

Psychological Resilience and Organizational Commitment: Mediating Role of Job Satisfaction

Psikolojik Sağlamlık ve Örgütsel Bağlılık: İş Tatmininin Aracılık Rolü

Tülay AVCI TAŞKIRAN¹ 

Nevşehir Hacı Bektaş Veli University, Ürgüp Sebhat and Erol Toksöz Tourism Vocational School, Nevşehir, Türkiye

Bülent GÜRBÜZ² 

Ankara University, Faculty of Sports Sciences, Department of Sports Management Sciences, Ankara, Türkiye

Mehmet DOĞAN³ 

National Defence University, Department of Physical Education and Sports, İstanbul, Türkiye



ABSTRACT

This study examined the relationship between psychological resilience, job satisfaction, and organizational commitment. The study, which was conducted with the relational survey model, included 204 women and 176 men, 380 people in total ($M_{age}=37,87\pm 7,88$), working in the Directorate of Youth and Sports. Participants completed the personal information form, Psychological Resilience Scale-Short Form (PSS), Job Satisfaction Scale (JSS) and Organizational Commitment Scale (OCS). After data collection, the basic assumptions of parametric tests were tested, and a model was created to examine the relationship between PSS, JSS, and OCS. The causal relationship between the latent variables was analyzed using a structural equation model (SEM). SEM results showed that psychological resilience had direct positive significant effects on job satisfaction ($\beta_{PSO-ITO}=0,22$; $p<.01$) and organizational commitment ($\beta_{PSO-ITO}=0,17$; $p<.01$), and job satisfaction had direct positive significant effect on organizational commitment ($\beta_{ITO-ITO}=0,48$; $p<.01$). Simultaneously, job satisfaction had an indirect effect on the relationship between psychological resilience and organizational commitment ($\beta_{PSO-ITO-OCB}=0,10$; $p<.01$). According to the results of the current research, psychological resilience and job satisfaction have a direct effect on organizational commitment, and job satisfaction has an indirect effect by assuming a partial mediating role in the relationship between psychological resilience and organizational commitment. Therefore, it may be possible to change attitudes towards the organization and accordingly increase organizational commitment levels by increasing the levels of psychological resilience and job satisfaction of individuals.

Keywords: Psychological resilience, job satisfaction, organizational commitment

Öz

Bu çalışma psikolojik sağlamlık, iş tatmini ve örgütsel bağlılık arasındaki ilişkiyi incelemek amacıyla gerçekleştirilmiştir. İlişkisel tarama modeli ile gerçekleştirilen çalışmaya Gençlik ve Spor Müdürlüğünde görev yapan 204 kadın, 176 erkek, toplam 380 ($Ort_{yaş}=37,87\pm 7,88$) kişi katılmıştır. Katılımcılar; kişisel bilgi formu, "Psikolojik Sağlamlık Ölçeği-Kısa form (PSÖ)", "İş Tatmini Ölçeği (İTÖ)" ve "Örgütsel Bağlılık Ölçeğini (ÖBÖ)" yanıtlamışlardır. Verilerin toplanmasının ardından parametrik testlerin temel varsayımları test edilerek, "PSÖ", "İTÖ" ve "ÖBÖ" arasındaki ilişkinin incelenmesi adına model oluşturulmuş ve gizil değişkenler arasındaki nedensel ilişki Yapısal Eşitlik Modeli ile analiz edilmiştir. YEM sonuçları; psikolojik sağlamlığın, iş tatmini ($\beta_{PSÖ-İTÖ}=0,22$; $p<.01$) ve örgütsel bağlılık üzerinde ($\beta_{PSÖ-ÖBÖ}=0,17$; $p<.01$), iş tatmininin de örgütsel bağlılık üzerinde doğrudan pozitif anlamlı etkilerinin olduğunu göstermiştir ($\beta_{İTÖ-ÖBÖ}=0,48$; $p<.01$). Aynı zamanda psikolojik sağlamlığın örgütsel bağlılık üzerindeki etkisinde iş tatmininin dolaylı etkiye sahip olduğu belirlenmiştir ($\beta_{PSÖ-İTÖ-ÖBÖ}=0,10$; $p<.01$). Mevcut araştırma sonuçlarına göre psikolojik sağlamlık ve iş tatmininin örgütsel bağlılık üzerinde doğrudan bir etkiye, aynı zamanda psikolojik sağlamlık ile örgütsel bağlılık arasındaki ilişkide iş tatmininin kısmi aracılık rolü üstlenerek dolaylı bir etkiye sahip olduğu tespit edilmiştir. Bu nedenle bireylerin psikolojik sağlamlık ve iş tatmini düzeylerinin artırılmasıyla birlikte örgüte yönelik tutumlarının değişmesi ve bu doğrultuda örgütsel bağlılık düzeylerinin de artırılması söz konusu olabilir.

Anahtar Kelimeler: Psikolojik sağlamlık, iş tatmini, örgütsel bağlılık

Geliş Tarihi/Received 27.03.2024
Kabul Tarihi/Accepted 03.06.2024
Tarih/Publication Date 20.06.2024

Sorumlu Yazar/Corresponding author:

Mehmet Doğan

E-mail: mdogannet@gmail.com

Cite this article: Taşkıran, T.A., Gürbüz, B., & Doğan, M. (2024). Psychological resilience and organizational commitment: Mediating role of job satisfaction. *Research in Sport Education and Sciences*, 26(2), 66-74



The content of this journal is licensed under a Creative Commons Attribution-Noncommercial 4.0 International License.

Introduction

A job is essential for social functioning based on personal, social, and economic factors. Together with economic development, individual and professional development, social contribution, and innovative and technological developments, a job offers the individual the opportunity to become a social being (Bakker & de ries, 2021; Kolk & Van Tulder, 2010). As a social being, humans may encounter difficulties in their working life from time to time. Overcoming these challenges relies on sound psychology (Khaksar et al., 2019). Deniz et al. (2020) published research showing that psychological resilience has a significant effect on job stress. Psychological resilience refers to the level of coping with difficulties individuals face in life and their internal resilience in this process (Fletcher & Sarkar, 2013). This concept is important for understanding how people can cope with and even successfully overcome negative experiences, such as traumatic events, stress, mobbing, loss, or change (Killgore et al., 2020; O'Dowd et al., 2018). Psychological resilience is based on factors such as well-being, problem-solving skills, emotional resilience, and the utilization of social support networks (Gooding et al., 2012; Labrague, 2021). These factors help individuals to be more effective in coping with difficulties and more resilient to the stresses of life (Durmuş et al., 2024). An individual's level of psychological resilience is important, especially in negative situations related to work (Anasori et al., 2023). For example, the psychological resilience levels of healthcare workers who continued to work under very challenging conditions during the COVID-19 pandemic significantly predicted their job performance (Hoşgör & Yaman, 2022). Chitra and Karunanidhi (2013) showed that there are positive relationships between psychological resilience and occupational stress, psychological well-being, and job satisfaction in their study on female police officers. Every occupational group faces certain difficulties. What is important is how people cope with the challenges related to their profession; in other words, psychological resilience. Another study showed that psychological resilience significantly predicts job satisfaction (Hou et al., 2020). Individuals with high psychological resilience may also have high job satisfaction.

Job satisfaction refers to the positive emotional state of individuals resulting from their work experiences (Locke, 1976). This concept includes multidimensional psychological responses in the cognitive, emotional, and behavioral fields (Hulin & Judge, 2003). Job satisfaction, which is a subject of research in various fields such as business administration, psychology, and sociology, generally affects employee job performance, motivation, attitude at work, and organizational commitment (Kappagoda et al., 2014; Meng et al., 2019). Individuals with high job satisfaction have high motivation, less stress, and a more engaged attitude toward their work (Resnick, 2018). In contrast, low job satisfaction may decrease employee motivation, negatively affect job performance, and increase turnover intentions. The effective and fast turning of organizational wheels is related to how satisfied employees are with their jobs (Judge et al., 2020). Employees' sense of belonging to the work organization they are affiliated with and their organizational commitment depend on job satisfaction (Demir, 2020). Samancıoğlu et al. (2020) stated that there is a positive relationship between job satisfaction and organizational commitment.

Organizational commitment is defined as a strong and stable sense of commitment and loyalty that individuals feel toward the organization they serve (Klein & Park, 2015). This commitment is related to the support and loyalty of employees to the beliefs, values, goals, and objectives of the organization. Meyer and Allen (1991) examined organizational commitment in three basic dimensions; a) affective commitment refers to the emotional commitment of employees to the organization with which they are affiliated. Employees see the achievements of the organization as their own, and a sense of commitment develops with the feeling of achievement. The commitment experienced by individuals in the emotional dimension plays a decisive role in their intentions regarding the organization they serve (Shafiq & Rana, 2016). b) Continuance commitment is the dimension in which employees tend to evaluate the outcomes of continuing in the organization they are affiliated with (Meyer & Allen, 1991). In other words, it includes the material, social, and emotional outcomes of leaving the organization. For example, it includes considering the possibility that leaving the job may lead to costs such as the risk of unemployment, loss of good communication with colleagues, and inability to achieve career plans. c) Normative commitment is the commitment of individuals to the organization working within the framework of social norms and expectations (Meyer & Allen, 1991). This type of commitment is based on an internal process in which employees think about the "right" or "unethical" values of leaving their organization. Organizational commitment is closely related to employee job satisfaction and performance (Loan, 2020). There is also evidence that psychological resilience has a significant impact on employee job satisfaction and organizational commitment.

The literature shows relationships between psychological resilience and job satisfaction (Chitra & Karunanidhi, 2021; Hou et al., 2020; Karademir & Sahan, 2023), psychological resilience and organizational commitment (Kanapeckaitė & Bagdžiūnienė, 2024; Karacabey & Bozkuş, 2019), job satisfaction and organizational commitment (Tarigan & Ariani, 2015), and psychological resilience, job satisfaction, and organizational commitment (Çetin & Basım, 2011; Park & Kang, 2019). However, no research has addressed these parameters from the perspective of Youth and Sports Directorate employees. This

research is important for developing sports on national and international platforms and the emergence of a better service understanding. From this perspective, examining the relationship between psychological resilience, job satisfaction, and organizational commitment levels of employees in the Youth and Sports Directorate will significantly contribute to the literature.

From this viewpoint, this study was conducted to test the relationship between psychological resilience, job satisfaction, and organizational commitment. The research hypotheses are presented below.

Hypothesis 1 (H1): Psychological resilience has a positive effect on job satisfaction.

Hypothesis 2 (H2): Psychological resilience has a positive effect on organizational commitment.

Hypothesis 3 (H3): Job satisfaction has a positive effect on organizational commitment.

Hypothesis 4 (H4): Job satisfaction has a partial mediating role in the relationship between psychological resilience and organizational commitment.

Materials and Methods

Research Model

In this study, the quantitative research method was used. In addition, a model was created to examine the relationships among psychological resilience, job satisfaction, and organizational commitment levels of individuals participating in the study. With the model created using structural equation modeling, the causal relationship between the latent variables and the direct and indirect effects were analyzed. The model created in line with the research purpose is shown in Figure 1.

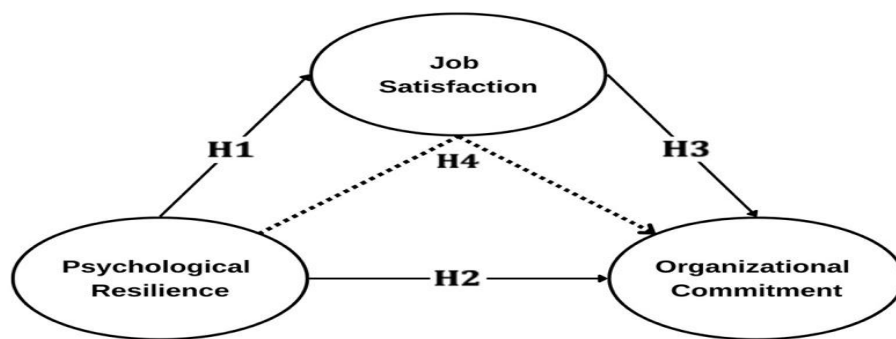


Figure 1. Research model

Research Group

The sampling group in the study consisted of individuals working in the Directorate of Youth and Sports and units affiliated with the institution. A total of 380 people, 204 women and 176 men, selected by the convenience sampling method, participated in the study ($M_{age}=37,87\pm 7,88$). Findings regarding the demographic characteristics of the participants are presented in detail in Table 1.

Data Collection Tools

Brief Resilience Scale (BRS): The scale developed by Smith et al. (2008) was adapted to Turkish by Doğan (2015). The internal consistency coefficient of the scale, consisting of a total of six items, was calculated as 0,775. The scale, which is a 5-point Likert-type measurement tool, has an answer key ranging from “(1) not at all appropriate” to “(5) completely appropriate.” High scores on the scale indicate a high level of psychological resilience. Items 2, 4, and 6 on the scale are reverse coded

Job Satisfaction Scale (JSS): The short form of the scale developed by Brayfield & Rothe (1951) was created by Judge et al. (1998) and adapted to Turkish culture by Başol & Çömlekçi (2020). The Cronbach alpha coefficient was calculated as 0,830. The scale consists of a total of five items and is scored on a 5-point Likert scale. Scoring ranges from “(1) strongly disagree” to “(5) strongly agree.” Increases in the average scores obtained from the scale indicate an increase in the level of job satisfaction.

Organizational Commitment Scale (OCS): The OCS developed by Meyer et al. (1991) was adapted into Turkish by Dağlı et al. (2018). The scale, which has 18 items, consists of three sub-dimensions. The sub-dimensions are named “affective

commitment," "continuance commitment," and "normative commitment," and each contains six items. The internal consistency coefficients for the scale are 0,887 for affective commitment, 0,793 for continuance commitment, 0,862 for normative commitment, and 0.930. Scale items are scored in the range of "(1) strongly disagree" to "(5) strongly agree." Items 3, 4, 5, and 13 are reverse coded on a 5-point Likert scale. High scores on the scale indicate a high level of organizational commitment.

Data Analysis

Descriptive statistical analyses were conducted to obtain demographic information of participants in the study. Skewness and kurtosis values were examined to determine the normal distribution of the data. In addition, Cronbach's alpha internal consistency coefficients, construct reliability, and explained common variance coefficients of the measurement tools used in the study were calculated. The Pearson product moment correlation coefficient was used to determine the relationship between the scales. The causal relationship between observed and latent variables was tested using structural equation modeling. In this context, confirmatory factor analysis and path analysis were conducted, and goodness of fit values for the model were examined. The data obtained within the scope of the research were evaluated using SPSS-22 and AMOS-23 statistical programs.

Ethics of the Research

Approval of the Nevşehir Hacı Bektaş Veli University Scientific Research and Publication Ethics Committee was obtained, dated 27.04.2023 and decision number 2023.04.137.

Results

Table 1.
Demographic Information of the Participants (n= 380)

Variables		f	%
Gender	Female	204	53.7
	Male	176	46.3
Age	20-30	75	19.7
	31-40	165	43.5
	41and above	140	36.8
Length of Service	1-4 year	107	28.2
	5-9 year	194	51
	10 years and above	79	20.8
Total		380	100

The research participants were 53.7% females and 46.3% males. It was determined that 19,7% of the participants were 23-30 years old, 43,5% were 31-40 years old, and 36,8% were over 40 years old. When the length of service of the employees in the study was analyzed, 28,2% of them had 1-4 years of service, 51% had 5-9 years of service, and 20,8% had 10 years or more of service.

Table 2.
Distribution of Scale Scores (BRS-JSS-OCS)

Scales	Sub-Dimensions	Mean	Sd	Skewness	Kurtosis	C. Alpha
BRS		4.05	0.54	0.16	-0.70	0.775
JSS		4.56	0.54	-1.40	1.67	0.830
OCS	AC	3.90	0.87	-0.90	0.33	0.887
	CC	3.80	0.76	-0.69	0.08	0.793
	NC	3.59	0.89	-0.25	-0.46	0.862

Within the scope of the study, the arithmetic mean of the scores obtained by the participants from BRS was 4.05, whereas the arithmetic mean of the scores obtained from JSS was 4.56. When the arithmetic mean of the scores obtained by the participants from the OCS was examined, the affective commitment sub-dimension mean score was 3,90, the continuance commitment sub-dimension mean score was 3,80, and the normative commitment sub-dimension mean score was 3,59. The

skewness and kurtosis values are between 2 and +2, indicating that the data are normally distributed (George & Mallery, 2016). A Cronbach's alpha value between 0.60-0.80 indicates that the scales are very reliable, and a value between 0.80-1.00 indicates that the scales are highly reliable. According to the results of the factor analysis, the Cronbach's alpha values of the scales are between 0.77 and 0.88, indicating that the scales are very and highly reliable.

Table 3.
Pearson Correlation Analysis Results for Scale Scores

	BRS	JSS	OC
Psychological Resilience	1		
Job Satisfaction	0.21**	1	
Organizational Commitment	0.24**	0.48**	1

The results of the Pearson correlation analysis, conducted to reveal the relationships between the scale scores, showed that there were statistically significant positive relationships between the mean scores for BRS, JSS, OCS, and the sub-dimensions of OCS at a moderate level ($p < 0,01$).

Table 4.
Goodness of Fit Values for the Structural Equation Model

Model Fit Indices	Values	Reference Values
χ^2/df	2,60	Excellent $\leq 3 \leq$ Good ≤ 5
CFI	0,94	Excellent $\geq 0,95 \geq$ Good $\geq 0,90$
GFI	0,93	Excellent $\geq 0,95 \geq$ Good $\geq 0,90$
NFI	0,91	Excellent $\geq 0,95 \geq$ Good $\geq 0,90$
AGFI	0,90	Excellent $\geq 0,95 \geq$ Good $\geq 0,90$
TLI	0,92	Excellent $\geq 0,95 \geq$ Good $\geq 0,90$
RMSEA	0,06	Excellent $\leq 0,05 \leq$ Good $\leq 0,08$

Notes: Chi-square (χ^2), Degrees of freedom (Sd), Comparative fit index (CFI), Goodness fit index (GFI), Normalized fit index (NFI), Adjusted goodness fit index (AGFI), Unscaled fit index (TLI), Root mean square error of approximation (RMSEA)

When the goodness of fit values for SEM are examined, $\chi^2/df=2,95$, CFI=0,92, GFI=0,91, NFI=0,89, AGFI=0,88, TLI=0,92, and RMSEA = 0.077. Because the NFI and AGFI values were not within acceptable limits, modification values were examined and improvements were made. In this way, the values of the model were re-examined and the degree of freedom ($\chi^2/df=2,60$) was excellent (Kline, 2023), while CFI = 0.94, GFI = 0.93, NFI = 0.91, AGFI = 0.90, TLI = 0.92, and RMSEA = 0.066 values were in the good fit range (Iacobucci, 2010).

Table 5.
Values for Convergent Validity

Latent Variables	Construct Reliability (CR)	Average Variance Explained (AVE)
BRS	0.775	0.47
JSS	0.830	0.61
OCS	0.930	0.61

The construct reliability (CR) values were found to be 0,77 for BRS, 0,83 for JSS, and 0.93 for OCS. When the average variance explained (AVE) values were examined, BRS was 0,47, JSS was 0,61, and OCS was 0,61. In line with the values obtained, the scales in our measurement model provide convergent validity (Fornell & Larcker, 1981).

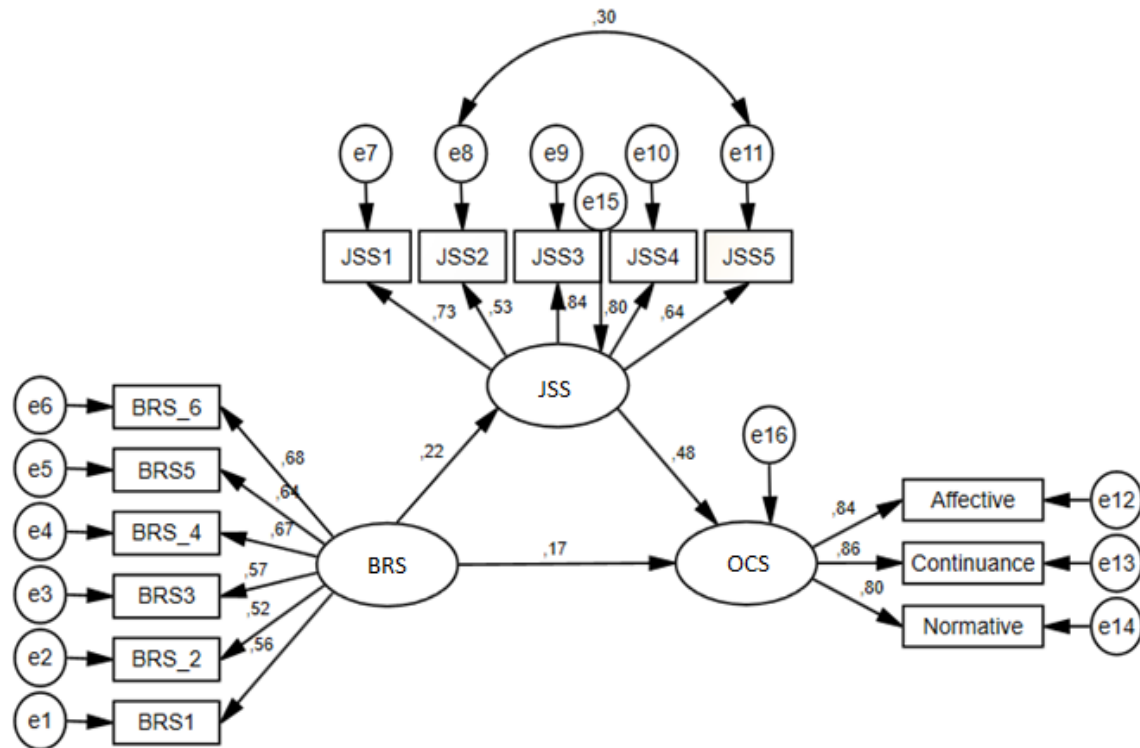


Figure 2. Path Analysis of the Relationship between BRS-JSS-OCS

The factor loadings and results of the model created to evaluate the relationship between psychological resilience, job satisfaction, and organizational commitment are shown in Figure 2. When the path analysis of the model was examined, the factor loadings for the latent variables ranged between 0.52-0.88 for BRS, 0.53-0.84 for JSS, and 0.80-0.86 for OCS.

Standardized direct, indirect, and total effect values were calculated for the path analysis between the Brief Psychological Resilience, Job Satisfaction, and Organizational Commitment Scales. In this way, BRS had a positive and significant predictive power for JSS ($\beta_{\text{BRS-JSS}}=0,22$; $p < 0,01$) and OCS ($\beta_{\text{BRS-OCS}}=0,17$; $p < 0,01$). While JSS had a positive and significant predictive effect on "OCS" ($\beta_{\text{JSS-OCS}}=0,48$; $p < 0,01$), it was determined that JSS had indirect predictive power by assuming a partial mediating role for the predictive power of BRS on OCS ($\beta_{\text{BRS-JSS-OCS}}=0,10$; $p < 0,01$).

Table 6.

Hypothesis Results for Regression Coefficients

Relationships between Parameters		β	Hypothesis Result
Direct impact	H1= BRS \longrightarrow JSS	0.22	Supported
	H2= BRS \longrightarrow OCS	0.17	Supported
	H3= JSS \longrightarrow OCS	0.48	Supported
Indirect Impact	H4= BRS \longrightarrow JSS \longrightarrow OCS	0.10	Supported

Note: β = Standardized regression coefficient,

The results for the regression coefficients show that the Resilience Scale affects the Job Satisfaction Scale and the Organizational Commitment Scale. With these results, Hypothesis 1 (H1) and Hypothesis 2 (H2) are supported. The fact that the Job Satisfaction Scale affects the Organizational Commitment Scale shows that Hypothesis 3 (H3) is supported. It was determined that the Job Satisfaction Scale assumed a partial mediating role in the effect of the Resilience Scale on the Organizational Commitment Scale. This indirect effect supports Hypothesis 4 (H4).

Discussion

In this research, a theoretically developed model that can contribute to long-term service understanding in the Youth and Sports Directorate and help employees achieve more effective performance was evaluated. This study was conducted to determine the relationship between psychological resilience, job satisfaction, and organizational commitment levels among

employees of the Youth and Sports Directorate. The research shows that the psychological resilience levels of Youth and Sports Directorate employees have a direct effect on job satisfaction and organizational commitment, and job satisfaction has a direct effect on organizational commitment. In addition, it was determined that job satisfaction plays a partial mediating role in the effect of psychological resilience on organizational commitment.

In this study, psychological resilience plays an important role in the job satisfaction of employees of the Directorate of Youth and Sports. The first hypothesis of the study was accepted. Individuals with psychological resilience have high resilience against negativity, a capacity to cope with stress, a positive mindset, emotion control, and an awareness of personal goals. Therefore, even if individuals with high psychological resilience experience negativity in the work environment, it will not negatively affect their job satisfaction in line with these characteristics. It is possible to achieve job satisfaction with a solid psychological perspective on the emotional process with personal goals. Although the results in different occupational groups (Chitra & Karunanidhi, 2021) differ in terms of effect value, some studies have shown that psychological resilience positively affects job satisfaction (Derbis & Jasiński, 2018; Zheng et al. 2017). These results suggest that psychological resilience can improve the job satisfaction of working individuals.

Because of this research, psychological resilience had a positive and significant effect on organizational commitment. The second hypothesis was accepted. Psychological resilience supports the process of discovering one's strengths, developing skills to cope with stress, and being successful against the challenges of life. It can positively contribute to the commitment of individuals working in an organization, especially in terms of personal development and well-being. In addition, psychological resilience can lead to organizational commitment in line with employees' personal goals. Employees feel a higher sense of belongingness to the workplace and want to contribute more to the goals of the organization. Kim and Yoo (2014) found significant and positive relationships between psychological resilience and organizational commitment. Similar studies examining the relationship between psychological resilience and commitment are consistent with our research results (Meng et al., 2019). As a result, the findings of this study support other studies and contribute to the literature.

In this study, job satisfaction had a positive and significant effect on organizational commitment. The third hypothesis was accepted. A study conducted with sports center employees found that job satisfaction had a positive effect on organizational commitment (Chiu et al., 2014). Studies on sport management (Takamatsu & Yamaguchi, 2018) have concluded that there are positive and significant relationships between job satisfaction and organizational commitment levels of employees. The research results are consistent with our findings. Satisfaction with a job is related to the emotional contribution of work, the positive contribution of coworkers, career development, reward and promotion opportunities, and meeting personal expectations. From this perspective, the optimal level of these elements positively affects individuals' commitment to the organization they serve. This is because meeting individuals' job-related expectations can improve employees' emotional commitment and sense of belonging to the organization. Therefore, it is important to ensure employee job satisfaction when increasing organizational commitment.

In this study, psychological resilience partially mediated the effect of job satisfaction on organizational commitment. The fourth hypothesis of the study was accepted. The literature indicates positive and significant relationships between psychological resilience, job satisfaction, and organizational commitment (Lee & Kim, 2023; Polat & İskender, 2018). Karacabey and Bozkuş (2019) found that job satisfaction partially mediates the impact of psychological resilience on organizational commitment. These findings support our research results. Employees with psychological resilience can effectively cope with negative situations in the workplace, which leads to positive outcomes in terms of job satisfaction and consequently strengthens organizational commitment. Organizational commitment is highly important for employees. The effective and smooth functioning of the system is closely related to employees' organizational commitments. Thus, psychological resilience and job satisfaction emerge as influential factors in gaining organizational commitment.

Conclusion and Recommendations

It is concluded that psychological resilience is an important branch of positive psychology in terms of job satisfaction and organizational commitment among employees. Furthermore, job satisfaction plays a significant role in the development of organizational commitment. From the perspective of employees in the Directorate of Youth and Sports, these findings contribute significantly to the sports management literature. The psychological resilience, job satisfaction, and organizational commitment of the Directorate of Youth and Sports employees are crucial for the sustainable development of sports in Turkish society and for making the system more manageable in managerial contexts. In this regard, the following recommendations are proposed.

- Support programs can be developed to contribute to the psychological resilience levels of the Directorate of Youth and Sports employees.
- Individual and social opportunities can be increased to enhance the job satisfaction of the Directorate of Youth and Sports employees.
- In addition to in-service training aimed at enhancing organizational commitment, social opportunities can be provided for Directorate of Youth and Sports employees to improve their organizational commitment.
- The psychological resilience, job satisfaction, and organizational commitment levels of Directorate of Youth and Sports employees can be examined in terms of variables such as age, gender, marital status, household income, and years of service to contribute to the literature.

Ethics Committee Approval: The approval of Nevşehir Hacı Bektaş Veli University Scientific Research and Publication Ethics Committee was obtained, dated 27.04.2023 and decision number 2023.04.137.

Informed Consent: Verbal consent was obtained from all participants.

Peer review: Externally peer reviewed.

Author Contributions: Concept, T.A.T., B.G.; Design, T.A.T., B.G., M.D.; Supervision- T.A.T., B.G., M.D.; Resources- B.G., M.D.; Data Collection and/or Processing, T.A.T.; Analysis and/or Interpretation, T.A.T., B.G., M.D.; Literature Search, T.A.T., M.D.; Writing Manuscript, T.A.T., B.G., M.D.; Critical Review, T.A.T., B.G., M.D.

Conflict of Interest: The authors have no conflicts of interest to declare.

Financial Disclosure: The authors declare that this study has received no financial support.

Etik Komite Onayı: Bu çalışma için Nevşehir Hacı Bektaş Veli Üniversitesi Bilimsel Araştırma ve Yayın Etiği Kurulu'nun 27.04.2023 tarih ve 2023.04.137 karar sayılı onayı alındı.

Hasta Onamı: Çalışmaya katılan tüm katılımcılardan sözlü onam alınmıştır.

Hakem Değerlendirmesi: Dış bağımsız.

Yazar Katkıları: Fikir- T.A.T., B.G.; Tasarım- T.A.T., B.G., M.D.; Denetleme- T.A.T., B.G., M.D.; Kaynaklar- B.G., M.D.; Veri Toplanması ve/veya İşlemesi- T.A.T.; Analiz ve/veya Yorum- T.A.T., B.G., M.D.; Literatür Taraması- T.A.T., M.D.; Yazıyı Yazan- T.A.T., B.G., M.D.; Eleştirel İnceleme- T.A.T., B.G., M.D.

Çıkar Çatışması: Yazarlar, çıkar çatışması olmadığını beyan etmiştir.

Finansal Destek: Yazarlar, bu çalışma için finansal destek almadığını beyan etmiştir.

References

- Anasori, E., De Vita, G., & Küçükergin, K. G. (2023). Workplace bullying, psychological distress, job performance and employee creativity: The moderating effect of psychological resilience. *The Service Industries Journal*, 43(5-6), 336-357. <https://doi.org/10.1080/02642069.2022.2147514>
- Bakker, A. B., & de Vries, J. D. (2021). Job Demands-Resources theory and self-regulation: New explanations and remedies for job burnout. *Anxiety, Stress, & Coping*, 34(1), 1-21. <https://doi.org/10.1080/10615806.2020.1797695>
- Başol, O., & Çömlekçi, M. F. (2020). Adaptation of the job satisfaction scale: Validity and reliability study. *Journal of Kırklareli University Vocational School of Social Sciences*, 1(2), 17-31.
- Brayfield, A. & Rothe, H. F. (1951). An Index of Job Satisfaction. *Journal of Applied Psychology*, 35(5), pp. 307-311.
- Chitra, T., & Karunanidhi, S. (2021). The impact of resilience training on occupational stress, resilience, job satisfaction, and psychological well-being of female police officers. *Journal of Police and Criminal Psychology*, 36(1), 8-23. <https://doi.org/10.1037/h0055617>
- Chitra, T., & Karunanidhi, S. (2013). Influence of occupational stress, resilience, and job satisfaction on psychological well-being of policewomen. *Indian Journal of Health and Wellbeing*, 4(4), 724.
- Chiu, W., Cho, N. H., & Won, D. (2014). The effects of internal marketing on job satisfaction and organizational commitment in Taipei sports centers. *Journal of Global Scholars of Marketing Science*, 24(2), 206-222. <https://doi.org/10.1080/21639159.2014.881609>
- Çetin, F., & Basım, H.N. (2011). Psikolojik dayanıklılığın iş tatmini ve örgütsel bağlılık tutumlarındaki rolü. *İş, Güç: The Journal of Industrial Relations & Human Resources*, 13(3). <https://doi.org/10.4026/1303-2860.2011.184.x>
- Dağlı, A., Elçiçek, Z., & Han, B. (2018). Adaptation of the organizational commitment scale into Turkish: Validity and reliability study. *Electronic Journal of Social Sciences*, 17(68), 1788-1800. <https://doi.org/10.17755/esosder.445932>
- Demir, S. (2020). The role of self-efficacy in job satisfaction, organizational commitment, motivation and job involvement. *Eurasian Journal of Educational Research*, 20(85), 205-224. <https://doi.org/10.14689/ejer.2020.85.10>
- Deniz, S., Çimen, M., & Yüksel, O. (2020). The effect of psychological resilience on work stress: A Research on hospital employees. *Journal of Business Science*, 8(2), 351-370. <https://doi.org/10.22139/jobs.741576>
- Derbis, R., & Jasiński, A. M. (2018). Work satisfaction, psychological resiliency and sense of coherence as correlates of work engagement. *Cogent Psychology*, 5(1), 1451610. <https://doi.org/10.1080/23311908.2018.1451610>
- Doğan, T. (2015). Adaptation of the brief resilience scale into Turkish: A validity and reliability study. *The Journal of Happiness & Well-Being*, 3(1), 93-102.
- Durmuş, A., Ünal, Ö., Türkteş, H., & Öztürk, Y. E. (2024). The effect of nurses' perceived workplace incivility on their presenteeism and turnover intention: The mediating role of work stress and psychological resilience. *International Nursing Review*. <https://doi.org/10.1111/inr.12950>
- Fletcher, D., & Sarkar, M. (2013). Psychological resilience: A review and critique of definitions, concepts, and theory. *European Psychologist*, 18(1), 12-23. <https://doi.org/10.1027/1016.9040/a000124>
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with 150 unobservable variables and measurement error. *Journal of Marketing Research*, 18:1, 39. <https://doi.org/10.1177/002224378101800104>
- George, D., & Mallery, P. (2016). *IBM SPSS Statistics 23 step by step*. 13th ed. Roudledge, New York.
- Gooding, P. A., Hurst, A., Johnson, J., & Tarrier, N. (2012). Psychological resilience in young and older adults. *International Journal of Geriatric Psychiatry*, 27(3), 262-270. <https://doi.org/10.1002/gps.2712>
- Hoşgör, H., & Yaman, M. (2022). Investigation of the relationship between psychological resilience and job performance in Turkish nurses during the

- Covid-19 pandemic in terms of descriptive characteristics. *Journal of Nursing Management*, 30(1), 44-52. <https://doi.org/10.1111/jonm.13477>
- Hou, J., He, Y., Zhao, X., Thai, J., Fan, M., Feng, Y., & Huang, L. (2020). The effects of job satisfaction and psychological resilience on job performance among residents of the standardized residency training: a nationwide study in China. *Psychology, Health & Medicine*, 25(9), 1106-1118. <https://doi.org/10.1080/13548506.2019.1709652>
- Hulin, C. L., & Judge, T. A. (2003). Job attitudes. In W. C. Borman, D. R. Ilgen, & R. J. Klimoski (Eds.), *Handbook of psychology: Industrial and organizational psychology* (255-276). Hoboken, NJ: Wiley.
- Judge, T. A., Locke, E. A., Durham, C. C & Kluger, A. N. (1998). Dispositional Effects on job and life satisfaction: The role of core evaluations. *Journal of Applied Psychology*, 83(1), 17-34. <https://doi.org/10.1037/0021-9010.83.1.17>
- Judge, T. A., Zhang, S. C., & Glerum, D. R. (2020). Job satisfaction. Essentials of job attitudes and other workplace psychological constructs, 207-241.
- Kappagoda, S., Othman, H. & De Alwis, G. (2014). Psychological capital and job performance: The mediating role of work attitudes. *Journal of Human Resource and Sustainability Studies*, 2, 102-116.
- Kanapeckaitė, R., & Bagdžiūnienė, D. (2024). Relationships between team characteristics and soldiers' organizational commitment and well-being: the mediating role of psychological resilience. *Frontiers in Psychology*, 15, 1353793. <https://doi.org/10.3389/fpsyg.2024.1353793>
- Karacabey, M. F., ve Bozkuş, K. (2019). The effect of psychological resilience on burnout, job satisfaction and organizational commitment: An application on Turkish teachers of Syrian immigrants. *Work, Power: The Journal of Industrial Relations and Human Resources*, 95-110. <https://doi.org/10.4026/sguc.563065>
- Khaksar, S. M. S., Maghsoudi, T., & Young, S. (2019). Social capital, psychological resilience and job burnout in hazardous work environments. *Labour & Industry: A Journal of The Social and Economic Relations of Work*, 29(2), 155-180. <https://doi.org/10.1080/10301763.2019.1588196>
- Klein, H. J., & Park, H. (2015). Organizational commitment. In *International Encyclopedia of the Social & Behavioral Sciences: Second Edition* (pp. 334-340). Elsevier Inc.
- Kline, R. B. (2023). *Principles and practice of structural equation modeling*. Guilford publications.
- Kolk, A., & Van Tulder, R. (2010). International business, corporate social responsibility and sustainable development. *International Business Review*, 19(2), 119-125. <https://doi.org/10.1016/j.ibusrev.2009.12.003>
- Killgore, W. D., Taylor, E. C., Cloonan, S. A., & Dailey, N. S. (2020). Psychological resilience during the COVID-19 lockdown. *Psychiatry Research*, 291, 113216. <https://doi.org/10.1016/j.psychres.2020.113216>
- Kim, S. N., & Yoo, M. S. (2014). Relationships between resilience, job stress, and organizational commitment in ICU nurses. *Journal of Korean Academic Society of Home Health Care Nursing*, 21(1), 36-43.
- Labrague, L. J. (2021). Psychological resilience, coping behaviours and social support among health care workers during the COVID-19 pandemic: A systematic review of quantitative studies. *Journal of Nursing Management*, 29(7), 1893-1905. <https://doi.org/10.1111/jonm.13336>
- Lee, M., & Kim, B. (2023). Effect of the employees' mental toughness on organizational commitment and job satisfaction: mediating psychological well-being. *Administrative Sciences*, 13(5), 133. <https://doi.org/10.3390/admsci13050133>
- Loan, L. (2020). The influence of organizational commitment on employees' job performance: The mediating role of job satisfaction. *Management Science Letters*, 10(14), 3307-3312. <https://doi.org/10.5267/j.msl.2020.6.007>
- Locke, E. A. (1976). *The nature and causes of job satisfaction*. In M. D. Dunnette (Ed.), *Handbook of industrial and organizational psychology* (pp. 1297-1343). Chicago: Rand McNally.
- Meng, H., Luo, Y., Huang, L., Wen, J., Ma, J., & Xi, J. (2019). On the relationships of resilience with organizational commitment and burnout: a social exchange perspective. *The International Journal of Human Resource Management*, 30(15), 2231-2250. <https://doi.org/10.1080/09585192.2017.1381136>
- Meyer, J. P., Allen, N. J. & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of Applied Psychology*, 78, 538-551. <https://doi.org/10.1037/0021-9010.78.4.538>
- O'Dowd, E., O'Connor, P., Lydon, S., Mongan, O., Connolly, F., Diskin, C., ... & Byrne, D. (2018). Stress, coping, and psychological resilience among physicians. *BMC Health Services Research*, 18, 1-11. <https://doi.org/10.1186/s12913-018-3541-8>
- Park, S. H., & Kang, H. K. (2019). Factors affecting the resilience of dental hygienists' interpersonal relationships, job satisfaction, and organizational commitment. *Journal of Korean Society of Dental Hygiene*, 19(6), 983-992. <https://doi.org/10.13065/jksdh.20190084>
- Polat, D. D., & Iskender, M. (2018). Exploring teachers' resilience in relation to job satisfaction, burnout, organizational commitment and perception of organizational climate. *International Journal of Psychology and Educational Studies*, 5(3), 1-13. <https://doi.org/10.17220/ijpes.2018.03.001>
- Resnick, B. (2018). The relationship between resilience and motivation. *Resilience in aging: Concepts, research, and outcomes*, 221-244.
- Samancıoğlu, M., Bağlibel, M., & Erwin, B. J. (2020). Effects of Distributed Leadership on Teachers' Job Satisfaction, Organizational Commitment and Organizational Citizenship. *Pedagogical Research*, 5(2). <https://doi.org/10.29333/pr/6439>
- Shafiq, M., & Rana, R. A. (2016). Relationship of emotional intelligence to organizational commitment of college teachers in Pakistan. *Eurasian Journal of Educational Research*, 16(62). <http://dx.doi.org/10.14689/ejer.2016.62.1>
- Smith, B. W., Dalen, J., Wiggins, K., Tooley, E., Christopher, P., & Jennifer Bernard, J. (2008). The brief resilience scale: Assessing the ability to bounce back. *International Journal of Behavioral Medicine*, 15, 194-200. <https://doi.org/10.1080/10705500802222972>
- Takamatsu, S., & Yamaguchi, Y. (2018). Effect of coaching behaviors on job satisfaction and organizational commitment: The case of comprehensive community sport clubs in Japan. *International Journal of Sports Science & Coaching*, 13(4), 508-519. <https://doi.org/10.1177/1747954117742652>
- Tarigan, V., & Ariani, D. W. (2015). Empirical study relations job satisfaction, organizational commitment, and turnover intention. *Advances in Management and Applied Economics*, 5(2), 21.
- Iacobucci, D. (2010). Structural equations modeling: Fit indices, sample size, and advanced topics. *Journal of Consumer Psychology*, 20(1), 90-98.
- Zheng, Z., Gangaram, P., Xie, H., Chua, S., Ong, S. B. C., & Koh, S. E. (2017). Job satisfaction and resilience in psychiatric nurses: A study at the Institute of Mental Health, Singapore. *International Journal of Mental Health Nursing*, 26(6), 612-619. <https://doi.org/10.1111/inm.12286>