The Mediating Role of Psychological Security and Life Satisfaction in the Effect of Organizational Support on Organizational Trust: A Study on Healthcare Workers

Tekin Sancar[1] ⓘD

ABSRACT

Purpose: This research is aimed to identify the mediating role of psychological safety and life satisfaction in the effect of organizational support on organizational trust from the healthcare workers' perspective.

Methodology: Cross-sectional design was preferred in line with the purpose of the study. This cross-sectional study was carried out on all healthcare professionals of a private healthcare organization which operates as a branch of a chain hospital group in Ankara. A total of 450 people expressed their willingness to participate in the questionnaire. However, 53 people could not finish the survey due to overcrowding. Thus, the final sample comprised of 397 people. Data were collected by face-to-face survey method. Path analysis, one of the structural equation modeling (SEM) methods, was used in the analysis of the data set.

Findings: This research finds that organizational support directly and indirectly affects organizational trust in a significant way and that organizational trust will rise as organizational support grows. When the mediating variables of psychological safety and life satisfaction are entered into the model together, the effect of organizational support on organizational trust is not significant. Thus, psychological safety and life satisfaction are full mediating variables. These results indicate that as the level of organizational support increases, the level of organizational trust can be indirectly increased through the mediation of psychological safety and life satisfaction.

Originality: These findings suggest that organizational support directly and indirectly significantly impacts organizational trust and that psychological safety and life satisfaction mediate the association between organizational support and organizational trust.

Keywords: Psychological Security, Life Satisfaction, Organizational Support, Organizational Trust, Healthcare Workers.

JEL Codes: I120, I130, I310.

Örgütsel Desteğin Örgütsel Güven Üzerindeki Etkisinde Psikolojik Güvenlik ve Yaşam Doyumunun Aracılık Rolü: Sağlık Çalışanları Üzerinde Bir Araştırma

ÖZET

Amaç: Bu araştırma, sağlık çalışanları açısından örgütsel desteğin örgütsel güven üzerindeki etkisinde psikolojik güvenlik ve yaşam doyumunun aracı rolünü belirlemeyi amaçlamaktadır.

Yöntem: Araştırmanın amacı doğrultusunda kesitsel desen tercih edilmiştir. Kesitsel tipte olan bu çalışma, Ankara'da zincir hastaneler grubunun şubesi olarak faaliyet gösteren özel bir sağlık kuruluşunun tüm sağlık çalışanları üzerinde gerçekleştirilmiştir. Toplam 450 kişi ankete katılma isteğini dile getirmiştir. Ancak 53 kişi yoğunluktan dolayı anketi tamamlayamamıştır. Böylece nihai örneklem 397 kişiden oluşmuştur. Veriler yüz yüze anket yöntemiyle toplanmıştır. Veri setinin analizinde yapısal eşitlik modelleme (SEM) yöntemlerinden biri olan yol analizi kullanılmıştır.

Bulgular: Bu araştırma, örgütsel desteğin doğrudan ve dolaylı olarak örgütsel güveni önemli ölçüde etkilediğini ve örgütsel destek arttıkça örgütsel güvenin de artacağını ortaya koymaktadır. Psikolojik güvenlik ve yaşam doyumu aracı değişkenleri modele birlikte girdiğinde örgütsel desteğin örgütsel güven üzerindeki etkisi anlamlı değildir. Dolayısıyla psikolojik güvenlik ve yaşam doyumu tam aracı değişkenlerdir. Bu sonuçlar, örgütsel destek düzeyi arttıkça psikolojik güvenlik ve yaşam tatmini aracılığıyla örgütsel güven düzeyinin dolaylı olarak artırılabileceğini göstermektedir.

Özgünlük: Bu bulgular, örgütsel desteğin doğrudan ve dolaylı olarak örgütsel güveni önemli ölçüde etkilediğini ve psikolojik güvenlik ile yaşam memnuniyetinin, örgütsel destek ile örgütsel güven arasındaki ilişkiye aracılık ettiğini göstermektedir.

Anahtar Kelimeler: Psikolojik Güvenlik, Yaşam Doyumu, Örgütsel Destek, Örgütsel Güven, Sağlık Çalışanları.

JEL Kodları: I120, I130, I310.

---

[1] Iğdır Üniversitesi, İktisadi ve İdari Bilimler Fakültesi, Sağlık Yönetimi Bölümü, Iğdır, Türkiye

1. INTRODUCTION

Organizations need to bring together many factors in order to create job satisfaction in employees and increase their productivity levels. Employees' perceptions of organizational support and organizational trust are very important in meeting these factors. In this context, it is assumed that organizational support and organizational trust shape beliefs in the general framework about how the contributions of employees are evaluated within the organization and that the interests of the organization are considered in order to show how willing the organization is to reward the rising determination to work (Eisenberger et al., 1990). At the same time, just as employees evaluate the extent to which their organizations care about their satisfaction, they also form opinions about the level of importance attached to their contributions by their managers (Shanock and Eisenberger, 2006).

Healthcare professionals always want to have a work culture characterized by trust and support in order to achieve organizational goals and objectives. Trust, which affects the interaction between health workers, is a concept perceived as honesty and based on integrity. Therefore, these concepts of organizational support and organizational trust enable employees to express their ideas and feelings, use each other as resources and teach together (Ayangeawam et al., 2014). Vakola et al. (2011) stated that organizational trust is one of the important components of organizational success and offers a great advantage for organizations. In addition, organizational trust is defined as a psychological state that provides feedback on how employees perceive problems when the organization is in danger. Li et al. (2012) also stated that organizational trust refers to the general orientation and awareness of the credibility of the organization.

Vineburgh (2010) emphasized that organizational trust in the work environment is associated with higher levels of organizational performance and competitiveness. He also stated that organizational trust has positive effects on patient care and organizations. In addition, Mey et al. (2014) revealed that employees who lack organizational trust have lower job satisfaction. In addition, Chen et al. (2015) stated that employees who experience high level of organizational trust exhibit more accountable, creative and positive behaviors for the organization. Chen et al. (2005) found that perceived organizational support has a positive relationship with the sense of trust in the organization. Özdevecioğlu (2003) stated in his study that perceived organizational support positively affects the normative, emotional and organizational commitment levels of employees. Akkoç et al. (2012) concluded that perceived organizational support positively affects job satisfaction, job performance and trust perceptions of employees. Shen et al. (2014) concluded that there is a positive relationship between perceived organizational support and organizational identification and performance, and a negative relationship with the thought of quitting a job.

The most important positive result of perceived organizational support is its effect on increasing trust in the organization. Because employees who see that their ideas are given importance in organizations, who think that they are valued and who are aware of the support of their organization will feel more secure. As a result of this, organizational trust will be ensured and employees will strive to stay in the organization by making more effort in their work. From this point of view, this study aims to determine the mediating role of psychological safety and life satisfaction in the effect of organizational support on organizational trust from the perspective of healthcare professionals.

When employees do not feel supported by their organizations, they think of quitting their jobs. Nurses who perceive the level of organizational support to be high may increase their commitment to the organization, trust and job satisfaction and decrease their tendency to quit their jobs. Measures such as equal and fair distribution of resources within the organization, creation of appropriate work environments, and participation of employees in decision-making processes can be listed as methods that will be useful in preventing turnover tendency. Simple plans to be made by organizations to increase perceived organizational support can increase the performance of employees, reduce their tendency to quit and make them feel belonging to the organization.

This study is organized as follows: In Section 2 literature review is given, in Section 3 the methods used in the study is presented, the findings of the study is given in Section 4 and in Section 5 findings are discussed and the study is concluded.

2. LITERATURE REVIEW

2.1. Organizational Support

Organizational support is the perceptions that the organization attaches importance to the participation of the employee, cares about his/her well-being and the feelings that the activities affecting the employees are carried out voluntarily by the organization. In other words, organizational support refers to employees' beliefs about the extent to which they are cared for by the organization they work for, the extent to which their socio-emotional needs are met and how much they are valued (Eisenberger et al., 1986). Several

studies have revealed that employees with a high perception of organizational support show behaviors that will benefit their organizations more, and their performance, motivation and commitment to the organization increase (Buchanan, 1974; Meyer et al., 1990; Özdevecioğlu, 2003; Turunç and Çelik, 2010; Zhang et al., 2012). Orpen (1993) and Eisenberger et al. (1986) stated that this relationship is more likely to occur when employees believe that they are able to receive the reward elements they deserve for their efforts. In addition, Moorman and Niehoff (1998) stated that employees with a high perception of justice in the organization will exhibit organizational citizenship behavior if they find organizational support.

On the other hand, perceived organizational support leads to an increase in prosocial behaviors in employees, that is, the obligation to look out for the benefit of the organization and to show behaviors that will be beneficial in achieving the goals of the organization (Fuller et al., 2006). The greater the employees' sense of organizational support, the greater their participation, initiative, innovation and improvement suggestions that may be useful in decisions or activities (Eisenberger et al., 1990). There are two main reasons behind this positive effect. The first one is that employees who feel valued and appreciated try to reciprocate. The second is that if the management provides adequate training, resources and support to the employees of the organization, the employees both want their organizations to be more successful and become more skilled (Miao, 2011).

2.2. Organizational Trust

Working together often involves interdependence and therefore people need to depend on others in various ways in order to achieve their personal and organizational goals. At the same time, various theories have been proposed that describe mechanisms to minimize the risk inherent in working relationships. These theories are designed to regulate, sanction and encourage compliance in order to avoid the consequences of a breakdown in organizational trust (Sitkin and Bies, 1994: 31; Williamson, 1975: 276).

Current trends in both workforce structure and workplace organization in the United States suggest that organizational trust will grow in importance in the coming years. One of the important trends in workforce structure is the increase in diversity. Jackson and Alvarez (1992: 14) pointed out that the increase in workforce diversity requires people with very different characteristics and experiences to come into contact with each other and establish close relationships. A diverse workforce may rely less on interpersonal similarity and common background and experience to increase willingness to work together. In this context, developing mutual trust enables employees to work together more effectively (Berscheid and Walster, 1978: 199).

Johnson-George and Swap (1982) argued that willingness to take risks may be one of the few characteristics common to all trust situations. Kee and Knox (1970) emphasized that to study organizational trust appropriately, there must be some meaningful incentives and the trustee must be aware of the risk involved. Another trend related to changes in work organization is the growing interest in the study of organizational trust. Similarly, Lawler (1992: 390) mentioned changes in the workplace towards more participative management styles and the implementation of work teams. In addition, some researchers have pointed out that the emergence of self-managed teams and trust in empowered employees will greatly increase the importance of the concept of trust as control mechanisms decrease and interaction increases (Larson and LaFasto, 1989: 14-15).

2.3. Psychological Security

The concept of psychological safety is a concept that was first tried to be defined by researchers in the field of organizational trust and organizational support in the 1960s and the conceptual development process has continued especially from the 1990s to the present day (Edmondson and Lei, 2014). According to Edmondson (1999), psychological safety is defined as the sense of confidence that organizational employees have in expressing their opinions on an organizational issue without feeling pressure, humiliation, exclusion and fear of punishment. When individuals express themselves comfortably in their environment, they feel safe. Individuals who perceive that they are in a safe environment are aware of the limits of acceptable behavior and exhibit attitudes and behaviors in this direction (Kahn, 1990).

Awareness of psychological safety among employees is a supporting factor for an effective and efficient working process. At the same time, it has been stated that employees who feel psychologically safe in the environments where they work will be more likely to make the right decisions for the healthy functioning of the organization if they are not worried about any negative situation they will experience in their roles and careers in the organization (Carmeli et al., 2009). It has been stated that individuals with a high perception of psychological safety, which is defined as the level of interpersonal risks perceived by employees in their work environments, participate in more organizational learning processes and have higher levels of organizational trust (Schein, 1993).

2.4. Life Satisfaction

It is known that one of the factors that have a significant impact on the life expectancy levels of individuals in both their professional and personal lives is the level of support perceived by individuals (Allen et al., 2003). Employees' perceptions of organizational support can be high only in an organization that is aware of the importance of human resources for the organization. Therefore, in organizations where people are given importance, the contributions of employees are valued and their life expectancy levels are tried to be increased, which positively affects the perceptions of organizational support of employees (Burke, 2003).

Perceived organizational support contributes to the increase in life satisfaction by meeting the social and emotional needs of employees. It is known that high levels of perceived organizational support positively affect variables such as life satisfaction, organizational commitment, organizational citizenship behavior and performance, and negatively affect negative variables such as stress, turnover intention, absenteeism and burnout (Aselage and Eisenberger, 2003; Allen et al., 2003; Burke, 2003; Çakar and Yıldız, 2009). The findings of many studies in the literature indicate that there is a positive relationship between perceived organizational support and life satisfaction (Demirel, 2013; Akın, 2008; Allen et al., 2003).

2.5. Research Gap

In the past literature, a number of domestic and foreign studies have been conducted to reveal the effect of organizational support on organizational trust. In addition, there are also studies that have investigated the effect of organizational support on psychological safety. However, there is no study that tests the mediating role of psychological safety and life satisfaction at the same time in the effect of organizational support on organizational trust, especially for healthcare professionals. Therefore, testing the structural relationships between these factors, which are so important for healthcare workers, leads to the belief that this study will fill an important gap in the literature.

3. METHODOLOGY

3.1. Purpose of the Study

The main purpose of the study is to determine the mediating role of psychological safety and life satisfaction in the effect of organizational support on organizational trust. In addition, the aim of this study is to reveal the levels of organizational support, organizational trust, psychological security and life satisfaction of healthcare workers with descriptive statistics.

3.2. Research Model and Hypotheses

The research design argues the causal association between the main variables of the study (perceived organizational support, organizational trust, psychological safety and life satisfaction). The conceptual model is shown in Figure 1. In addition, the main hypotheses are listed below.
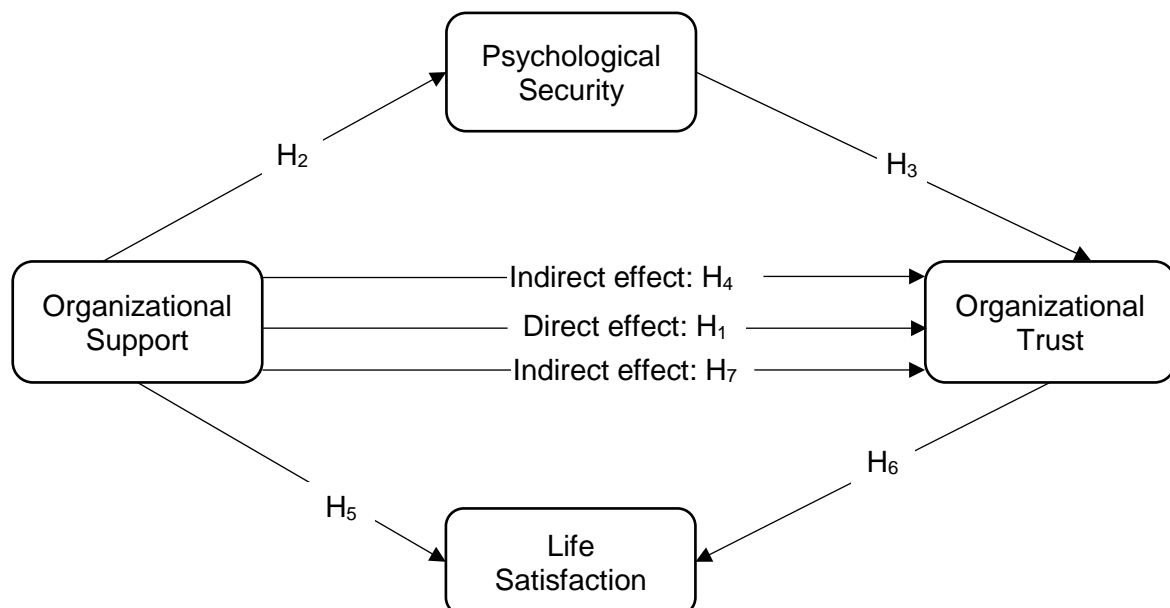

Figure 1. The model of the study

H_1: Perceived organizational support has a statistically significant effect on organizational trust.

H_2: Perceived organizational support has a statistically significant effect on psychological safety.

H_3: Psychological safety has a statistically significant effect on organizational support.

H_4: Psychological safety mediates the relationship between perceived organizational support and organizational trust.

H_5: Perceived organizational support statistically and significantly affects life satisfaction.

H_6: Organizational trust statistically and significantly affects life satisfaction.

H_7: Life satisfaction mediates the relationship between perceived organizational support and organizational trust.

3.3. Research Design, Procedures and Participants

Cross-sectional research design was preferred in accordance with the purpose of the study. This cross-sectional study was conducted on all healthcare professionals of a private healthcare organization operating as a branch of a chain hospital group in Ankara. The position of the healthcare professionals was not specified as a criterion. The purpose of the study was explained to all healthcare workers in advance. Basic instructions for completing the research questionnaire were given and participants were informed that all their data would be recorded anonymously. Verbal informed consent was obtained from all participants before participating in the survey and it was emphasized that participation was voluntary. A total of 450 people indicated their willingness to participate in the survey. However, 53 people could not complete the questionnaire due to overcrowding. Therefore, the final sample consisted of 397 people. Data were collected by face-to-face survey technique. The participants were between the ages of 26-45 (middle). 57% of the participants were male and 43% were female.

The questionnaire form of the study consisted of six sections in total. In the first section, statements about the main purpose of the study, that participation in the study is voluntary and that the personal information of the participants will be kept confidential are included. In the second section, questions about the socio-demographic characteristics of the participants were asked. In the third, fourth, fifth and sixth sections, propositions regarding the main variables of the study were included.

In order to determine the level of organizational support perceived by employees, the "Perceived Organizational Support Scale" developed by Eisenberger et al. (1986) and later shortened to 9 items by Armstrong-Stassen and Ursel (2009) was used. The questionnaire form prepared in Turkish was evaluated using a five-point Likert scale.

A four-item instrument designed by Nyhan and Marlowe (1992) was adopted to evaluate the organizational trust levels of health care professionals. Sample items of the scale are; "I have full confidence that my organization will treat me fairly" and "In this organization, employees and managers trust each other". The alpha score of this scale is 0.77. The survey form developed in Turkish was assessed using a five-point Likert scales.

The "Psychological Security Scale" used in the study was developed by Edmondson (1999) to measure the extent to which employees are amenable to interpersonal risk in the organizational climate and their trust in others about the consequences of their decisions in the organization. The survey form developed in Turkish was evaluated utilizing a five-point Likert scale.

The level of life satisfaction used in the study was measured using "The Satisfaction with Life Scale" developed by Diener et al. (1985) to determine life satisfaction. The survey form developed in Turkish was analyzed using a five-point Likert scales.

IBM SPSS software version 27 and AMOS statistical analysis software were used in combination for the analysis of the set of data. Path analysis, one of the structural equation modeling (SEM) methods, was used in the analysis of the study. Structural equation modeling is a method frequently used in social sciences, science, medicine, etc. (Dow et al., 2008). The most important feature that distinguishes structural equation modeling from other methods is that it concludes multiple and interdependent relationships with a single analysis (Hair et al., 1998: 207).

4. FINDINGS

4.1. Reliability of Research Data

For reliability analysis, "Item analysis based on item-total correlation" was applied to the data obtained from the target group. The overall reliability coefficient=0.849, organizational support=0.805; organizational trust=0.771; life satisfaction=0.698; psychological security=0.656.

4.2. Demographic Findings, Independent Sample t-Test and Anova Analysis

Independent sample t-test and Anova analyses were conducted to determine whether the demographic characteristics of the health care workers participating in the study showed significant differences according to their organizational support perceptions, organizational trust perceptions, psychological safety perceptions and life satisfaction levels. The results of these analyzes are given below.

Table 1. Participants' demographic characteristics and difference analysis

	N	%	Organizational Support		Organizational Trust		Psychological Security		Life Satisfaction	
			t^a/F^b	p^c	t^a/F^b	p^c	t^a/F^b	p^c	t^a/F^b	p^c
Gender			-1,770	0,077	-1,632	0,103	-1,036	0,301	-1,971	0,051
Male	228	57,4								
Female	169	42,6								
Age			0,795	0,529	0,297	0,880	0,543	0,704	0,407	0,803
18-25	73	18,4								
26-35	97	24,4								
36-45	129	32,5								
46-55	72	18,1								
56 and above	26	6,5								
Hospital Position			0,390	0,677	0,162	0,850	0,546	0,579	0,805	0,448
Doctor	87	21,9								
Allied health personnel	154	38,8								
Administrative staff	156	39,3								

Note: [a] Independent t test, [b] ANOVA test, [c] p-value

As can be seen in Table 1, according to the independent sample t-test and ANOVA analyses conducted between the demographic characteristics of the health care workers participating in the study and their perceptions of organizational support, perceptions of organizational trust, perceptions of psychological safety and life satisfaction levels; it was determined that there was no significant difference according to the subgroups of gender, age and position in the hospital.

4.3. Descriptive Analysis

The results of the descriptive analysis of the health care workers' perceptions of organizational support, their organizational trust perceptions, their perceptions of psychological safety and their life satisfaction levels are given below.

Table 2. Descriptive statistics

Factors	N	Mean	Standard Deviation	Variance	Cronbach's Alpha
Organizational Support	397	4,0725	0,56700	0,321	0,805
Organizational Trust	397	3,6115	0,88264	0,779	0,771
Psychological Security	397	4,2443	0,62219	0,387	0,656
Life Satisfaction	397	4,0564	0,63360	0,401	0,698

It was observed that the averages of organizational support perceptions, organizational trust perceptions, psychological security perceptions and life satisfaction levels of the health care workers participating in the study were positive and above 3.

4.4. Path Analysis Findings

Path analysis was conducted to test the mediating role of psychological safety and life satisfaction in the effect of organizational support on organizational trust. In the path analysis process, a path diagram showing the relationships between variables is drawn. The degree and direction of the linear relationship is determined. At the same time, the effects of the relationship (direct or indirect effects) are separated and these relationships are interpreted. The path analysis model of the research is given below.
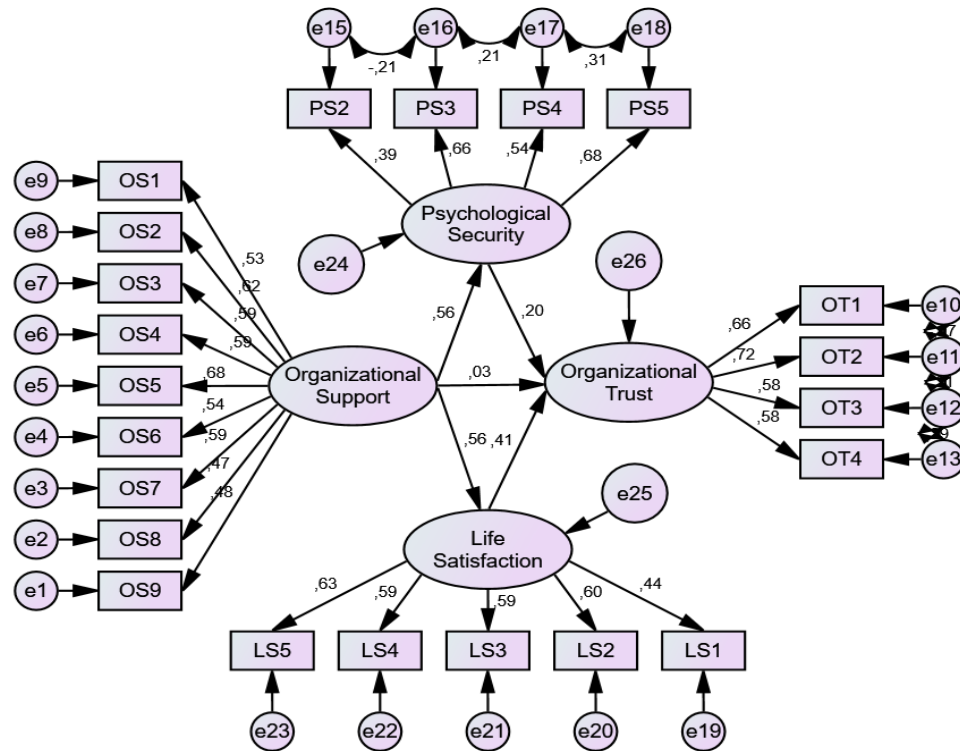
Figure 2. Path analysis model

The obtained CMIN/DF=2,491<3, RMR=0,055<0,08, 0,850<GFI=0,897, 0,850<AGFI=0,868, RMSEA=0,061<0,08 SRMR=0,0597<0,08 goodness-of-fit values demonstrate that the data provide a good fit to the model. The model has structure validity as the data provide a good fit to the model. "PS1" was removed as it did not fit the model.

Table 3. Prediction of items and Cronbach's α, AVEs and CRs of constructs

Structures	Items	Estimate	Cronbach's α	AVE	CR
Organizational Support	OS9	0,481	0,805	0,33	0,84
	OS8	0,471			
	OS7	0,590			
	OS6	0,542			
	OS5	0,684			
	OS4	0,588			
	OS3	0,593			
	OS2	0,620			
	OS1	0,529			
Organizational Trust	OT1	0,659	0,771	0,40	0,67
	OT2	0,717			
	OT3	0,579			
	OT4	0,576			
Psychological Security	PS2	0,387	0,656	0,34	0,72
	PS3	0,657			
	PS4	0,545			
	PS5	0,684			
Life Satisfaction	LS1	0,439	0,698	0,33	0,74
	LS2	0,595			
	LS3	0,591			
	LS4	0,594			
	LS5	0,627			

Although the AVE value is less than 0.50, a CR of 0.60 or greater indicates that there is goodness of fit (Fornell & Larcker, 1981). Since the AVE values calculated in the table above are 0.33 and greater and the CR values are 0.67 and greater, the model provides goodness of fit. SEM findings for the research model are presented in Table 3. Table 4 below presents the results of the structural model analysis and path coefficients.

Table 4. Structural model analysis results

Hyp.	Paths	Estimate	S.E.	C.R.	P	Result
	Direct effect, excluding mediating variables					
H₁	Organizational Trust←Organizational Support	0,363	0,155	5,554	P<0,01	Significant
	Direct effect including mediating variables					
H₂	Organizational Trust←Organizational Support	0,029	0,190	0,283	P>0,05	Insignificant
H₃	Psychological Security←Organizational Support	0,563	0,116	4,661	P<0,01	Significant
H₄	Life Satisfaction←Organizational Support	0,561	0,117	5,396	P<0,01	Significant
H₅	Organizational Trust←Psychological Security	0,201	0,190	2,078	P<0,05	Significant
H₆	Organizational Trust←Life Satisfaction	0,413	0,173	3,976	P<0,01	Significant
	Indirect effect including mediating variables					
H₇	Organizational Trust←Organizational Support	0,345	0,190	0,283	P<0,01	Significant

The positive and meaningful (p<0.01) positive direct effect of the independent variable (organizational support) on the dependent variable (organizational trust) and the linear regression coefficient between independent variable (organizational support) and dependent variable (organizational trust) is 0.363. If organizational support rises by one-unit, organizational trust will rise by 0.363 points.

When the mediating variables (psychological security and life satisfaction) were included in the model with the independent variable (organizational support), the effect of the independent variable (organizational support) on the dependent variable (organizational trust) was insignificant (p=.777>0.05). Therefore, psychological security and life satisfaction are full mediating variables.

5. CONCLUSION

In this study, which aims to reveal the mediating role of psychological safety and life satisfaction in the effect of organizational support on organizational trust, conclusions and suggestions for future research are given in the light of the findings obtained. As seen in the findings and evaluations section, firstly, the demographic and working characteristics of the healthcare workers participating in the study were determined. Then, whether the perceived organizational support and organizational trust levels, psychological safety and life satisfaction perceptions of healthcare workers differ according to their demographic and working characteristics were examined separately. Finally, the mediating role of psychological safety and life satisfaction in the effect of organizational support on organizational trust, which constitutes the main purpose of the study, was determined. In this section, the results are discussed and explained as a whole.

According to the results obtained; organizational support, which is the independent variable, directly and indirectly (mediated by psychological safety and life satisfaction) has a significant effect on organizational trust, which is the dependent variable, and as organizational support increases, organizational trust will also increase. When the mediating variables (psychological safety and life satisfaction) were included in the model together with the independent variable (organizational support), the effect of the independent variable (organizational support) on the dependent variable (organizational trust) was insignificant. Therefore, psychological safety and life satisfaction are full mediating variables. In addition, the indirect effect of organizational support on organizational trust through mediating variables (psychological safety and life satisfaction) is also important. In other words, as organizational support increases, organizational trust will increase indirectly.

The researches have shown that employees, who perceive high organizational support increase their creativity, embrace their organization more, increase their organizational trust level, increase their job satisfaction, improve their mood and increase their performance (Aselage and Eisenberger, 2003; Allen, et al., 2003; Burke, 2003). According to Rhoades and Eisenberger (2002), as a result of perceived organizational support, organizational commitment, job satisfaction, positive mood, organizational identification, job performance and intention to stay at work increase; turnover intention, absenteeism and stress levels decrease. Therefore, the perception of organizational support is associated with the tendency to exhibit positive organizational behavior (Büyükgöze and Kavak, 2017). According to the results of the research conducted by Yakut Özek (2022), a positive and moderate relationship was found between perceived organizational support and organizational trust.

In a study conducted by Yakut Özek (2022), a positive, moderate relationship was found between perceived organizational support and organizational trust. Significant positive relationships were found between the sub-dimensions of perceived organizational support and the sub-dimensions of organizational trust at different levels. In a similar study conducted by Kestek (2016), it was revealed that there is a positive and moderate relationship between perceived organizational support and organizational trust. Accordingly, it was reported that as the perceived organizational support levels of the employees increase, their organizational trust levels will increase moderately. In another study conducted to determine the effects of employees' perceptions of transformative leadership and organizational support on organizational trust levels, it was found that employees' perceptions of transformative leadership and organizational support have a positive effect on organizational trust levels. The

study also found that employees' perceptions of transformative leadership and organizational support have a positive effect on all sub-dimensions of organizational trust (trust in manager, trust in organization and trust in colleagues) (Öztürk and Uslu, 2022).

In this study conducted for healthcare professionals, it was found that the perception of organizational support has a direct and indirect effect on increasing the organizational trust levels of employees. Depending on this effect, it would be useful for private hospital managers to give importance to organizational support practices and the positive perception of this support by employees in order to increase the satisfaction levels of employees and increase the success of the business. For this purpose, salary increase, bonus application, improving working conditions, improving promotion opportunities, improving relations with managers and colleagues, reducing excessive workloads, providing job security, appreciating and, if necessary, rewarding successful works, considering suggestions and complaints about work, etc. can be realized. Thus, the positive perception of organizational support by employees may lead to an increase in organizational trust, performance, productivity and psychological security levels; while on the other hand, it may lead to a decrease in negativities such as absenteeism, turnover intention and job stress.

One of the limitations of the study is that the sample consists only of healthcare professionals working in a private hospital operating in Ankara. If private hospitals operating in provinces other than Ankara are included in the study, different results may be obtained. The second limitation of the study is that the study was conducted only for one sector. Different results can be obtained from studies to be conducted in different sectors. Another limitation of the study is that psychological safety and life satisfaction were taken as mediators in the effect of organizational support on organizational trust. Other variables that may have a mediating role can be included in the model.

In future studies, the study area should be expanded and conducted for the employees of private hospitals operating in Istanbul, Antalya and Izmir. In the relationship between organizational support and organizational trust, both the mediating role and the moderating effect role of variables such as organizational commitment, burnout, turnover intention, along with psychological security and life satisfaction should be examined. In addition, these variables (organizational support, organizational trust, psychological safety and life satisfaction) should be associated with variables such as organizational silence, organizational identification, staff empowerment and psychological empowerment.

Health managers should not forget the organizational trust factor while implementing some policies to increase employee productivity. The fact that the basic communication between people is based on trust also reveals the necessity of reflecting this on employees. In addition, health managers can establish a good communication system by taking the desires and opinions of their employees and accordingly, they can increase their organizational trust in their institutions. This study can be conducted with a sample group operating in a specific department of a health institution or with more participants and compared with the results of this study. At the same time, instead of psychological safety and life satisfaction behaviors, the effects of another leadership behavior on organizational support and organizational trust can be examined.

This study has important contributions to the literature. Although the issues of psychological security and life satisfaction are frequently mentioned in the international literature, it is seen that there is relatively less coverage in the Turkish literature and there are not enough empirical studies on their determinants and outcomes. In addition, in the literature review, it was observed that there are very few studies that address the concept of psychological safety together with perceived organizational support and organizational trust. In addition, we believe that conducting this study in the sample of healthcare workers, which has become increasingly important especially with the COVID-19 pandemic, will make significant contributions to the literature.

Conflict of Interest
No potential conflict of interest was declared by the authors.

Funding
Any specific grant has not been received from funding agencies in the public, commercial, or not-for-profit sectors.

Compliance with Ethical Standards
For this study, the approval of Igdir University Scientific Research and Publication Ethics Committee was obtained with the decision dated 12.10.2023 and numbered 2023/19.

Etik Beyanı / *Ethical Statement*
It was declared by the authors that scientific and ethical principles have been followed in this study and all the sources used have been properly cited.

REFERENCES

Akın, M. (2008). "Örgütsel Destek, Sosyal Destek ve İş/Aile Çatışmalarının Yaşam Tatmini Üzerindeki Etkileri", *Erciyes Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, 25(2), 141-170.

Akkoç, İ. Çalışkan, A. and Turunç, Ö. (2012). "Örgütlerde Gelişim Kültürü Ve Algılanan Örgütsel Desteğin İş Tatmini ve İş Performansına Etkisi: Güvenin Aracılık Rolü", *Yönetim ve Ekonomi*, 19(1), 105-135.

Allen, D.G., Shore, L.M. and Griffeth, R.W. (2003). "The Role of Perceived Organizational Support and Supportive Human Resource Practices in the Turnover Process", *Journal of Management*, 29(1), 99-118.

Armstrong-Stassen, M. and Ursel, N.D. (2009). "Perceived organizational support, career satisfaction, and the retention of older workers", *Journal of Occupational and Organizational Psychology*, 82(1), 201-220.

Aselage, J. and Eisenberger, R. (2003). "Perceived Organizational Support and Psychological Contracts: A Theoretical Integration", *Journal of Organizational Behavior*, 24(5), 491-509.

Ayangeawam, J., Tertindi, M. and Tyokyaa, L. (2014). "Resilience and Organizational Trust as Correlates of Work Engagement among Health Workers in Makurdi Metropolis", *European Journal of Business and Management Online*, 6(39), 2222–2839.

Berscheid, E. and Walster, E.H. (1978). "Interpersonal Attraction", (2nd ed.), AddisonWesley, MA.

Buchanan, B. (1974). "Building Organizational Commitment: The Socialization of Managers in Work Organizations", *Administrative Science Quarterly*, 19(1), 533-546.

Burke, R. (2003). "Nursing Staff Attitudes Following Restructuring: The Role of Perceived Organizational Support, Restructuring Processes and Stressors", *International Journal of Sociology and Social Policy*, 23(8-9), 129-157.

Büyükgöze, H. and Kavak, Y. (2017). "Algılanan Örgütsel Destek ve Pozitif Psikolojik Sermaye Ilişkisi: Lise Öğretmenleri Örnekleminde Bir Inceleme", *Kuram ve Uygulamada Eğitim Yönetimi*, 23(1), 1-32.

Çakar, D. and Yıldız, S. (2009). "Örgütsel Adaletin İş Tatmini Üzerindeki Etkisi: Algılanan Örgütsel Destek Bir Ara Değişken mi?", *Elektronik Sosyal Bilimler Dergisi*, 8(28), 68-90.

Carmeli, A., Brueller, D. and Dutton, J.E. (2009). "Learning Behaviours in the Workplace: The Role of High-Quality Interpersonal Relationships and Psychological Safety", *Systems Research and Behavioral Science: The Official Journal of the International Federation for Systems Research*, 26(1), 81-98.

Chen, S-Y., Wu, W-C., Chang, C-S., Lin, C-T., Kung, J-Y., Weng, H-C., Lin, Y-T. and Lee, S.I. (2015). "Organizational Justice, Trust, and Identification and Their Effects on Organizational Commitment in Hospital Nursing Staff", *BMC Health Services Research*, 15(1), 363.

Chen, Z.X. Aryee, S. and Lee, C. (2005). "Test of a Mediation Model of Perceived Organizational Support", *Journal of Vocational Behavior*, 66, 457-470.

Demirel, E.T. (2013). "Mesleki Stresin İş Tatminine Etkisi: Örgütsel Desteğin Aracılık Rolü", *Niğde Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 6(1), 220-241.

Diener, E., Emmons, R.A., Larsen, R.J. and Griffin, S. (1985). "The Satisfaction with Life Scale", *Journal of Personality Assessment*, 49(1), 71-75.

Dow, K.E., Jackson C., Wong J. and Leitch R.A. (2008). "A Comparison of Structural Equation Modeling Approaches: The Case of User Acceptance of Information Systems", *Journal of Computer Information Systems*, 48(4), 106-114.

Edmondson, A. (1999). "Psychological Safety and Learning Behavior in Work Teams", *Administrative Science Quarterly*, 44(2), 350-383.

Edmondson, A. C., and Lei, Z. (2014). "Psychological Safety: The history, Renaissance, and Future of An Interpersonal Construct", *Annual Review of Organizational Psychology and Organizational Behavior*, 1(1), 23-43.

Eisenberger, R., Fasolo, P. and Davis-LaMastro, V. (1990). "Perceived Organizational Support and Employee Diligence, Commitment, and Innovation", *Journal of Applied Psychology*, 75(1), 51-59.

Eisenberger, R., Huntingon, R., Hutchison, S. and Sowa, D. (1986). "Perceived Organizational Support", *Journal of Applied Psychology*, 71(3), 500-507.

Fornell, C. and Larcker, D.F. (1981). "Structural Equation Models with Unobservable Variables and Measurement Error: Algebra and Statistics", *Journal of Marketing Research*, 18, 382-388.

Fuller, J., Brian, H., Kim, B., Tim, F. and Len Relyea, C. (2006). "Perceived Organizational Support and Perceived External Prestige: Predicting Organizational Attachment for University Faculty, Staff, and Administrators", *The Journal of Social Psychology*, 146(3), 327-347.

Hair, J.F., Anderson, R.E., Tahtam, R.L. and Black, W.C. (1998). "Multivariate Data Analysis", Prentice Hall International Inc., New Jersey.

Jackson, S.E. and Alvarez, E.B. (1992). "Working Through Diversity as A Strategic Imperative", *Diversity in the Workplace,* 13-29. Guilford Press, New York.

Johnson-George, C. and Swap, W. (1982). "Measurement of Specific Interpersonal Trust: Construction and Validation of A Scale to Assess Trust in A Specific Other", *Journal of Personality and Social Psychology*, 43, 1306-1317.

Kahn, W.A. (1990). "Psychological Conditions of Personal Engagement and Disengagement at Work", *Academy of Management Journal*, 33(4), 692-724.

Kee, H.W. and Knox, R.E. (1970). "Conceptual and Methodological Considerations in the Study of Trust", *Journal of Conflict Resolution*, 14, 357-366.

Kestek, S.B. (2016). Algılanan Örgütsel Destek İle Örgütsel Güven Arasındaki İlişki: Kuşadası'ndaki 5 Yıldızlı Otel İşletmeleri Üzerine Bir Değerlendirme, Yyaınlanmış Yükseklisans Tezi, Adnan Menderes Üniversitesi Sosyal Bilimler Enstitüsü, Aydın.

Larson, C.E. and LaFasto, F.M.J. (1989). "Teamwork: What Must Go Right/What Can Go Wrong", SAGE, Newbury Park, CA.

Lawler, E. (1992). "The Ultimate Advantage: Creating the High-Involvement Organization", Jossey-Bass, San Francisco.

Li, P.P., Bai, Y. and Xi, Y. (2012). "The Contextual Antecedents of Organizational Trust: A Multidimensional Cross-Level Analysis", *Management and Organization Review*, 8(2), 371-396.

Mey, M., Werner, A. and Theron, A. (2014). "The Influence of Perceptions of Organizational Trust and Fairness on Employee Citizenship", *Problems and Perspectives in Management*, 12(3), 99-105.

Meyer, J. P., Allen Natalie, J. and Gellaty, I.R. (1990). "Affective and Continuance Commitment to Organizations: Evaluation of Measures and Analysis of Concurrent and Time-Lagged Relations", *Journal of Applied Psychology*, 75, 710-720.

Miao, R.T. (2011). "Perceived Organizational Support, Job Satisfaction, Task Performance and Organizational Citizenship Behavior in China", *Journal of Behavioral and Applied Management*, 1, 105-127.

Moorman, R.H., Blakely, G.L., and Niehoff, B.P. (1998). "Does Perceived Organizational Support Mediate the Relationship between Procedural Justice and Organizational Citizenship Behavior?", *Academy of Management Journal*, 41, 351–357.

Nyhan, R.C. and Marlowe, H.A. (1997). "Development and Psychometric Properties of the Organizational Trust Inventory", *Evaluation Review*, 21(5), 614-635.

Orpen, C. (1993). "The Effects of Exchange Ideology on the Relationship between Perceived Organizational Support and Job Performance", *The Journal of Social Psychology*, 134(3), 407-408.

Özdevecioğlı, M. (2003). "Algılanan Örgütsel Destek ile Örgütsel Bağlılık Arasındaki İlişkilerin Belirlenmesine Yönelik Bir Araştırma", *D.E.Ü.İ.İ.B.F. Dergisi*, 18(2), 113–130.

Öztürk, S. and Uslu, O. (2022). Dönüştürücü Liderlik Algısı ve Algılanan Örgütsel Desteğin Örgütsel Güvene Etkileri, Journal of Politics, Economy and Management (JOPEM), 5(2), 144-164.

Rhoades, L. and Eisenberger, R. (2002). "Perceived Organizational Support: A Review of the Literature", *Journal of Applied Psychology*, 87(4), 698-714.

Schein, E.H. (1993). "How Can Organizations Learn Faster? The Challenge of Entering the Green Room", *Sloan Management Review*, 34, 85- 92.

Shanock, L.R. and Eisenberger, R. (2006). When supervisors feel supported: relationships with subordinates' perceived supervisor support, perceived organizational support, and performance, *J Appl Psychol*, 91(3), 689-95. doi: 10.1037/0021-9010.91.3.689.

Shen, Y. Jackson, T. Ding, C. Yuan, D. Zhao, L. Dou, Y. and Zhang, Q. (2014). "Linking Perceived Organizational Support with Employee Work Outcomes in a Chinese Context: Organizational Identification as a Mediator", *European Management Journal*, 32, 406-412.

Sitkin, S.B. and Bies, R.J. (1994). "The Legalization of Organizations: A Multitheoretical Perspective", *The Legalistic Organization,* 19-49, SAGE, Thousand Oaks, CA.

Turunç, Ö. and Çelik, M. (2010). "Algılanan Örgütsel Desteğin Çalışanların İş-Aile, Aile-İş Çatışması, Örgütsel Özdeşleşme ve İşten Ayrılma Niyetine Etkisi: Savunma Sektöründe Bir Araştırma", *Atatürk Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, 14(1), 209-232.

Vakola, M., Bouradas, D. and Nikolaou, I. (2011). "The Role of Silence on Employees' Attitudes "The Day After" A Merger", *Personnel Review*, 40(6), 723-741.

Vineburgh, J.H. (2010). "A study of Organizational Trust and Related Variables among Faculty Members at HBCUs", Free Press, New York.

Williamson, 0.E. (1975). "Markets and Hierarchies: Analysis and Antitrust Implications", Free Press, New York.

Yakut Özek, B. (2022). "Algılanan Örgütsel Destek ile Örgütsel Güven Arasındaki İlişkinin İncelenmesi: Öğretmenler Üzerine Bir Araştırma", *Cumhuriyet International Journal of Education*, 11(4), 709-718

Zhang, Y., Farh, J.L. and Wang, H. (2012). "Organizational Antecedents of Employee Perceived Organizational Support in China: A Grounded Investigation", *The International Journal of Human Resource Management*, 23(2), 422-446.