ATATÜRK ÜNİVERSİTESİ / ATATÜRK UNIVERSITY

İKTİSADİ VE İDARİ BİLİMLER DERGİSİ / JOURNAL OF ECONOMICS AND ADMINISTRATIVE SCIENCES

The Mediation Role of Perceived Organizational Support in the Effect of Workplace Spirituality on Job Control and Organizational Citizenship

Zafer ADIGÜZEL[1]
Fatma SÖNMEZ ÇAKIR[2]
Ayşenur ATALAY[3]

Abstract: The purpose of the study is to research the effects of the variables of workplace spirituality and perceived organizational support on the variables of organizational citizenship and job control. Workplace spirituality is the existence in an organization of a culture that encourages the experiences of employees throughout job processes and that will gain them a desire to work. Job control expresses an employee's perceived level of authority to make decisions, the opportunities to use their knowledge and skills, and the opportunities to participate in an event. Perceived organizational support is the situation where employees feel the organization's existence safely. The existence of workplace spirituality and organizational support at every organization makes employees a part of the organization and ensures job controls are healthy. A questionnaire comprising questions on a 5-point Likert scale was collected from 394 administrative personnel working at organizations (food companies) in the production sector. Within the scope of the research model, the data obtained were analyzed by IBM SPSS 25 and SPSS Process V3 plug-in. Validating factor analysis of Scale was carried out with the LISREL package program. As a result of the analysis, it was determined that workplace spirituality and perceived organizational support positively affect business control and organizational citizenship. In addition, perceived organizational support has a mediation role in the effect of workplace spirituality on job control and organizational citizenship.
Keywords: Workplace spirituality, Perceived organizational support, Organizational citizenship, Job control, Hayes mediation effect

İşyeri Maneviyatının İş Kontrolü ve Örgütsel Vatandaşlık Üzerinde Etkisinde Algılanan Örgütsel Desteğin Aracı Rolü

Öz: *Çalışmanın amacı, işyeri maneviyatı ve algılanan örgütsel destek değişkenlerinin örgütsel vatandaşlık ve iş kontrolü değişkenleri üzerindeki etkilerini araştırmaktır. İşyeri maneviyatı, çalışanların iş süreçleri boyunca deneyimlerini teşvik eden ve kendilerine çalışma*

---
[1]*Doç. Dr., İstanbul Medipol Üniversitesi, İşletme ve Yönetim Bilimleri Fakültesi, Lojistik Yönetimi, https://orcid.org/0000-0001-8743-356X*
[2]*Doç. Dr., Bartın Üniversitesi, İktisadi ve İdari Bilimler Fakültesi, Yönetim Bilişim Sistemleri, https://orcid.org/0000-0001-5845-9162*
[3]*İstanbul Medipol Üniversitesi, https://orcid.org/ 0000-0002-6457-683X*

arzusu kazandıracak örgüt içindeki kültürel bir durumdur. İş kontrolü, bir çalışanın karar verme yetkisini, bilgi ve becerilerini kullanma fırsatlarını, ve bir etkinliğe katılma fırsatlarını ifade eder. Örgütsel destek, çalışanların örgütün varlığını olumlu yöndeki düşüncelerle hissetmeleridir. Her kuruluşta işyeri maneviyatının ve örgütsel desteğin varlığı, çalışanları örgütün bir parçası haline getirir ve iş kontrollerinin sağlıklı olmasını sağlar. Üretim sektöründe bulunan gıda firmalarında çalışan 394 idari personelden 5'li likert ölçeğinde sorular içeren bir anket toplanmıştır. Araştırma modeli kapsamında elde edilen veriler IBM SPSS 25 ve SPSS Process V3 eklentisi ile analiz edilmiştir. Ölçeğin doğrulayıcı faktör analizi LISREL paket programı ile gerçekleştirilmiştir. Analiz sonucunda işyeri maneviyatının ve algılanan örgütsel desteğin iş kontrolü ve örgütsel vatandaşlığı olumlu yönde etkilediği tespit edilmiştir. Ayrıca işyeri maneviyatının iş kontrolü ve örgütsel vatandaşlık üzerine etkisinde algılanan örgütsel desteğin aracı değişken etkisi vardır.

Anahtar Kelimeler: *İşyeri maneviyatı, Algılanan kurumsal destek, Örgütsel vatandaşlık, İş kontrolü*

JEL Classification: *M100, M120, M510, M540*

GENİŞLETİLMİŞ ÖZET

Çalışmanın Amacı: Araştırmanın amacı kapsamında İstanbul da üretim sektöründe bulunan gıda firmalarında çalışanların işyeri maneviyatlarının ve algılanan örgütsel desteğin, çalışanların iş kontrollerine ve örgütsel vatandaşlıklarına etkisi incelenmiştir.

Araştırma Soruları: İşyeri maneviyatı çalışanların örgütsel vatandaşlık davranışlarını ve iş kontrollerini etkiler mi? Çalışanların algıladıkları örgütsel destek, çalışanların örgütsel vatandaşlık davranışlarını ve iş kontrollerini etkiler mi?

Literatür Araştırması: Eisenberger ve arkadaşları (2001) yapmış oldukları çalışmada, çalışanlar örgütleri tarafından desteklendiklerinde, bu desteğe örgütlerine olan bağlılıklarını güçlendirerek yanıt vermeyi düşündüklerini tespit etmişlerdir. Algılanan örgütsel desteğin önemli etkilerine bakıldığında; çalışanların sosyo-duygusal beklentilerinin karşılanması, olumlu kararların sağlanması, yüksek katılım gibi olumlu davranışların tetiklenmesi, örgütsel zorlukların üstesinden gelme ve çalışanların birbirlerine destek olmalarıyla ilgili olduğu belirtilmektedir (Turnley vd., 2003). Akkoç ve arkadaşları (2012) örgütsel desteğin iş doyumu ve performans üzerindeki etkilerini araştırmışlar, ve örgütsel desteğin iş performansı, iş memnuniyeti ve güven ile ilişkili olduğu sonucuna varmışlardır (Akkoç vd., 2012). Örgüt yönetimleri, kurumun kuralları ve değerleri çerçevesinde çalışanların sosyal tanınma, ait olma, saygı ve duygusal destek ihtiyaçlarını karşıladıklarında, çalışanlar aldıkları bu desteğe cevap olarak yeteneklerini, memnuniyetlerini ve performanslarını göstermek için çaba harcamaktadırlar (Kurtessis vd., 2017). Nafis ve arkadaşları (2018) yapmış oldukları çalışmada, maneviyatın "kişinin kendisine, başkalarına ve tüm evrene bağlanmasında temel unsur olduğunu" belirtmişlerdir. Benzer şekilde Rastgar ve arkadaşları (2012) işyeri maneviyatı ve örgütsel vatandaşlık davranışına ilişkin çalışmalarında, işyeri maneviyatının örgütsel vatandaşlık davranışı üzerinde anlamlı ve olumlu bir etkiye sahip olduğunu belirtmişlerdir. Yani, İşyeri maneviyatının çalışanlar ve örgütler için

çeşitli faydalar sağlayabileceği kabul edilmektedir (Vasconcelos, 2010). Ayrıca, Giacalone ve Jurkiewicz (2003) çalışmalarında teorinin gelişimine katkıda bulunulması için işyeri maneviyat çalışmalarının örgütsel alanda bir disiplin olarak görülmesi için sonuçların tartışılması gerektiğini belirtmektedirler. Araştırmalarda performans değerlendirmelerinde örgütsel vatandaşlık davranışlarının olumlu yönde etkisinin olduğu açıklanmasına rağmen, işyeri maneviyatının örgütsel vatandaşlık davranışı, örgütsel destek ve iş kontrolü gibi tutum ve davranışlarla ilişkisini doğrulayan az sayıda çalışma bulunmaktadır. Literatürdeki bu az sayıda çalışma düşünüldüğünde, bu eksikliğin üstesinden gelmek için bir çalışma yapılması amaçlanmaktadır. Bu amaç için; Bu çalışma, örgütsel destek, iş tatmini, örgütsel vatandaşlık davranışları ve işyeri maneviyatı arasındaki ilişkileri araştırmaktadır.

Yöntem: Araştırmanın amacı doğrultusunda üretim sektöründe bulunan gıda firmalarında çalışan 394 beyaz yakalı çalışanla anket çalışması yapılmıştır. Elde edilen veriler IBM SPSS 25 ve SPSS Process V3 eklentisi ile analiz edilmiştir. Elde edilen verilerin tanımlanan modelle uyumlu olup olmadığını belirlemek için LISREL programında doğrulayıcı faktör analizi yapılmış, faktör yükleri ve güvenilirlik değerleri hesaplanmıştır. Model uyumuna karar verildikten sonra, araştırma modeli kapsamında oluşturulan hipotezleri test etmek için regresyon analizi ve hayes arabuluculuk testi kullanılmıştır. Ayrıca veriler arasındaki ilişkinin derecesini belirlemek için korelasyon analizi yapılıp yorumlanmıştır. Hazırlanan ölçek, işyeri maneviyatı, algılanan örgütsel destek, örgütsel vatandaşlık ve iş kontrolü hakkında 4 değişkeni temsil eden ifadelerden oluşmaktadır. İşyeri maneviyat değişken ölçeğinin kullanılmasında, Milliman vd. (2003), Rego ve e-Cunha (2008), ve Pawar (2009)'ın yapmış oldukları çalışmalardan yararlanılmıştır. Algılanan örgütsel destek değişken ölçeğinin kullanılmasında, Eisenberger vd. (1986; 2001)'in yapmış oldukları çalışmalardan yararlanılmıştır. Örgütsel vatandaşlık değişken ölçeğinin kullanılmasında, Organ vd. (1988; 2005), Chaitanya ve Tripathi (2001), ve Bakhshi vd. (2011)'nın yapmış oldukları çalışmalardan yararlanılmıştır, İş kontrol değişkeni ölçeğinin kullanılmasında, Hackman ve Oldham (1975), Smith vd. (1997), Karasek vd. (1985), ve Ganster (1989)'nın yapmış oldukları çalışmalardan yararlanılmıştır.

Sonuç ve Değerlendirme: Günümüzde çalışanlar zamanlarının çoğunu işyerlerinde geçirmektedir (pandemi sürecinin dışında, yani evden çalışanlar hariç). Çalışanların hem finansal getiri elde edebilmek amacıyla hem de çalıştıkları kuruma karşı manevi değerler açısından önem verdikleri hususlar bulunmaktadır. Bu nedenle çalışanların işyerinde manevi olarak tatmin olabilmeleri için çalışanların fizyolojik ihtiyaçları (kazanılan ücretler ve fiziksel çalışma koşulları gibi), sevgi, saygı, takdir ve kendini gerçekleştirme gibi ihtiyaçların karşılanması gerekmektedir. Örgüt yönetimleri, çalışanların manevi ihtiyaçlarını karşılayabilmek için çeşitli uygulamalar gerçekleştirebilmektedirler. Örneğin; Çalışanların değer yargılarına saygı

duyma, inançlarını yaşamalarına yardımcı olacak fırsatlar sunma, boş zaman ve eğlence olanakları yaratma, çocuk bakım hizmetleri ve esnek çalışma saatleri gibi uygulamalar söz konusu olabilmektedir. İşyeri maneviyatının çalışanlarda ortaya çıkmasıyla birlikte, çalışanların işlerini yaparken yaşadıkları stres azalmakta, işten ayrılma niyeti ortadan kalkmakta ve örgütsel vatandaşlık davranışları artmaktadır. Çalışanlar yöneticileriyle etkileşim halinde olduklarında, becerilerini ve yeteneklerini çalışmalarına yansıtmak için işlerindeki kontrolü sağlamak istemektedirler. Aynı zamanda, çalışanlar işlerinde bir anlam hissettiklerinde ve kendilerini örgüte adadıklarında daha mutlu olmaktadırlar (Bakker ve Schaufeli, 2008). Yapılan analizler sonucunda, örgütlerde işyeri maneviyatı sağlandığında ve çalışanlara örgütsel destek verildiğinde, iş kontrolü başarılı bir şekilde sağlanmakta ve çalışanların örgütsel vatandaşlık davranışları olumlu etkilenmektedir. Araştırma, özellikle gelecekteki çalışmalar için işyeri maneviyatı kavramıyla ilgili bir arka plan sağlamakta, algılanan örgütsel desteğin çalışanlar üzerindeki etkisini inceleyerek gelecekteki çalışmalar için bir temel oluşturulmaktadır.

1. Introduction

In their study, Eisenberger et al. (2001) stated that employees felt indebted to respond to the support they received from their organizations to balance the employee-employer relationship. The important effects of perceived Organizational support are relevant in the fulfillment of the socio-emotional expectations of employees, the making of positive decisions, the triggering of positive behaviors like high participation, the overcoming of organizational challenges, and the mutual support of employees (Turnley et al., 2003). Akkoç et al. (2012) in their study, investigated the effects of organizational support on job satisfaction and performance, and that organizational support is related to job performance, job satisfaction, and trust; and it is also stated that it positively affects job performance, job satisfaction, and trust. Organizational management assists in meeting the social recognition needs of employees by demonstrating its effect on each individual within the framework of the rules and values of the organization, while at the same time, meeting the needs of belonging, respect, and emotional support of the individual, such as showing and recognizing the talents of employees and valuing their happiness, welfare, and the satisfaction in working with each employee, and offering individual support for any work-related problems (Kurtessis et al., 2017). If employees experience the sharing of values and goals within the organization, they can feel strong emotions of bonding to their organization. Nafis et al. (2018) share this view and specified that spirituality "is the foundation for the person to be connected to oneself, to others, and to the whole universe". Also, Kolodinsky et al. (2008) stated that in their study, if employees have workplace spirituality, job satisfaction, organizational identity, and participation in work are positively affected. Rastgar et al. (2012), in their study, explained that organizational citizenship

behaviors of employees are positively affected if there is workplace spirituality in organizations. For this reason, it is accepted that there may be positive effects if the employees of organizations have workplace spirituality (Vasconcelos, 2010). In fact, Giacalone and Jurkiewicz (2003) claimed in their study that the development of the theory was important and that the results must be shown and discussed for workplace spirituality studies to be viewed as a legitimate discipline in the field of organizational science. Despite the research that shows that behaviors of organizational citizenship exist in the performance evaluations of executives, there are few studies that verify the relationship of workplace spirituality with job attitudes like organizational citizenship behaviors and job control. Considering this small amount of studies in the literature, it is aimed to carry out a study to overcome this deficiency. For this purpose; this study researches the relationships between job satisfaction, organizational citizenship behaviors, perceived organizational support, and workplace spirituality.

2. Literature Review

2.1. Workplace Spirituality

The researchers tried to define the concept of workplace spirituality from various perspectives. Yusof et al. (2019) stated that spirituality was the expression of ultimate meaning and purpose in the life of a person, and who wishes to work in a peaceful environment. Similarly, Ashmos and Duchon (2000) explained workplace spirituality in the form of the consideration of the work environment presented to employees at an organization as an environment that offers spiritual peace. Giacalone and Jurkiewicz (2003) stated spirituality as a framework for proven organizational values, defining it as a culture that encourages the experiences of employees throughout job processes, and a culture that will offer employees a desire to work. Pawar (2009) defined the word "spirituality" as a working environment in which employees feel peaceful and meaningful for themselves within the organizational structure. It is asserted that a peaceful work environment contributes to the emergence of the personalities of employees, to their thoughts' finding meaning, and to their exhibiting positive performance with themselves and their work (Ashmos & Duchon, 2000). Duchon and Plowman (2005) stated that, should employees find suitable conditions that help them express their internal lives, they feel a sense of belonging within the organization. Indeed, when looking at some studies explained that there are positive relationships between the positive attitudes and behaviors of the employees and organizational variables (Milliman et al. 2003). These researches; organizational commitment (Nasina et al. 2011), quality of life, employee well-being (Karakaş, 2010), and job satisfaction (Noor & Arif, 2011). According to Robbins and Judge (2011), they stated that workplace spirituality was important in terms of discovering what triggered the performance of employees at organizations within the 21st century. Researches clearly show the potential importance of workplace spirituality between

management researchers, despite limited empirical support (Pawar, 2016). In addition, Miller and Ewest (2015), assert that workplace spirituality is important in terms of both employee performance and organizational performance and must be broadly researched. In addition, Miller and Ewest (2015) also stated that it has a direct influence on job satisfaction and organizational goals and should be further researched. In the context of this scope, the objective was to investigate the impact of workplace spirituality over job control and behaviors of organizational citizenship with the effect of the perceived organizational support mediation variable.

2.2. Perceived Organizational Support

Behaviors aimed at increasing the effectiveness and efficiency at organizations are broadly discussed in the literature and the behaviors of employees are guided by motivating elements in organizations. Especially organizational management's placing value on employees and valuing their happiness, positively affect the emotional relationships of workers with the organization (Kim et al., 2016). Employees exhibit high performance as long as their expectations of the organization are met. At the foundation of this approach lie the balance of organization-employee expectations. Sawitri et al. (2016) evaluated the relationship between the organization and employees as a sort of relationship of exchange. Employees are within a sort of barter with their organization for the rewards they expect to attain because of their efforts. Organizational support, which is based on social change theory and is the subject of psychological contracts, constitutes significant importance for workers who struggle to meet job and the demands coming from outside of the job (Turunç & Çelik, 2010). Organizational support is an organization's awareness of the contributions of personnel to the organization and its importance to the welfare of personnel (Akın, 2008). When employees evaluate the fundamental elements of the organization, if there is a positive understanding, perceptions arise in employees, then this understanding, discernment, or perception is the perception of organizational support (Kim et al., 2016). Eisenberger et al. (1986) defined perceived organizational support as the provision of importance and the participation of employees by the organization's management, the valuing of the wellbeing of employees, and the support by the organization in operations that affect employees. In other words, organizational support is the situation in which organizational management ensures that there is a peaceful and comfortable environment for employees and that employees realize the activities that increase their happiness (Kalidass & Bahron, 2015). Employees who always feel the support of the organization beside them will be more rigidly loyal to their work and will not consider leaving the workplace (Eisenberger et al., 1990). A supportive organization means a workplace that is helpful and shows interest in employees. Supportive organizations are proud of their employees, give them what they deserve, and work to meet their needs. Thus, the performance of employees increases and

they feel more like they belong at the organization (Shantz et al. 2016). According to organizational support theoreticians, high organizational support reveals the effective behaviors that result when working with employees (Cheng et al., 2016). One of the benefits that organizational support provides is the increase in job satisfaction by employees. Allen et al. (2003), their research also emphasizes the importance of organizational support and explains that if the organization administrations provide organizational support to the employees, their job satisfaction is positively affected. The positive effect of organizational support and business performance were analyzed within the scope of the research model. In this context, the H1 hypothesis is established as follows. At the same time, the mediation effect of the perceived organizational support variable was analyzed in the future H6 and H7 hypotheses.

H1: In organizations, workplace spirituality has a significant positive effect on perceived organizational support.

2.3. Job Control

Job control is the level of authority that employees have about their work while demonstrating their knowledge, skills, and abilities about their work and their ability to use them in a work environment (Brough & Biggs, 2015). Therefore, employees must be outfitted with the necessary knowledge, skills, talents, authority, and organizational resources to be able to possess the necessary control over their jobs. It is not enough for workers to solely be outfitted with the necessary elements of job control, but employees must also trust themselves and believe in their capacities in using these in the dimension of perception (Bolat, 2011). The degree of any employee's freedom to be able to make decisions about his or her work - job control - is partially the quality of the work and partially the management understanding of lower and upper-level managers-generally determined by the rules of the organization. So, job control and control experience are different concepts. Therefore, we should not confuse these two concepts. In situations where job control is high, increased motivation and feelings of mastership form, and the effects of a high work-load create stress that could not be observed (Hessels et al., 2017). In cases where job control is low, the need for learning decreases over time, and hopelessness starts to increase (Demiral et al., 2007). Additionally, participants with low job control experience greater emotional depletion, desensitization, and decreased feelings of personal success compared with those with high job control (Wood et al., 2020). When the desire for control becomes relevant, those with a high desire for job control experience a greater desire for personal success, and those with a lower desire for job control experience greater emotional depletion and desensitization (Güleryüz & Aydın, 2006). This is because employees with high job control have the freedom to make their own work schedule, select the tasks they will do, and make decisions about how they will perform these tasks (Karanika-Murray et al., 2017). In situations of low job control, the work schedule is done first, tasks are given, and it is determined how tasks will be

performed. Sainfort (1991) stated that there were three levels of job control arranged in a hierarchical order: instrumental control, conceptual control, and decision control. Instrumental control, found at the lowest stage of the hierarchy, indicates control of the employees over the order, speed, and amount in which tasks are conducted. Conceptual control, second in the ranking, is the control over the manner and methods in which tasks are performed. And decision control, located at the highest step, relates to control over the decisions regarding organizational policies. The existence of a fair process in the monitoring of processes and the control of decisions (Day et al., 2017), affects the perceptions of employees because they clearly contribute to the creation of organizational processes. For this reason, the effects of workplace spirituality and perceived organizational support over job control are researched in the scope of the research model. The positive effect of Workplace Spirituality on Job Control was first demonstrated within the scope of the research model. For this purpose, the following H2 hypothesis is established. Another hypothesis to be analyzed within the scope of the model is to test the hypothesis given by H4 and showing the positive effect of perceived organizational support on job control. The relationship between perceived organizational support and workplace spirituality and job control has been tested. The hypothesis established for this purpose is given below as H7.

H2: In organizations, workplace spirituality has a significant positive effect on job control.

H4: In organizations, perceived organizational support has a significant positive effect on job control.

H7: In organizations, perceived organizational support mediation effect the relationship between workplace spirituality and job control.

2.4. Organizational Citizenship

Behaviors of organizational citizenship increase the interest both in scientists and managers. Katz and Kahn (1978) noted that organizational citizenship is important for organizations and is necessary to earn higher profits (Khan & Rashid, 2012). The concept of organizational citizenship has expanded into various areas and disciplines such as human resources management, psychology, industry, business law, strategic management, organizational theory, and economics. Organ (1988) stated in his research that behaviors of organizational citizenship encourage the effective operation of the organization and the arrangement of an official reward system that does not directly or clearly recognize individual behaviors or that is not official. In addition, the effectiveness of behaviors of organizational citizenship within the organization is based on whether the attitudes and behaviors that employee's exhibit is positive (Bolino & Klotz, 2015). It is seen that collaboration among employees increased with the adoption by organizations of behaviors of organizational citizenship was ensured with the procedures and rules of the organization, regulations were complied with, and that employees were aware of their

responsibilities (Basu et al., 2017). Generally, behaviors of citizenship nourish the social mechanisms of the organization, decrease disputes between employees, and increase organizational performance, and efficiency. It was stated that behaviors of organizational citizenship contribute positively to the quality of services (Bell & Menguc, 2002), job participation (Dimitriades, 2007), and to leader-member interaction (Lo et al., 2006). Indeed, there are a few reasons for this study to focus on the behaviors of organizational citizenship. Behaviors of organizational citizenship can increase the efficiency of an organization by releasing various types of sources for more productive objectives (Borman & Motowidlo, 1993; Murnane, 2016). For example, managers find the opportunity to spend time slots they would normally spend regarding problems employees face on problems at the managerial level-thanks to employees who help one another in problems related to work (like strategic planning, improving work processes, and providing new resources). In this regard, the opportunity to spend more time will instead emerge as the topic of access to resources that the organization needs with the coordination of the activities of working groups at the management level (Karambayya, 1990; Randhawa & Kaur, 2015). Along with the provision of organizational citizenship, these behaviors ensure the formation of team spirit, morale, and togetherness, and thus, the more efficient operation of the organization. In this context, the effects of workplace spirituality and perceived organizational support over organizational citizenship are researched. The positive effect of workplace spirituality on organizational citizenship was first demonstrated within the scope of the research model. For this purpose, the following H3 hypothesis is established. Another hypothesis to be analyzed within the scope of the model is to test the hypothesis given with H5 and which shows the positive effect of perceived organizational support on organizational citizenship. Proceeding from the mentioned relationships, perceived organizational support tested the mediation effect on the relationship between workplace spirituality and organizational citizenship. The hypothesis established for this purpose is given below as H6.

   H3: In organizations, workplace spirituality has a significant positive effect on organizational citizenship.
   H5: In organizations, perceived organizational support has a significant positive effect on organizational citizenship.
   H6: In organizations, perceived organizational support mediation effect the relationship between workplace spirituality and organizational citizenship.

3. Methodology

   Within the scope of the aim of the research, a survey study was conducted with 394 employees. The data obtained were analyzed by IBM SPSS 25 and SPSS Process V3 plug-in. In order to determine whether the data obtained is compatible with the model defined, the Confirmatory Factor

Analysis was performed in the LISREL program, and factor loads, t score results, p-value values, and compliance and reliability values were calculated. After the model fit was decided, Regression analysis and Hayes Test for Mediation effect were used to test hypotheses established within the scope of the research model. Correlation analysis was performed and interpreted to determine the degree of relationship between data.

The prepared scale consists of statements about workplace spirituality, perceived organizational support, organizational citizenship, and job control, representing 4 variables. The workplace spirituality variable scale was adopted from the studies of Milliman et al. (2003), Rego and E Cunha (2008), Pawar (2009). The perceived organizational Support variable scale was adopted from the studies of Eisenberger et al. (1986; 2001). The organizational citizenship variable scale was adopted from the studies of Organ et al. (1988; 2005), Chaitanya and Tripathi (2001), and Bakhshi et al. (2011), The job control variable scale was adopted from the studies of Hackman and Oldham (1975), Smith et al. (1997), Karasek et al. (1985), Ganster (1989).

Scale questions were prepared and sent to white-collar employees working in companies operating in the production sector in the form of online questionnaires. The participants were asked to respond on a voluntary basis for this study. At the same time, the decision of the ethical committee for the scale to be used in the study was made and the statements were followed so as not to cause any misunderstanding. For the Common Method Variance problem that may occur as a result of measurement, anonymity is provided for survey respondents, active for ten days after the first submission of the survey, and the time is ensured that it does not create a print. At the same time, it is aimed to prevent involuntary filling by keeping the number of questions at a reasonable level.

3.1. Research Aim

In this study, a scale application was made on white collars working in food companies operating in the production sector. The reason why the production sector is chosen for the study is that the sector employees who are in a very intense and stressful working environment, both the workplace spirituality and the responses to organizational support research, to bring the results to the literature and the sector. In the literature, very few publications investigating the relationships between variables to be analyzed and mediation effects constitute the motivation factor of the article. The positive effect of the variable of workplace spirituality on perceived organizational support (H1), job control (H2), and organizational citizenship (H3) to bridge this gap in the literature; In addition to the positive impact of the perceived organizational support variable on job control (H4) and organizational citizenship (H5), the mediation effect between workplace spirituality and organizational citizenship (H6) was finally analyzed between workplace spirituality and job control (H7).

3.2. Findings

The survey responded 163 (41%) Female and 231 (59%) Male from white-collar employees. 325 of the participants (82.5%) are universities and 69 (17.5%) have a Postgraduate degree. 112 participants (28.4%) work in firms operating in the field "National", 163 participants (41.3%) "Regional" and 119 participants (30.3%) "International". First of all, it has been tested whether the data obtained differ according to the categories of the mentioned demographic variables. For this purpose, Independent Samples t-test was conducted because the Sector (Public and Private), Gender (Female and Male) variables were composed of two categories. Tested for differences on the basis of averages of points given to expressions according to the categories of both variables. P-value (0.000<0.05) in t-test result for industry question, and P-value (0.000<0.05) for t-test result to determine whether there is a difference between scores given by gender value. It has been decided that there is no difference between the score averages given according to the categories of both Sector and Gender variables. Likewise, ANOVA checked whether there is a difference between the points averages given to the statements according to the category of Education and Activity. P-value values for both variables (0.000<0.05) were found. This conclusion revealed that there is no difference between the points given to the statements according to the categories of the education and activity field variables. The co-examination of the data in this context will not cause any problems and are used together.

Fig. 1: *Research Model*

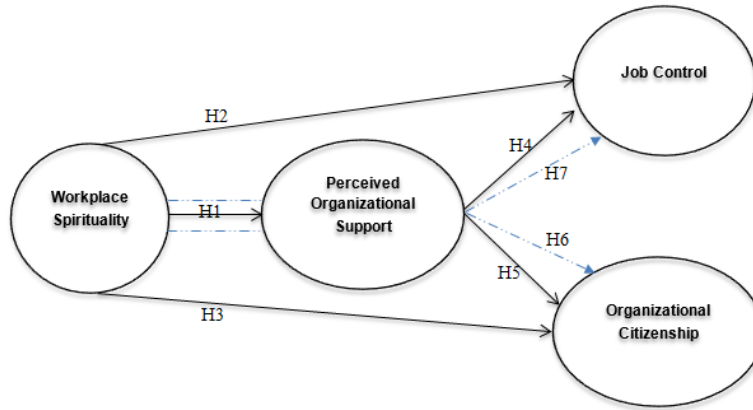## 4. Analysis

Factor Analysis is used to provide clues about the structure of the relationship between many variables that are thought to be related (İslamoğlu, 2011). Three methods are used to determine whether the data set is suitable for factor analysis. The factor load during the analysis was limited to 0.50. Thus, under each factor, it is ensured that recommendations best representing that

factor are found. Also, it led the way to each factor attaining a healthier and higher degree of representative strength. Eight questions were removed from the scale because they did not exhibit factor distribution and fell to different factors by reducing reliability because of the Factor analysis in the 38-question survey prepared on a 5-point Likert scale. The remaining 30 questions were distributed to four factors. The Kaiser Meyer Olkin (KMO) result and Bartlett test result should be looked at to determine whether the data is suitable for factor analysis. For available data, the KMO value was 0.953. This value application reported that the realized sampling group was adequate at an excellent level (Kalaycı, 2010). This rate should be greater than 0.60 (Büyüköztürk, 2002). Made the Bartlett obtained as a result of the test Sig. (0.000) were found. These results indicate that the data correlation matrix is not a unit matrix and that the data is suitable for Factor analysis (Büyüköztürk, 2002; Sönmez Çakır, 2019). Factor analysis for the data set is carried out with the LISREL package program and the results obtained are presented in Table 1. The numbers of expressions are rearranged in the ascending order of factor loads.

Tab. 1: *Factor Analysis Results*

	Std. Solution	T scores	AVE	CR
OC4. I defend the organization against individuals with negative ideas about the organization.	0.870	21.58*		
OC2. I start work on time by consistently coming to work early.	0.830	20.10*		
OC5. I am at work on time every day, including under circumstances like poor weather and heavy traffic.	0.810	19.43*		
OC1. I help ensure coordination between departments.	0.820	19.61*		
OC3. I hold the interests of the organization above the interests of myself and my colleagues.	0.820	19.73*		
OC7. I use new techniques and developments while fulfilling my duties.	0.840	20.26*	0.65	0.95
OC6. I follow changes and developments in the environment regarding the organization.	0.810	19.27*		
OC8. I engage in the exchange of ideas regarding new techniques and developments with my colleagues.	0.760	17.62*		
OC9. I introduce the organization at which I work as an organization that supports its employees against the outside.	0.780	18.21*		
OC10. I help my colleagues who have heavy workloads.	0.740	17.08*		
WS3. I feel connected to the goals of the organization at which I work.	0.800	17.32*		
WS4. Employees at the organization at which I work act in accordance with a shared objective.	0.780	18.01*	0.59	0.93

WS2. Spirituality is quite important in the culture of the organization at which I work.	0.770	18.86*		
WS1. The organization at which I work values its employees.	0.790	18.41*		
WS5. Employees value one another at the organization at which I work.	0.760	17.49*		
WS8. The organization at which I work strives for employees to be in a peaceful environment.	0.800	18.76*		
WS6. I view the organization at which I work as a piece of a family.	0.730	16.45*		
WS7. The work environment was designed for employees to feel comfortable.	0.720	16.33*		
WS9. The organization at which I work places importance on employees' being cheerful and energetic.	0.750	17.26*		
POS2. In the organization I work for, employees receive support when they experience any uneasiness.	0.700	15.41*		
POS3. A solution is sought when employees have any complaints.	0.750	16.81*		
POS1. I always get support even if I have mistakes in my work.	0.810	18.81*	0.57	0.89
POS6. The organization at which I work truly values the welfare of employees.	0.800	18.35*		
POS4. Employees are helped at the organization at which I work.	0.760	17.03*		
POS5. The organization at which I work powerfully considers the goals and values of employees.	0.700	15.28*		
JC2. The information resources that I need while I do my job have an influence.	0.770	17.54*		
JC3. I have the freedom to make decisions regarding what I do at my job.	0.780	17.94*		
JC1. I must continue learning new things about my job.	0.860	20.71*	0.64	0.90
JC4. I can guess what the consequences of decisions that I make are regarding my job.	0.800	18.57*		
JC5. I am responsible for making decisions about how my job is performed.	0.780	17.78*		
Chi-Square=1257.12, df=399, P-value=0.00000, RMSEA=0.074				

WS: Workplace Spirituality, **POS**: Perceived Organizational Support, **OC:** Organizational Citizenship, **JC**: Job Control; *= t Scores>1.96 and all P values<0.05. Items are meaningful for factors.

Confirmatory Factor Analysis: It is used to define the statistical analyses in research models in which there are variables that represent more than one variable and are measured or observed more than once (Özdamar, 2013). It is consistent with the research model when considering the values in the Model Fit; X2 / df=3.108<5 good fit, IFI=0.98>0.95 good fit, NFI=0.97>0.95 good fit,

NNFI=0.98>0.95 good fit, PNFI=0.89>0.85 good fit, CFI=0.98>0.95 good fit, RMSEA=0.074<0.080 good fit, RFI=0.96>0.90 close to 1 better fit, RMR=0.038<0.05 good fit (Jöreskog & Sörbom, 1993; Kline, 2005; Schermelleh-Engel et al., 2003; Erkorkmaz et al., 2013; Hooper et al., 2008; Sonmez Cakir & Adiguzel, 2019). For this reason, the validity for the 4-factor structure that emerged with the explanatory factor analysis conducted in the SPSS 25 statistical program was also confirmed with the confirmatory factor analysis in LISREL. AVE (Average Variance Extracted) is used to measure Convergent validity, CR (Composite Reliability) content validity and to ensure that the model is compatible with convergent validity AVE values must be greater than 0.50, but CR values must be both from their AVE values and above 0.70 (Sönmez Çakır & Adıgüzel, 2020). The data obtained meet these criteria and it can be said that the model has both convergent validity and content validity.

In reliability analysis, generally accepted reliability values are calculated for studies in the field of research and information about the relationship between the substances that make up the scale. Whether the prepared questionnaire questions are sufficient to measure a particular situation can be revealed with the help of this method. The reliability of scale and the coefficients of correlation between factors are given in Table 2.

Tab. 2: *Reliability Values and Correlation Coefficient Values*

Variables	Number of Items	Cronbach Alfa (α) Values	Correlations		
			OC	WS	POS
Organizational Citizenship (OC)	10	0.949	1		
Workplace Spirituality (WS)	9	0.927	0.588**	1	
Perceived Organizational Support (POS)	6	0.885	0.586**	0.632**	1
Job Control (JC)	5	0.896	0.472**	0.621**	0.576**
**=Correlation is significant at the 0.01 level (2-tailed).					

Reliability analysis was done after factor analysis. The reason for the reliability analysis is to determine the internal consistency of the scales. In reliability analysis, cronbach alpha coefficient is used. In studies conducted in the social sciences, those with a cronbach alpha value of 0.70 and above are generally accepted (Nunnally, 1978; Hair et al., 2000; Buyukozturk, 2007). As we specified before, previously conducted analyses (factor analysis, reliability analysis, descriptive analyses) were executed over 394 surveys obtained from

organizations. As a result of the correlation analysis, a significant relationship was found between the variables of workplace spirituality, perceived organizational support, organizational citizenship, and job control.

After analyzes related to the data set, the hypotheses (H1:H5) were tested within the scope of the research model. Correlation analysis and factors have been revealed, but the magnitude of effect will be determined by regression. The results of the regression analysis are presented in Table 3.

Tab. 3: *Regression Analysis Results*

H	DV	IV	Standard β	Adjusted R Square	F Value	Sig.	Accept / Reject
H1	POS	WS	0.632	0.398	260.704	0.000*	**Accept**
H2	JC	WS	0.621	0.384	246.107	0.000*	**Accept**
H3	OC	WS	0.588	0.344	207.349	0.000*	**Accept**
H4	JC	POS	0.576	0.330	194.587	0.000*	**Accept**
H5	OC	POS	0.586	0.342	205.117	0.000*	**Accept**
*:p<0.05; **DV:** Dependent Variable; **IV:** Independent Variable							

As a result of regression analysis, all Sig. values were obtained less than 0.05. This indicates that the regression between variables is meaningful. The calculated R Square values indicate how much the argument describes the change in the dependent variable. F value values provide information about the significance of the model as a whole, and Sig. values indicate whether the coefficients of the model are meaningful. For all hypotheses, both Sig. and F value values indicate that models are meaningful and that hypotheses are supported. Hypotheses between H1:H5 were "accepted" and all dependent variables were found to have positive effects on arguments. After these actions, Hayes Mediation effect will be viewed using the Process v3 plugin for H6 and H7 hypotheses where the agent variable effect of POS is claimed. The results for the H6 hypothesis are given in Table 4, and the results for H7 are given in Table 5.

Hayes (2017) developed test that does not have P values. The mediation effect is interpreted based on BootLLCI and BootULCI values. If there is no zero value between BootLLCI and BootULCI values for the established model, the mediation effect is mentioned in the relationship. When these values in Table 4. and Table 5. "Completely standardized indirect effect (s) of X on Y" lines are analyzed, hypotheses can be decided.

Tab. 4: *Hayes Mediation Effect Results for H6 Hypothesis*

Outcome Variable: POS							
	coeff	se	t	p	LLCI	ULCI	S.coef
Constant	0.8663	0.1973	4.3900	0.000	0.4783	1.2543	
WS	0.7291	0.0452	16.1463	0.000	0.6403	0.8179	0.6320

Outcome Variable: OC							
	coeff	se	t	p	LLCI	ULCI	S.coef
Constant	0.1115	0.2346	0.4752	0.6349	-0.3498	0.5727	
WS	0.4945	0.0676	7.3116	0.000	0.3615	0.6275	0.3626
POS	0.4219	0.0586	7.1975	0.000	0.3067	0.5372	0.3569
Outcome Variable: OC Total Effect Model							
	coeff	se	t	p	LLCI	ULCI	S.coef
Constant	0.4770	0.2434	1.9596	0.508	-0.0016	0.9556	
WS	0.8022	0.0557	14.3996	0.000	0.6926	0.9117	0.5882
Completely standardized indirect effect(s) of WS on OC							
	Effect	BootSE	BootLLCI	BootULCI	H6: Accept		
POS	0.2256	0.0403	0.1484	0.3091			

There is no zero number between BootLLCI (0.1484) and BootULCI (0.3091) below Completely standardized indirect effect (s) of WS on OC line. This result means that the POS variable has a mediation effect on the relationship between WS and OC. The other lines of the table show the results of single and multiple regression. The first line shows the effect of the WS variable on POS, the second line shows the effect of WS and POS on the OC at the same time, and the third line shows total effect on the OC variable of the WS variable. After these explanations, the H6 hypothesis has been accepted.

Tab. 5: *Hayes Mediation Effect Results for H7 Hypothesis*

Outcome Variable: POS							
	coeff	se	t	p	LLCI	ULCI	S.coef
Constant	0.8663	0.1973	4.3900	0.000	0.4783	1.2543	
WS	0.7291	0.0452	16.1463	0.000	0.6403	0.8179	0.6320
Outcome Variable: JC							
	coeff	se	t	p	LLCI	ULCI	S.coef
Constant	1.1312	0.1792	6.3130	0.000	0.7789	1.4835	
WS	0.4534	0.0517	8.7774	0.000	0.3519	0.5550	0.4280
POS	0.2805	0.0448	6.2652	0.000	0.1925	0.3686	0.3055
Outcome Variable: JC Total Effect Model							
	coeff	se	t	p	LLCI	ULCI	S.coef
Constant	1.3742	0.1833	7.4982	0.000	1.0139	1.7345	
WS	0.6579	0.0419	15.6878	0.000	0.5755	0.7404	0.6210
Completely standardized indirect effect(s) of WS on SC							
	Effect	BootSE	BootLLCI	BootULCI	H7: Accept		
POS	0.1931	0.0367	0.1214	0.2645			

Completely standardized indirect effect (s) of WS on SC has no zero between the values of BootLLCI (0.1214) and BootULCI (0.2645). This result means that the POS variable has a mediation effect on the relationship between WS and SC. The effect of WS variable on POS in the first row of the table, the

effect of WS and POS on SC simultaneously on the second row, the total effect value of the WS variable on the JC variable in the third row observed. After these explanations, the H7 hypothesis has been accepted. As a result, the mediation effect hypotheses given in H6 and H7 were also accepted and the values of the established model were presented.

5. Discussion

When the effects of workplace spirituality and organizational support on the employees are examined within the scope of the research, it is understood that with the testing of the hypotheses, organizations should provide a peaceful and comfortable environment for the employees, as well, they are affected positively when they get support from their organizations. In this context, when variables are discussed; considering the contributions of perceived organizational support on employees, the most important contribution is that employees feel like they belong at the organization and the commitment to the organization is further strengthened (Krishnan & Mary, 2012). Should this belief exist, employees not only feel like they belong at the organization and exhibit behaviors of organizational citizenship but also feel that job control can be efficiently provided. It is accepted that perceived organizational support created a general perception of support within the employees for the organization; and in a way, that employees and employers are loyal to one another (Rousseau, 1995), and there is perceptive support that must be considered for employees to work in a peaceful environment (Aselage & Eisenberger, 2003). As a result of the research, it is seen that perceived Organizational support positively affects both job control and organizational citizenship behavior. If this is achieved, employees can feel that they belong to the organization. Clearly, the success of employees in the environment provided within the organization and in job control is important as errors that might be made in job control can be the most costly losses at production firms. The job control of one employee covers his or her skills and talents. This is because the successful completion of job control reveals the quality of the work conducted (Elovainio et al., 2001). For this reason, the importance of workplace spirituality on the topic of employees' feeling good emerges. When workplace spirituality ensured, employees both feel like they belong to the organization and can successfully fulfill their job control. When the organizational citizenship of employees is successfully ensured, they can reach a positive judgment about the general support of the organization. Sharma et al. (2011) explained in a study that job satisfaction has an influence on organizational citizenship behaviors. The ability of employees to achieve job satisfaction depends on the working environment within the organization, which is an environment that is designed to positively affect employees. Gupta et al. (2014) stated in their study that workplace spirituality positively affected job satisfaction, and considering the relationships between the variables in the scope

of the research model, the importance of both organizational support and workplace spirituality comes to the fore in the success of job control. Employees exhibit stronger performances when they establish a strong relationship within their organizations and find feelings of meaning in their work (Van Dyne et al., 1994). This study is a response to studies in this regard, including organizational support that leads to a search that examines the organizational results of workplace spirituality. It is considered important in terms of ensuring success in job control, management's ensuring workplace spirituality for employees and organizational procedures (Ambrose & Schminke, 2003). However, organizations must support future research to be able to fully support these assumptions. Unfortunately, even though the organization managers stated that they advocate university-industry cooperation, they close their doors when research is requested by researchers in the social sciences. There truly is a need for leaders who wish to see the extent to which the management styles that materialize at organizations affect employees and the organization. Large companies and holding firms do not look kindly upon work requesting to be done in the field of social sciences, and they generally provide the following response: "We do not allow for questionnaires or similar studies, as per our company policies." It begs the question of how this decision that was made at the management level directs an organization behind closed doors. University-industry collaboration must be ensured in real terms for organizations to be maximally efficient between the organization and employees.

Conclusion

The traditional methods, structures, and processes in workplaces with a multifaceted change has started to become useless, and the importance given to people has thereby increased. Consideration of this important aspect needs to be provided according to the material and spiritual needs of people. Thus, it will be easier to bring up and discuss the concept of spirituality in the business world. Employees today spend most of their time at their workplaces (outside of the pandemic process, i.e. excluding those who work from home), and the time spent at the workplace also means meeting the expectations of employees, both financially and morally. Therefore, the physiological needs of employees (like earned wages and conditions of the physical work), as well as needs like love, respect, appreciation, and self-realization, must be met for employees to be spiritually satisfied in the workplace. The satisfaction of these needs (especially the need for self-realization) at the upper steps of the hierarchy of needs can resemble the satisfaction of the spiritual needs of employees and can provide for their spiritual well-being (health). Workplaces should realize various practices to be able to satisfy the spiritual needs of employees. Practices like respecting the value judgments of employees, offering opportunities that help them live their beliefs, creating opportunities for leisure and entertainment, childcare

services, and flexible work hours are examples of spirituality in the workplace. Workplace spirituality, stress decreases absence and the rate of labor turnover and increases motivation and the behaviors of organizational citizenship. It can be explained by the support of H1, H2, and H3 hypotheses that workplace spirituality positively affects both perceived organizational support and job control and organizational citizenship behavior as a result of the analysis. The general opinion in job control is that if employees are in a state of interaction with their managers, they will have positive opportunities to reflect their skills and talents in their work. Employees will be both productive and will have the opportunity to better exhibit their performances when they receive the support of their managers- thanks to being in a state of interaction. At the same time, this situation will allow employees to own their organizations and the feeling that they belong to the organization. In the research, it can be explained by the support of H4 and H5 hypotheses that perceived organizational support positively affects organizational citizenship and job control. Workplace spirituality generally has a positive effect on job satisfaction (Bodia & Ali, 2012). Because spiritual needs are fulfilled simultaneously in the expenditure of the financial of employees and with ensuring workplace spirituality within the organization (Duchon & Plowman, 2005), they can best exhibit their performance in a more productive work setting. In other words, employees will feel much happier at their workplaces when they feel meaning in their work and that they are working toward a goal (Bakker & Schaufeli, 2008). As a result of the analyzes, if workplace spirituality is provided for the success of the organizations and the organizational support is given to the employees, job control can be achieved successfully and the organizational citizenship behaviors of the employees are affected positively. The mediation variable effect of organizational support perceived as a result of the analysis of the mediation variable effect is supported by the H6 and H7 hypotheses. Considering the limitations of the research, it is recommended to conduct the research in different sectors and make comparative analyzes in terms of the sample population, since surveys are collected from white-collar employees working in food production companies. There is a need for more studies investigating the thoughts of especially blue-collar employees on workplace spirituality. The research provides a background for workplace spirituality, especially for future studies; it is also likely to be a reference for researchers wishing to examine the impact of perceived organizational support on employees in future research.

References

Akın, M. (2008). Örgütsel Destek, Sosyal Destek ve İş-Aile Çatışmalarının Yaşam Tatmini Üzerindeki Etkileri. *Bozok Üniversitesi İİBF Sosyal Bilimler Enstitüsü Dergisi*, 25(1), 141- 170.

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

Allen, D. , Shore, L. M. & 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.

Ambrose, M. L., & Schminke, M. (2003). Organization Structure as a Moderator of the Relationship between Procedural Justice, Interactional Justice, Perceived Organizational Support, and Supervisory Trust. *Journal of Applied Psychology*, 88(2), 295–305.

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

Ashmos, D. P., & Duchon, D. (2000). Spirituality at Work: A Conceptualization and Measure. *Journal of Management Inquiry*, 9(2), 134-145.

Bakhshi, A., Sharma, A. D., & Kumar, K. (2011). Organizational Commitment as Predictor of Organizational Citizenship Behavior. *European Journal of Business and Management*, 3(4), 78-86.

Bakker, A. B., & Schaufeli, W. B. (2008). Positive Organizational Behavior: Engaged Employees in Flourishing Organizations. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 29(2), 147-154.

Basu, E., Pradhan, R. K., & Tewari, H. R. (2017). Impact of Organizational Citizenship Behavior on Job Performance in Indian Healthcare Industries. *International Journal of Productivity and Performance Management.* 66(6), 780-796.

Bell, S. J., & Menguc, B. (2002). The Employee-Organization Relationship, Organizational Citizenship Behaviors, and Superior Service Quality. *Journal of Retailing*, 78(2), 131-146.

Bodia, M. A., & Ali, H. (2012). Workplace Spirituality: A Spiritual Audit of Banking Executives in Pakistan. *African Journal of Business Management*, 6(11), 3888-3897.

Bolat, O. (2011). İş Yükü, İş Kontrolü ve Tükenmişlik İlişkisi. *Atatürk Üniversitesi İktisadi ve İdari Bilimler Dergisi*, 25(2), 87-101.

Bolino, M. C., & Klotz, A. C. (2015). The Paradox of the Unethical Organizational Citizen: The Link between Organizational Citizenship Behavior and Unethical Behavior at Work. *Current Opinion in Psychology*, 6, 45-49.

Borman, W. C., & Motowidlo, S. M. (1993). Expanding the Criterion Domain to Include Elements of Contextual Performance. *Personnel Selection in Organizations; San Francisco: Jossey-Bass*, 71-98.

Brough, P., & Biggs, A. (2015). Job Demands× Job Control Interaction Effects: Do Occupation-Specific Job Demands Increase Their Occurrence?. *Stress and Health*, 31(2), 138-149.

Büyüköztürk, Ş. (2002). *Sosyal Bilimler için Veri Analizi El Kitabı*, Ankara: Pegem Yayıncılık.

Buyukozturk, S. (2007). *Sosyal Bilimler için Veri Analizi El Kitabı*. Ankara: Pegem Yayıncılık.

Cakir, F. S., & Adiguzel, Z. (2019). Evaluation of Open Leadership and Innovation Orientation on Employees and Culture of the Organization. *Business: Theory and Practice*, *20*, 432-445.

Chaitanya, S. K., & Tripathi, N. (2001). Dimensions of Organisational Citizenship Behaviour. *Indian Journal of Industrial Relations*, 37(2), 217-230.

Cheng, J. C., Chen, C. Y., Teng, H. Y., & Yen, C. H. (2016). Tour Leaders' Job Crafting and Job Outcomes: The Moderating Role of Perceived Organizational Support. Tourism Management Perspectives, 20, 19-29.

Day, A., Crown, S. N., & Ivany, M. (2017). Organisational Change and Employee Burnout: The Moderating Effects of Support and Job Control. *Safety Science*, 100, 4-12.

Demiral, Y., Ünal, B., Kılıç, B., Soysal, A., Bilgin, A. C., Uçku, R., & Theorell, T. (2007). İş Stresi Ölçeğinin İzmir Konak Belediyesi'nde Çalışan Erkek İşçilerde Geçerlik ve Güvenilirliğinin İncelenmesi. *Toplum Hekimliği Bülteni*, 26(1), 11-18.

Dimitriades, Z. S. (2007). The Influence of Service Climate and Job Involvement on Customer-Oriented Organizational Citizenship Behavior in Greek Service Organizations: A Survey. *Employee Relations*, *29*(5), 469-491.

Duchon, D., & Plowman, D. A. (2005). Nurturing the Spirit at Work: Impact on Work Unit Performance. *The Leadership Quarterly*, *16*(5), 807-833.

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

Eisenberger, R. Fasolo P. & Valeria D. L. (1990). Perceived Organizational Support and Employee Diligence, Commitment and Innovation. *Journal of Applied Psychology*, 75(1), 51-59.

Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D., & Rhoades, L. (2001). Reciprocation of Perceived Organizational Support. *Journal of Applied Psychology*, *86*(1), 42-51.

Elovainio, M., Kivimaki, M., & Helkama, K. (2001). Organizational Justice Evaluations, Job Control, and Occupational Strain. *Journal of Applied Psychology*, 86, 418–424.

Erkorkmaz, Ü., Etikan, İ., Demir, O., Özdamar, K., & Sanisoğlu, S. Y. (2013). Doğrulayıcı Faktör Analizi ve Uyum İndeksleri. *Turkiye Klinikleri Journal of Medical Sciences*, *33*(1), 210-223.

Ganster, D. C. (1989). Worker Control and Well-Being: A Review of Research in the Workplace. *Job Control and Worker Health*, 3(23), 213-229.

Giacalone, R. A., & Jurkiewicz, C. L. (Eds.). (2003). *Handbook of Workplace Spirituality and Organizational Performance*. Me Sharpe.

Güleryüz, E., & Aydın, O. (2006). İş Kontrolü ve Kontrol İsteği İle Tükenmişlik ve Fiziksel Sağlık Arasındaki İlişkiler. *Türk Psikoloji Dergisi*, 21(58), 59-71.

Gupta, M., Kumar, V., & Singh, M. (2014). Creating Satisfied Employees Through Workplace Spirituality: A Study of the Private Insurance Sector in Punjab (India). *Journal of Business Ethics*, *122*(1), 79-88.

Hackman, J. R., & Oldham, G. R. (1975). Development of the Job Diagnostic Survey. *Journal of Applied Psychology*, *60*(2), 159-170.

Hair, J. F., Bush, R. P., & Ortinau, D. J. (2000). *Marketing Research: A Practical Approach for the New Millennium*. Irwin Professional Publishing.

Hayes, A. F. (2017). *Introduction to Mediation, Moderation, and Conditional Process Analysis: A Regression-Based Approach*. Guilford publications.

Hessels, J., Rietveld, C. A., & van der Zwan, P. (2017). Self-Employment and Work-Related Stress: The Mediating Role of Job Control and Job Demand. *Journal of Business Venturing*, 32(2), 178-196.

Hooper, D., Coughlan, J., & Mullen, M. (2008). Structural Equation Modelling: Guidelines for Determining Model Fit. *Articles*, 2.

İslamoğlu, A. (2011). *Hamdi: Sosyal Bilimlerde Araştırma Yöntemleri, 2. Bs.* İstanbul, Beta Basım A.Ş.

Jöreskog, K. G., & Sörbom, D. (1993). *LISREL 8: Structural Equation Modeling with the SIMPLIS Command Language*. Scientific Software International.

Kalaycı, Ş. (2010). *SPSS Uygulamalı Çok Değişkenli İstatistik Teknikleri* (Vol. 5). Ankara, Turkey: Asil Yayın Dağıtım.

Kalidass, A., & Bahron, A. (2015). The Relationship between Perceived Supervisor Support, Perceived Organizational Support, Organizational Commitment And Employee Turnover Intention. *International Journal of Business Administration*, 6(5), 82-89.

Karakas, F. (2010). Spirituality and Performance in Organizations: A Literature Review. *Journal of Business Ethics*, *94*(1), 89-106.

Karambayya, R. (1990), *Work Unit Characteristics with Implications for Organizational Citizenship Behavior*, York University, North York, Ontario.

Karanika-Murray, M., Michaelides, G., & Wood, S. J. (2017). Job Demands, Job Control, Psychological Climate, and Job Satisfaction. *Journal of Organizational Effectiveness: People and Performance*. 4(3), 238-255.

Karasek, R. A., Gordon, G., Pietrokovsky, C., Frese, M., Pieper, C., Schwartz, J., Fry, L., & Schirer, D. (1985). Job Content Instrument: Questionnaire and User's Guide. *Los Angeles, CA: University of Southern California.*

Katz, D., & Kahn, R.L. (1978), The Social Psychology of Organizations, *Wiley, New York, NY.*

Khan, S. K., & Rashid, M. Z. A. (2012). The Mediating Effect of Organizational Commitment in the Organizational Culture, Leadership and Organizational Justice Relationship with Organizational Citizenship Behavior: A Study of Academicians in Private Higher Learning Institutions in Malaysia. *International Journal of Business and Social Science*, *3*(8), 83-91.

Kim, K. Y., Eisenberger, R., & Baik, K. (2016). Perceived Organizational Support and Affective Organizational Commitment: Moderating Influence of

Perceived Organizational Competence. *Journal of Organizational Behavior*, 37(4), 558-583.

Kline, T. (2005). *Psychological Testing: A Practical Approach to Design and Evaluation*. Sage.

Kolodinsky, R. W., Giacalone, R. A., & Jurkiewicz, C. L. (2008). Workplace Values and Outcomes: Exploring Personal, Organizational, and Interactive Workplace Spirituality. *Journal of Business Ethics*, *81*(2), 465-480.

Krishnan, J., & Mary, V. S. (2012). Perceived Organisational Support–An Overview on its Antecedents and Consequences. *International Journal of Multidisciplinary Research*, 2(4), 1-13.

Kurtessis, J. N., Eisenberger, R., Ford, M. T., Buffardi, L. C., Stewart, K. A., & Adis, C. S. (2017). Perceived Organizational Support: A Meta-Analytic Evaluation of Organizational Support Theory. *Journal of Management*, 43(6), 1854-1884.

Lo, M. C., Ramayah, T., & Kueh Swee Hui, J. (2006). An Investigation of Leader Member Exchange Effects on Organizational Citizenship Behavior in Malaysia. *Journal of Business & Management*, 12(1), 5-23.

Miller, D. W., & Ewest, T. (2015). A New Framework for Analyzing Organizational Workplace Religion and Spirituality. *Journal of Management, Spirituality & Religion*, *12*(4), 305-328.

Milliman, J., Czaplewski, A. J., & Ferguson, J. (2003). Workplace Spirituality and Employee Work Attitudes: An Exploratory Empirical Assessment. *Journal of Organizational Change Management*, 16(4), 426-447.

Murnane, J. A. (2016). Developing Organizational Citizens: Creating Business Impact and Greater Human Capital. Journal of Leadership Studies, 10(2), 64-68.

Nafis, M., Agus, Z. F., & Mujib, F. (2018). Workplace Spirituality to Increase Institutions'commitment and Meaning of Life. *Epistemé: Jurnal Pengembangan Ilmu Keislaman*, 13(1), 89-112.

Nasina, M. D., Pin, D., & Pin, K. (2011). The Workplace Spirituality and Affective Commitment among Auditors in Big Four Public Accounting Firms: Does It Matter?. *Journal of Global Management*, *2*(2), 216-226.

Noor, S., & Arif, S. (2011). Achieving Job Satisfaction via Workplace Spirituality: Pakistani Doctors in Focus. *European Journal of Social Sciences*, 19(4), 507-515.

Nunnally, J. C. (1978). *An Overview of Psychological Measurement*. In Clinical Diagnosis of Mental Disorders (pp. 97-146). Springer, Boston, MA.

Organ, D. W. (1988). *Organizational Citizenship Behavior: The Good Soldier Syndrome*. Lexington Books/DC Heath and Com.

Organ, D. W., Podsakoff, P. M., & MacKenzie, S. B. (2005). Organizational Citizenship Behavior: *Its Nature, Antecedents, and Consequences*. Sage Publications.

Özdamar, K. (2013). Paket Programlar ile İstatistiksel Veri Analizi, Nisan Kitabevi, 9. *Baskı, Ankara*.

Pawar, B. S. (2009). Individual Spirituality, Workplace Spirituality and Work Attitudes. *Leadership & Organization Development Journal*. 30(8), 759-777.

Pawar, B. S. (2016). Workplace spirituality and employee well-being: An empirical examination. Employee Relations. 38(6), 975-994. https://doi.org/10.1108/ER-11-2015-0215

Randhawa, G., & Kaur, K. (2015). An Empirical Assessment of Impact of Organizational Climate on Organizational Citizenship Behaviour. *Paradigm*, 19(1), 65-78.

Rastgar, A. A., Zarei, A., Davoudi, S. M., & Fartash, K. (2012). The Link between Workplace Spirituality, Organizational Citizenship Behavior and Job Performance in Iran. *Arth Prabhand: A Journal of Economics and Management*, *1*(6), 51-67.

Rego, A., & e-Cunha, M. P. (2008). Workplace Spirituality and Organizational Commitment: An Empirical Study. *Journal of Organizational Change Management*. 21(1), 53-75.

Robbins, S., & Judge, T. (2011). Organizational Behavior.(14th) New Jersey: Pearson Prentice Hall.

Rousseau, D. (1995). *Psychological Contracts in Organizations: Understanding Written and Unwritten Agreements*. Sage Publications.

Sainfort, P. C. (1991). Stress, Job Control and Other Job Elements: A Study of Office Workers. *International Journal of Industrial Ergonomics*, 7(1), 11-23.

Sawitri, D., Suswati, E., & Huda, K. (2016). The Impact of Job Satisfaction, Organization Commitment, Organization Citizenship Behavior (Ocb) on Employees' performance. *International Journal of Organizational Innovation*, 9(2), 24-45.

Schermelleh-Engel, K., Moosbrugger, H., & Müller, H. (2003). Evaluating the Fit of Structural Equation Models: Tests of Significance and Descriptive Goodness-Of-Fit Measures. *Methods of Psychological Research Online*, *8*(2), 23-74.

Shantz, A., Alfes, K., & Latham, G. P. (2016). The Buffering Effect of Perceived Organizational Support on the Relationship between Work Engagement and Behavioral Outcomes. *Human Resource Management*, 55(1), 25-38.

Sharma, J. P., Bajpai, N., & Holani, U. (2011). Organizational Citizenship Behavior in Public and Private Sector and its Impact on Job Satisfaction: A Comparative Study in Indian Perspective. *International Journal of Business and Management*, *6*(1), 67.

Smith, C. S., Tisak, J., Hahn, S. E., & Schmieder, R. A. (1997). The Measurement of Job Control. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, *18*(3), 225-237.

Sönmez Çakır, F. (2019). *Sosyal Bilimler için Parametrik Veri Analizi*, 1. Baskı, Gazi Kitabevi, Ankara.

Sönmez Çakır, F., Adıgüzel, Z. (2020). Examining of Organizational Citizenship Behaviors and Employee Involvement in Transformational Leadership and

Organization Support: A Research on White Collar Bank Employees, Journal of Business Research-Turk, 12(1), 111-125.

Turnley, W. H., Bolino, M. C., Lester, S. W., & Bloodgood, J. M. (2003). The Impact of Psychological Contract Fulfillment on the Performance of In-Role and Organizational Citizenship Behaviors. *Journal of Management*, 29(2), 187-206.

Turunç, Ö., & Çelik, M. (2010). Çalışanların Algıladıkları Örgütsel Destek ve Iş Stresinin Örgütsel Özdeşleşme ve İş Performansına Etkisi. *Yönetim ve Ekonomi: Celal Bayar Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, *17*(2), 183-206.

Van Dyne, L., Graham, J. W., & Dienesch, R. M. (1994). Organizational Citizenship Behavior: Construct Redefinition, Measurement, and Validation. *Academy of Management Journal*, *37*(4), 765-802.

Vasconcelos, A. F. (2010). Spiritual Development in Organizations: A Religious-Based Approach. *Journal of Business Ethics*, *93*(4), 607-622.

Wood, S., Daniels, K., & Ogbonnaya, C. (2020). Use of Work–Nonwork Supports and Employee Well-Being: the Mediating Roles of Job Demands, Job Control, Supportive Management and Work–Nonwork Conflict. *The International Journal of Human Resource Management*, 31(14), 1793–1824.

Yusof, J., Yaacob, H. F., & Rahman, S. A. A. (2019). Organisational Citizenship Behaviour, Leader-Member Exchange, Psychological Empowerment and Workplace Spirituality: A Review. *International Journal of Business and Social Development (IJBSD)*, 1(1), 54-65.