of organizations is to produce goods and services to meet the needs and demands of society and to make profits to ensure sustainability. Processing employees are one of the most important elements in the processes in achieving this goal. Studies show that employee-based factors such as how employees perceive the business and the groups they form within the organization affect the efficiency and effectiveness of organizations. Therefore, it is important how employees in social service organizations

perceive the organization they work for and themselves, and how they establish a bond with the organization.

In this research, the mediating role of organizational climate in the effect of perceived organizational support on organizational identification is studied, and the bond employees create with the organization and whether perceived organizational support affects this bond and how the climate within the organization affects this relationship are analyzed. In the study, these concepts are examined theoretically with the goal of making a contribution to literature through a field study.

The most fundamental feature that distinguishes this study from previous studies is that three different variables are analyzed together. It is seen in the literature that organizational identification is frequently studied with variables such as leadership and organizational trust, but the three variables included in this study have not been examined together. Therefore, the contribution this study will make to the literature is expected to be significant.

2.3. Population and Sample of the Research

The population of the research is composed of employees who work in organizations affiliated with Samsun Provincial Directorate of Family and Social Services. According to the data received from the personnel unit, there are a total of 1100 personnel in different positions within the organizations affiliated with the provincial directorate. 528 of these personnel who voluntarily participated to the research constitute the sample size of the research. If the sample number represented a certain population, the number of samples was determined as 285 people for $p = 0.50$ and $q = 0.50$ for a sampling error of 0.05. Random sampling and face-to-face interviews were utilized in the research. The following formula was used to obtain the sample volume of the determined population (Yazıcıoğlu and Erdoğan, 2014):

$$n = \frac{N * t^2 * p * q}{d^2 (N - 1) + t^2 p * q}$$

n = Sample size

N = Population (1100 people)

p = Probability of the event occurring (0.5)

q = Probability of the event not occurring (0.5)

t = t test level (1.96)

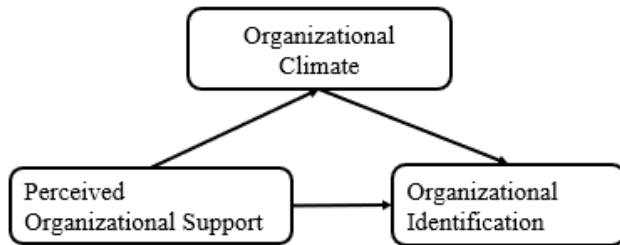
d = Margin of error (%5)

The calculations showed that a sample size of at least 285 participants can represent the population with a margin of error of 5%. 528 people participated in the research and a statistically valid number was reached.

2.4. Model of the Research

This research is based on the assumptions that perceived organizational support has an effect on organizational identification and organizational climate has a mediating role in this effect. The model of the research according to these assumptions is presented in Figure 1.

Figure 1. Model of the Research



2.5. Hypotheses of the Research

H1: There is a statistically significant relationship between perceived organizational support and organizational identification.

H2: There is a statistically significant relationship between perceived organizational support and organizational climate.

H3: There is a statistically significant relationship between organizational climate and organizational identification.

H4: Organizational climate has a mediating role in the effect of perceived organizational support on organizational identification.

2.6. Data Collection Tool

As a data collection tool, demographic information was questioned in the first section, perceived organizational support scale was included in the second section, organizational identification scale was included in the third section, and organizational climate scale was used in the fourth section.

Demographic Questions: It consists of questions regarding general information such as profession, gender, age, total professional experience, and education level.

Perceived Organizational Support Scale: The scale measures the level of support that the study participants receive from the organization, and it was created by Eisenberger et al. The version of the scale used by Yokuş (2006) has been used in this study. The original scale consists of 36 items. In subsequent studies, the scale was reduced to 8 items, handled in a single dimension, and it was reported that the internal consistency coefficient has increased to 0.90 as a result of these changes. The scale is Likert type with 5 options. In order to control the tendency to answer yes to the scale, half of the items were arranged as positive statements and half as negative statements.

While adapting the scale to Turkish, 1 more item was added to the scale and the total number of items increased to 9.

Organizational Identification Scale: The scale is used to determine the organizational identification level of participants. It was developed by Mael and Ashforth. The version of the scale used by Tokgöz and Seymen (2013) has been used in this study. The organizational identification scale consists of 2 sub-dimensions. The first of these is intra-group identification, and the second is identification with the organization. The scale is a 5-point Likert type scale.

Organizational Climate Scale: The scale is used to assess the organizational climate of the organizations where participants work. The scale was created by Litwin and Stringer. The version of the scale used by Akgemci et al. (2020) was utilized in the research. The scale has a total of 50 items. The scale was adapted to Turkish with 22 items. It is a 5-point Likert type scale.

2.7. Statistical Analysis of Data

SPSS version 27.0 and AMOS version 23.0 were utilized for the analysis of the research data. The significance level was accepted as $\alpha = 0.05$. In the first stage of data analysis, percentage distribution values of demographic and general information were calculated. Next, exploratory factor analysis and confirmatory factor analysis were conducted, and finally, the structural equation model was examined to make conclusions about the relationships between variables to test the hypotheses. Bootstrap algorithms included in AMOS software were used to examine the mediating effect.

2.8. Reliability of the Survey

Cronbach Alpha, Split, Parallel, Definite Parallel (strict) tests were used to test the reliability of the data. The Cronbach Alpha value of over 70% shows that the survey application yielded successful results and is internally consistent (Sart, 2020, p. 61). Some researchers base the test on exceeding the 75% value (Sezgin and Kinay, 2010, p. 112; Sezgin, 2016, p. 1286). Other values were found to be above 70%, which shows that there is internal consistency in the survey and the data obtained is reliable (Sart et al., 2018, p. 120). The following values were obtained in the results: Cronbach-Alpha = 0.911, Parallel = 0.912, Split = 0.909-0.915, and Strict = 0.912.

3. FINDINGS

In this section, demographic findings, exploratory factor analysis, confirmatory factor analysis, correlation analysis, and structural equation model of the research are presented.

3.1. Demographic Findings

Table 1 provides percentage distribution information regarding the demographic data collected from the participants.

Table 1. Demographic Information and Frequency Distributions

| Variables | Groups | <i>f</i> | % |
|-------------------------------|----------------------|----------|-------|
| Gender | Male | 233 | 44.1 |
| | Female | 295 | 55.9 |
| | Total | 528 | 100.0 |
| Age | below 25 | 29 | 5.5 |
| | 25-30 | 87 | 16.5 |
| | 31-35 | 97 | 18.4 |
| | 36-40 | 103 | 19.5 |
| | 41 and above | 212 | 40.2 |
| | Total | 528 | 100.0 |
| Type of Employment | Shifts | 266 | 50.4 |
| | Full Time | 252 | 47.7 |
| | Part Time | 10 | 1.9 |
| | Total | 528 | 100.0 |
| Position | Social Worker | 36 | 6.8 |
| | Nurse | 27 | 5.1 |
| | Patient Care Staff | 167 | 31.6 |
| | Cleaning Staff | 95 | 18.0 |
| | Administrative Staff | 49 | 9.3 |
| | Other | 154 | 29.2 |
| | Total | 528 | 100.0 |
| Marital Status | Married | 379 | 71.8 |
| | Single | 116 | 22.0 |
| | Widowed/Divorced | 33 | 6.3 |
| | Total | 528 | 100.0 |
| Total Professional Experience | less than 1 year | 55 | 10.4 |
| | 1-5 years | 84 | 15.9 |
| | 6-10 years | 144 | 27.3 |
| | 11 years and above | 245 | 46.4 |
| | Total | 528 | 100.0 |
| Perception of monthly income | More than sufficient | 3 | 0.6 |
| | Sufficient | 53 | 10.0 |

| | | | |
|--------------------|---------------------------------------|-----|-------|
| | Neither sufficient nor not sufficient | 73 | 13.8 |
| | Insufficient | 220 | 41.7 |
| | Very insufficient | 179 | 33.9 |
| | Total | 528 | 100.0 |
| Educational Status | Primary education | 109 | 20.6 |
| | Secondary education | 184 | 34.8 |
| | High school | 67 | 12.7 |
| | Associate degree | 144 | 27.3 |
| | Bachelor's degree | 24 | 4.5 |
| | Total | 528 | 100.0 |

According to the information in Table 1, approximately half of the participants are men and half are women, the majority are 41 years old or over, the majority have secondary education, married, have a perception of insufficient income, and patient care personnel. Approximately half of the participants work shifts and half work full time, the majority have worked at their current workplace for 11 years or more and have a total professional experience of 11 years or more.

3.2. Normality Test and Descriptive Statistical Data of the Dimensions

Since the analyses to be performed will be based on the normality test results, Table 2 shows the normality test results as well as the descriptive data of each dimension.

Table 2. Descriptive Statistical Data and Normality Test Results of the Dimensions

| Dimensions | Mean | St. Dev. | Asymmetry | Kurtosis | Kolmogorov-Smirnov | | Shapiro-Wilk | |
|---|-------|----------|-----------|----------|--------------------|-------|--------------|-------|
| | | | | | sig | p | sig | p |
| Perceived Organizational Support Dimension | 3.256 | 0.549 | -0.674 | 1.544 | 0.106 | 0.000 | 0.957 | 0.000 |
| <i>Intra-Group Identification Sub-Dimension</i> | 3.993 | 0.804 | -1.379 | 2.963 | 0.116 | 0.000 | 0.906 | 0.000 |
| <i>Identification with the Organization Sub-Dimension</i> | 4.051 | 0.887 | -0.566 | 7.303 | 0.079 | 0.000 | 0.836 | 0.000 |
| Organizational Identification Dimension | 4.022 | 0.806 | -1.353 | 3.318 | 0.119 | 0.000 | 0.957 | 0.000 |
| <i>Structural Identity Sub-Dimension</i> | 3.738 | 0.853 | -0.047 | 6.600 | 0.100 | 0.000 | 0.979 | 0.000 |
| <i>Reward Sub-Dimension</i> | 2.857 | 1.238 | 2.815 | 30.911 | 0.077 | 0.000 | 0.944 | 0.000 |

The Mediating Role of Organizational Climate in The Relationship Between Perceived Organizational Support on Organizational Identification

| | | | | | | | | |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| <i>Standards Sub-Dimension</i> | 3.369 | 0.738 | -0.588 | 1.272 | 0.106 | 0.000 | 0.957 | 0.000 |
| <i>Responsibility Sub-Dimension</i> | 2.999 | 0.708 | 0.061 | 0.506 | 0.116 | 0.000 | 0.906 | 0.000 |
| Organizational Climate Dimension | 3.360 | 0.662 | 0.318 | 6.258 | 0.079 | 0.000 | 0.836 | 0.000 |

Since $p < 0.05$ value was obtained as a result of both normality tests as seen in Table 2, the H1 hypothesis, which states that there is no normal distribution, is accepted. For this reason, non-parametric methods will be used in group difference analyses.

3.3. Exploratory Factor Analysis (EFA)

After the factor analysis, there were no items with a value less than 0.20 in the Extraction column. As Costello and Osborne (2005) state in their study, questions with low variance change effects should be excluded from the analysis. Since the anti-image matrix diagonal values in the scales of the study were above 0.50, no questions were removed, and the scales were used in their original form.

Table 3. Exploratory Factor Analysis Results

| Organizational Climate Scale | Percentage of Variance Explained | Cronbach-Alpha (CA) | Answer Average |
|--|----------------------------------|---------------------|----------------|
| Structural identity | %25.87 | 0.920 | 3.738 |
| Reward | %20.16 | 0.915 | 2.857 |
| Standards | %16.21 | 0.913 | 3.369 |
| Responsibility | %12.03 | 0.911 | 2.999 |
| KMO= 0.923; Bartlett $\chi^2=7315.81$ and $p=0.000$; Percentage of Variance Explained: %74.27 | | | |
| Organizational Identification Scale | Percentage of Variance Explained | Cronbach-Alpha (CA) | Answer Average |
| Intra-group identification | %38.02 | 0.919 | 3.993 |
| Identification with the organization | %27.64 | 0.918 | 4.051 |
| KMO= 0.919; Bartlett $\chi^2=6542.18$ and $p=0.000$; Percentage of Variance Explained: %65.66 | | | |
| Perceived Organizational Support Scale | Percentage of Variance Explained | Cronbach-Alpha (CA) | Answer Average |
| Perceived organizational support | %68.75 | 0.916 | 3.256 |
| KMO= 0.921; Bartlett $\chi^2=6910.86$ and $p=0.000$; Percentage of Variance Explained: %68.75 | | | |

In the analysis results, the eigenvalues of 1 factor for organizational support perception, 2 factors for organizational identification, and 4 factors for organizational climate were found to be above 1. The Kaiser-Meyer-Olkin (KMO) sampling adequacy of the organizational climate scale was found to be 0.923, above

the value of 0.70, which indicates a good level, and 0.921 for the perception of organizational support. For organizational identification, it was found to be 0.919. Bartlett sphericity test is statistically significant for the organizational climate scale ($\chi^2=7315.81$ and $p= 0.000$), for the organizational support perception scale ($\chi^2=6910.86$ and $p= 0.001$), for the organizational identification scale ($\chi^2=6542.18$). and $p = 0.001$). The result indicators of the anti-image correlation matrix indicate that the cross-correlation coefficients of the judgments are above the critical level of 0.5. No items were below 0.20 in the extraction column for any scale. Therefore, no items were removed. Factor weights were found to be in the range of 0.60 - 0.80 for the perceived organizational support scale, in the range of 0.59 - 0.75 for the organizational identification scale, and in the range of 0.62 - 0.78 for the organizational climate scale.

3.3. Confirmatory Factor Analysis (CFA)

Confirmatory Factor Analysis, which is an extension of Exploratory Factor Analysis that examines the basic data structure, aims to adapt previously determined factors to the variables in the current study and investigate their validity.

Figure 2. CFA Analysis Results

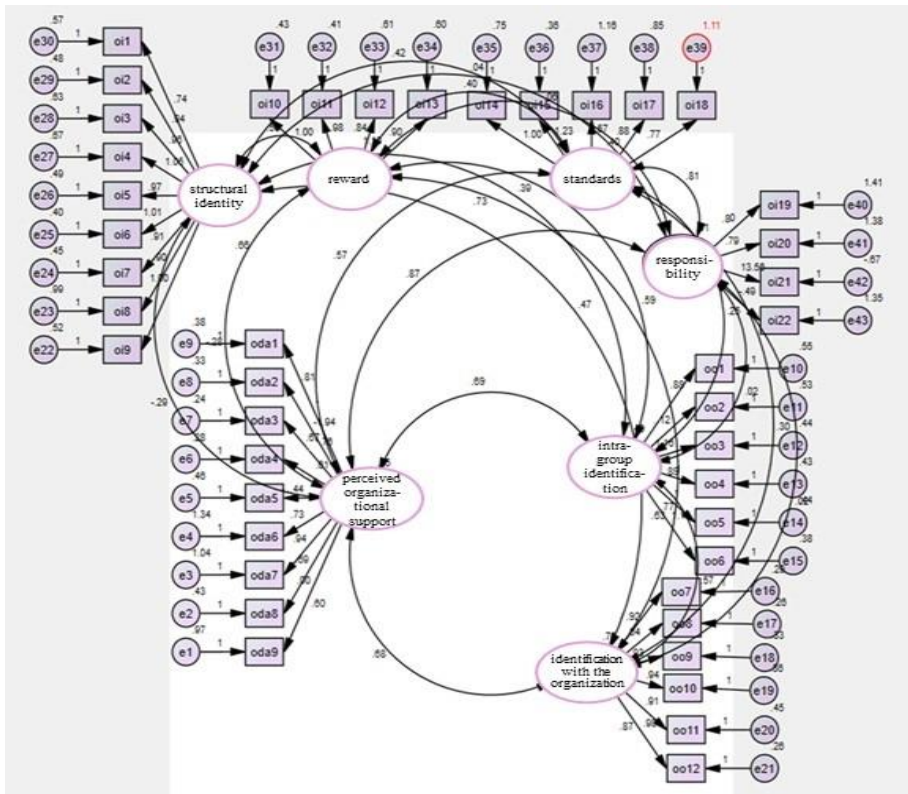


Table 4. CFA Goodness of Fit Results

| Measurement (Fit Statistics) | Good Fit | Acceptable Fit | Research Model Value | Fit Status |
|-----------------------------------|----------|----------------|----------------------|------------|
| General Model Fit | | | | |
| X ² /sd | ≤ 3 | ≤ 4.5 | 2.45 | Good fit |
| Comparative Fit Statistics | | | | |
| NFI | ≥ 0.95 | 0.94-0.90 | 0.938 | Acceptable |
| TLI (NNFI) | ≥ 0.95 | 0.94-0.90 | 0.929 | Acceptable |
| IFI | ≥ 0.95 | 0.94-0.90 | 0.976 | Good fit |
| CFI | ≥ 0.97 | ≥ 0.95 | 0.980 | Good fit |
| RMSEA | ≤ 0.05 | 0.06-0.08 | 0.024 | Good fit |
| Absolute Fit Indices | | | | |
| GFI | ≥ 0.90 | 0.89-0.85 | 0.942 | Good fit |
| AGFI | ≥ 0.90 | 0.89-0.85 | 0.931 | Good fit |
| Residual Based Fit Index | | | | |
| RMR | ≤ 0.05 | 0.06-0.08 | 0.016 | Good fit |

Source: Kline, 2011

The good fit decision was made as a result of obtaining X²/df=2.45 and meeting the ≤ 3 condition, as shown in Table 4. The finding of NFI = 0.938, which is between 0.94-0.90, indicates an "acceptable fit," and the finding of TLI (NNFI) = 0.929, which is between 0.94-0.90, indicates and "acceptable fit" as well. "Good fit" was achieved with IFI = 0.976, with the ≥ 0.95 condition, "acceptable fit" was achieved with CFI = 0.980, with the ≥ 0.95 condition, "good fit" was achieved with RMSEA = 0.024, with the ≤ 0.05 condition, "good fit" was achieved with GFI = 0.942, with the ≥ 0.90 condition, "good fit" was achieved with AGFI = 0.931, with the ≥ 0.90 condition, and "good fit" was achieved with RMR = 0.016, with the ≤ 0.05 condition.

3.4. Correlation Analysis

In the research, correlation analysis was carried out to analyze the relationships between sub-dimensions and main dimensions.

Table 5. Perceived Organizational Support and Organizational Climate Relationship Analysis

| | Organizational Identification Main Dimension | Organizational Climate Main Dimension |
|--|--|---------------------------------------|
|--|--|---------------------------------------|

| | | | |
|---|---|--------|--------|
| Perceived Organizational Support Main Dimension | r | 0.335* | 0.384* |
| | p | 0.000 | 0.000 |
| Organizational Climate Main Dimension | r | 0.340* | |
| | p | 0.000 | |

*Significant relationship for 0.05

A positive significant relationship of 33.5% ($r=0.335$, $p=0.000$) was found between perceived organizational support and organizational identification. In addition, a positive significant relationship of 38.4% ($r=0.384$, $p=0.000$) was found between perceived organizational support and organizational climate. Finally, a positive significant relationship of 34.0% ($r=0.340$, $p=0.000$) was found between organizational climate and organizational identification.

3.5. Structural Equation Model (SEM)

Structural Equation Modeling involves testing established models and the causalities between observed variables and latent variables.

Figure 3. Structural Equation Model Estimation Results

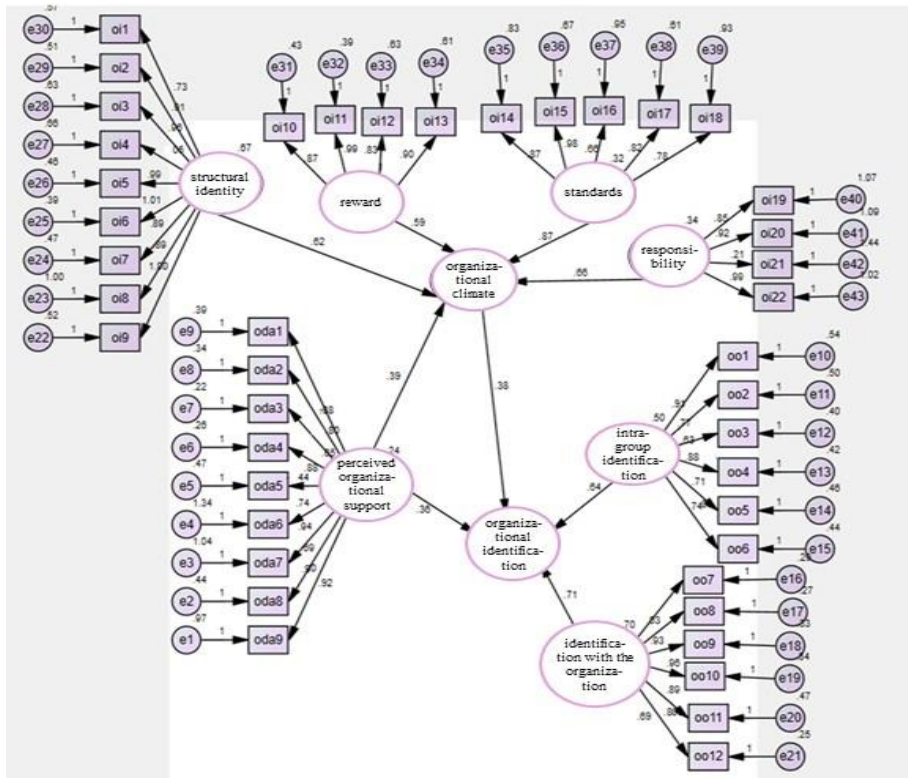


Table 6. Structural Equation Model Estimates Goodness of Fit Results

| Measurement (Fit Statistics) | Good Fit | Acceptable Fit | Research Model Value | Fit Status |
|-----------------------------------|----------|----------------|----------------------|------------------|
| General Model Fit | | | | |
| X ² /sd | ≤ 3 | ≤ 4-5 | 2.08 | Good fit |
| Comparative Fit Statistics | | | | |
| NFI | ≥ 0.95 | 0.94-0.90 | 0.981 | Good fit |
| TLI (NNFI) | ≥ 0.95 | 0.94-0.90 | 0.937 | Kabul edilebilir |
| IFI | ≥ 0.95 | 0.94-0.90 | 0.922 | Kabul edilebilir |
| CFI | ≥ 0.97 | ≥ 0.95 | 0.977 | Good fit |
| RMSEA | ≤ 0.05 | 0.06-0.08 | 0.041 | Good fit |
| Absolute Fit Indices | | | | |
| GFI | ≥ 0.90 | 0.89-0.85 | 0.957 | Good fit |
| AGFI | ≥ 0.90 | 0.89-0.85 | 0.928 | Good fit |
| Residual Based Fit Index | | | | |
| RMR | ≤ 0.05 | 0.06-0.08 | 0.029 | Good fit |

Source: Kline, 2011

The good fit decision was made as X²/sd = 2.08 was obtained as shown in Table 6, as the condition ≤ 3 was met. The result of NFI = 0.981 is "good fit" because the condition ≥ 0.95 is met, the result of TLI (NNFI) = 0.937 is "acceptable fit" because it is in the range of 0.94 - .090, the result of IFI = 0.922 is "acceptable fit" because it is in the range of 0.94 - .090, the result of CFI = 0.977 is "good fit" because the condition ≥ 0.97 is met, the result of RMSEA = 0.041 is "good fit" because the condition ≤ 0.05 is met, the result of GFI = 0.957 is "good fit" because the condition ≥ 0.90 is met, the result of AGFI = 0.928 is "good fit" because the condition ≥ 0.90 is met, and finally the result of RMR = 0.029 is "good fit" because the condition ≤ 0.05 is met.

Table 7. Structural Equation Model Estimation Results

| Structural relationship | Direction | Estimated coefficient | St. Dev. | t statistics | p | Result |
|-------------------------|-----------|-----------------------|----------|--------------|--------|--------------------------|
| POS→OI | + | 0.362 | 0.057 | 6.350 | 0.000* | Significant relationship |
| POS→OC | + | 0.390 | 0.082 | 4.736 | 0.000* | Significant relationship |
| OC→OI | + | 0.381 | 0.064 | 5.953 | 0.001* | Significant relationship |

*Significant relationship for 0.05

When Table 7 and Table 8 are examined, it is seen that perceived organizational support (POS) has a positive effect on organizational

identification (OI) by 36.2% ($\beta=0.362$, $p<0.01$). Perceived organizational support (POS) has a positive effect on organizational climate (OC) by 39% ($\beta=0.390$, $p<0.01$). Organizational climate (OC) has a positive effect on organizational identification (OI) by 38.1% ($\beta =0.381$, $p<0.01$). Therefore, hypotheses H₁, H₂, and H₃ are accepted.

Nevertheless, there are certain conditions for the mediating role of organizational climate to take place. First, structural equation model was used to examine perceived organizational support and organizational identification. It was found that perceived organizational support has a positive effect on organizational identification by 0.403%, and this effect was found to be statistically significant. This finding indicates a significant relationship between the perceived organizational support and organizational identification, without including organizational climate in the equation. In the next stage, structural equation model analysis was carried out to include the mediation effect. As a result of this analysis, it was found that perceived organizational support has a significant effect on organizational identification, but the coefficient of the perceived organizational support dimension was observed to decrease (0.362 unit). This indicates the mediating role of organizational climate. The fact that organizational climate has a positive and significant effect on organizational identification indicates that organizational climate is a mediating variable. On the other hand, in the indirect effects found with the bootstrap method as presented in Table 7, the bootstrap coefficient is 9.6% and the confidence interval is in the range of 8.9%-10.4%. This shows that organizational climate has a mediating role in the effect of perceived organizational support on organizational identification. Therefore, the H₄ hypothesis was accepted as well.

As a result of this analysis, it was determined that the perception of organizational support had a significant effect on organizational identification, but it was observed that the coefficient of the perception of organizational support decreased (0.362 br.).

Table 8. Standardized Bootstrap Analysis of the Model

| Direction of the Model | Coefficient | 95% Confidence Interval Over-Under |
|------------------------|-------------|------------------------------------|
| Direct effect | | |
| POS→OI | 0.362 | 0.354-0.371 |
| POS→OC | 0.390 | 0.387-0.401 |
| OC→OI | 0.381 | 0.376-0.392 |
| Indirect effect | | |
| POS→OC→OI | 0.096 | 0.091-0.104 |

When the table is examined, it is seen that the standardized value ranges in the bootstrap analysis do not contain 0 and are therefore significant (bootstrap coefficient = 0.096, CI%95 = 0.091-0.104). This result shows that

organizational climate has a mediating role in the effect of perceived organizational support on organizational identification.

Conclusion

This study has been conducted with the aim of examining the mediating role of organizational climate in the effect of perceived organizational support on organizational identification with the data obtained from 528 employees working in the field of social work. For this purpose, confirmatory factor analysis, exploratory factor analysis, correlation analysis, and structural equation model were applied to the research data.

In conclusion, it was confirmed that perceived organizational support has a positive effect on organizational identification. Employees who believe that they have the support of their organization and their organization values them see the success of the organization as their own success and the failure of the organization as their own failure. If they believe that they do not receive any support from the organization, their ties with the organization weaken and they lose their desire to contribute to the success of the organization.

Demir (2020) found that organizational support increases the level of organizational identification in teachers. In another study conducted by Uzun (2018) with teachers, it has been found that valuing the satisfaction levels of the teachers, taking their issues seriously, and giving importance to their efforts have a statistically significant effect on their identification with the school. Furthermore, a study conducted by Turunç and Çelik (2010b) with employees of defense industry companies revealed that organizational support leads to a significant increase in the level of organizational identification.

The findings of this research show that perceived organizational support has a statistically significant effect on organizational climate. From this result, it is understood that if the employees' belief that their organization values them, that their efforts are reciprocated, and that they are given importance increases, the psychological conditions of the organization, which affects the behavior of the employees and is known to be affected by these behaviors, will be positively affected. It seems that businesses that wish to make a positive contribution to the organizational climate should show that they value the contributions of their employees, make them feel valued, and make efforts to meet the social and emotional needs of their employees.

Literature review reveals that although perceived organizational support and organizational climate have been analyzed together with various other variables, not many studies have examined the two variables together. In Köse's (2015) doctoral thesis on branch and classroom teachers, it was concluded that employees with a positive perceived organizational support leads to a positive organizational climate. Özkan (2021), who also conducted research on the headquarters employees of a business in the retail sector as his

master's thesis, found a statistically significant relationship between organizational climate and perceived organizational support.

The study also concluded that organizational climate has a statistically significant effect on organizational identification. In organizations where the environment and characteristics of the organization are positive, the level of organizational identification is also positively affected. Organizations that want employees to see themselves as a part of the organization and aim to establish a meaningful bond between the organization and the employees will be able to achieve positive results by improving the defining characteristics and psychological environment of the organization.

In the master's thesis study conducted by Pala (2020) with various professional groups working in the field of railway machinery manufacturing, it was concluded that organizational identification and organizational climate levels are positively related. The study also revealed the impact of perceived organizational support on organizational identification. It was concluded that organizational climate has a mediating role. Although perceived organizational support positively affects organizational identification, this positive effect is stronger when the organizational climate is positive.

In another study, Yakubu (2022), in the doctoral thesis on fast-moving consumer industry employees in Ghana, concluded that organizational climate has a mediating effect in the relationship between leadership styles and employee loyalty. Tatlıcı (2022), in the study on the private security sector, concluded that the negative organizational climate has a mediating effect by removing the effect of power culture on intentions of resignation.

Increasing competition has made ensuring correct pricing and high quality a requirement for businesses to increase their profitability and has revealed the importance of resource management for increasing profitability and efficiency. The product/service quality of a business that manages its resources correctly will increase and will bring a price advantage by reducing input costs. As a result of this situation, businesses focus more on their resources. In today's world, one of the most difficult resources for businesses to manage is human resources. When human resources are not managed correctly, negative situations may directly affect the productivity of the business due to reasons such as turnover, poor performance, and intra-organizational conflict. Studies show that when the relationship of employees with the organization is managed correctly, human resources can be managed correctly. Literature review and study results show that social service employees with a positive perceived organizational support have a high level of organizational identification and contribute to a positive organizational climate. However, positive developments in the organizational climate also positively impact the organizational identification level of the staff.

In this context, the following recommendations can be suggested for practitioners and researchers: Social service organizations can develop reward mechanisms to increase perceived organizational support. In this way, employees

can see that their contributions are noticed and appreciated. Further, improvements to be made in working environments, such as birthday celebrations and special events for employees will lead employees to develop a perception that they are valued and will make them feel that the organization respects them. This will result in an increase in the perceived organizational support, thus a positive impact on the organizational climate and organizational identification level. Furthermore, the harmony between managers and employees can be increased through training organized by organizations for their managers. When employees achieve harmony with the manager, they will also achieve harmony with the organization, thus the level of organizational climate will develop positively, and organizational identification will be possible. It is an undeniable fact that increasing the service quality in social service organizations can only be achieved by strengthening the staff. Certificate and diploma programs organized by organizations for their employees will allow employees to improve themselves. On the other hand, training to support personal development such as communication methods, ethics and anger management for the personnel will contribute to the personnel's development of themselves and their way of doing business. Employees who see that they are offered development opportunities will experience an increase in their perception that they are supported by the organization, thus positive improvements can be made in employee productivity.

Literature reviews show that very few studies have been conducted on the mediating role of organizational climate. It is understood that these studies have been conducted on concepts other than perceived organizational support and organizational identification variables. It is important for organizations to receive high levels of effectiveness and efficiency from their employees, who are the most important components of organizations in achieving their goals. Perceived organizational support and organizational identification are important factors in making employees feel that they belong to the organization so that they embrace the goals of the organization. Based on this, researchers may be advised to conduct more studies on the mediating effect of organizational climate, which has a mediating role in increasing the effect of these two concepts. Additionally, since this study was conducted in a single province, it cannot reflect the effects that some cultural differences may have on the variables. It is thought that studies to be carried out in different regions of our country will contribute to the observation of the effects arising from cultural differences. At this point, researchers may be advised to conduct similar studies in other regions.

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