

The Mediation of Job Satisfaction between Perceived Organizational Support and Organizational Commitment

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ABSTRACT

Organizations try to maximize employees' performance. This is only possible if the employees are committed to the organization. The commitment of employees to the organization depends on their satisfaction with their jobs. It was called that the effect of perceived organizational support (POS) on organizational commitment and job satisfaction is well deserved to be studied. Therefore, in this study, the relationship between perceived organizational support and organizational commitment and job satisfaction was examined, and whether job satisfaction mediated the relationship between perceived organizational support and organizational commitment was tested. The necessary ethics committee permission was obtained for the application of the questionnaire to the faculty members working at the university. Analysis has been done by using bootstrap method. In the study conducted on 240 academic staff working at a state university in Central Turkey, it was found that there is a positive and significant relationship between perceived organizational support and job satisfaction and organizational commitment. In addition, it was found that job satisfaction mediated the relationship between perceived organizational support and organizational commitment. All hypotheses developed within the scope of the research were supported.

Keywords: Job satisfaction, perceived organizational support, organizational commitment, academicians.

Algılanan Örgütsel Desteğin Örgütsel Bağlılık Üzerindeki Etkisinde İş Tatminin Aracı Rolü

ÖZ

Örgütler, çalışanlarının performansını en üst düzeye çıkarmaya çalışır. Bu da ancak çalışanların örgüte bağlılığı ile mümkündür. Çalışanların örgüte bağlılığı, işlerinden duydukları memnuniyete bağlıdır. Algılanan örgütsel desteğin, örgütsel bağlılık ve iş tatmini üzerindeki etkisinin incelenmeyi hak ettiği söylenmiştir. Bu nedenle bu çalışmada, algılanan örgütsel destek ile örgütsel bağlılık ve iş tatmini arasındaki ilişki incelenmiş ve iş tatmininin algılanan örgütsel destek ile örgütsel bağlılık arasındaki ilişkiye aracılık edip etmediği test edilmiştir. Üniversitede de görev yapan öğretim elemanlarına anket uygulanması için gerekli etik kurul izni alınmıştır. Regresyon analizi bootstrap yöntemi kullanılarak yapılmıştır. İç Anadolu'da bir devlet üniversitesinde görev yapan 240 öğretim elemanı üzerinde yapılan çalışmada, algılanan örgütsel destek ile iş tatmini ve örgütsel bağlılık arasında pozitif ve anlamlı bir ilişki olduğu bulunmuştur. Ayrıca algılanan örgütsel destek ile örgütsel bağlılık arasındaki ilişkiye iş tatmininin aracılık ettiği bulunmuştur. Araştırma kapsamında geliştirilen tüm hipotezler desteklenmiştir. Sonuçların literatürdeki mevcut araştırmaların bulguları ile benzerlik göstermesinin yanında iş tatmininin aracı etkisi incelenerek literatüre katkı sağlamak amaçlanmıştır.

Anahtar Kelimeler: İş tatmini, algılanan örgütsel destek, örgütsel bağlılık, akademik personel.

Introduction

On the basis of the work to increase productivity, which was put forward by Taylor in 1911 with the principles of scientific management and later continued with theories such as social exchange theory, there is the issue of how employees can be connected to the organization and how to get the maximum benefit from them, while at the same time, how to ensure their highest satisfaction from their jobs. Today, organizations are looking for new and effective ways to find qualified employees and keep them in the organization (Kon, 2015). With the transition from the periods when machinery was important in production to the understanding that human beings are important and that human feelings and thoughts are valuable, ways that can make people happy and thus achieve maximum performance have started to be searched. Employees' commitment to the organization has become one

of the important research topics and many factors affecting this have begun to be examined. Some of them are the issue of how much the organizational support perceived by the employees affects their commitment and job satisfaction and whether job satisfaction also affects organizational commitment.

It is stated that the effect of perceived organizational support on organizational commitment and job satisfaction is a topic worth researching (Rhoades and Eisenberger, 2002, p. 698).

Perceived Organizational Support

Perceived organizational support, inspired by the social change (exchange) theory, trying to explain the relationship between employee and organization, recognition of the value of what employees do for the organization and the perceptions they develop according to the degree of their happiness by the organization are defined as perceived organizational support (Eisenberger, Huntington, Hutchison and Sowa, 1986). According to another definition, the organization's employees are aware of the sacrifices they make for the organization and the organization values their peace and happiness (Martin, 1995, p. 89; Orpen, 1994). According to the theory, both the organization itself and the employees have expectations and perceptions about each other. In this relationship, it is stated that the organization has more control over rewards and outcomes (Molm, 1990) and there is an imbalance of power in this relationship (Shore and Shore, 1995).

According to the perceived organizational support theory attributed to the social change theory, if the organization supports its employees, the employees will work harder for the organization and pay for it. In this process of mutual exchange between the organization and its employees, when organizations meet the expectations of their employees and are generous with them, organizations will receive a satisfactory response from their employees (Gould, 1979). Increasing the support that employees receive from the organization, increases their commitment to their organization (Casper and Buffardi, 2004). In addition, employees' perception of high level of organizational support will increase their effectiveness and productivity (Eisenberger, Cummings, Armeli and Lynch, 1997).

In order to establish perceived organizational support, first of all, the sense of increasing the welfare of the organization and achieving its goals and objectives should be awakened in employees. Then, employees should feel that they are cared for and respected in return for their labor. Finally, the thought should be given that employees will be rewarded according to their performance (Altas, 2019). As the level of organizational support perceived by the employees increases, they will be more committed to their organizations, they will be more satisfied with their jobs, and thus negative consequences such as labor turnover rate and counterproductive work behavior will decrease (Allen, Shore and Griffeth, 2003). In addition, with the increase in perceived organizational support, the performance of the employees will increase and the employees will feel obliged to do the things that benefit the organization by caring for the future of the organization (Eisenberger, Armeli, Rexwinkel, Lynch and Rhoades, 2001; Howes, Cropanzano, Grandey and Mohler, 2000). Mutual benefits will increase employees' identification with the organization and their emotional commitment to the organization (Foa and Foa, 1980).

Job Satisfaction

Job satisfaction is the perception of employees' jobs and what the organization provides to them, and the total of their responses to this perception (Luthans, 1992, p. 114). In the most general sense, it refers to employees' satisfaction with their jobs (Hackman and Oldham, 1975). It is very important that organizations continue to provide organizational support to employees in terms of the continuity of job satisfaction (Cheng and Yi, 2018). Job satisfaction can be examined in two parts as emotional and cognitive (Judge, Parker, Colbert, Heller and Ilies, 2001). While the cognitive part refers to comparing the appraisal and assetment and current conditions according to some standards, the emotional part refers to the feelings of individuals (Organ and Near, 1985). It can be said that both parts are in close relationship with each other and contribute to job satisfaction (Judge, Parker, Colbert, Heller and Ilies, 2001).

There are some factors that affect job satisfaction. These are salary, job itself, managers, promotion opportunities, working conditions (Warr, 1999). In addition to meeting the most basic needs of employees, salary is a tool that provides job satisfaction and employees see it as a reward for their efforts to the organization. It is also a fact that managers who establish good relations with their employees increase the job satisfaction of the employees and provide a positive voice. Employees who receive the necessary support from their managers increase their job satisfaction and their organizational commitment also increases (Bateman and Organ, 1983). In organizations with promotion opportunities, employees who want to raise their status and earn more salaries will increase their satisfaction from their jobs (Feldmann and Arnold, 1983). The condition of the employees' working environment and the provision of technologies and tools that facilitate their work can also be considered among the factors that increase job satisfaction.

Organizational Commitment

Organizational commitment is the decision of the employee to characterize his / her relationship with the organization and to continue his / her membership in the organization (Meyer and Allen, 1997). It is the level of acceptance of the goals of the organization (O'Reilly and Chatman, 1986). Robbins and Judge (2003) defined organizational commitment as the desire of employees to personalize themselves with the goals of the organization, and to become a member of the organization.

Meyer and Allen (1991) stated that employees may be connected to their organizations for three different reasons: Affective commitment, continuance commitment, and normative commitment. Affective commitment refers to the employees' emotional attachment to their job or the organization, and their feeling connected to the organization. The reason why a person is attached to the organization is of her own will (Conway, 2004). It means that the employee's own goals and expectations match the goals and expectations of the organization. As a result, the employee stays in the organization because he / she wishes and is happy to be there. Since the employee identifies himself with his organization, he thinks that a situation that is detrimental to the organization is to his detriment and he does his best to protect the interests of the organization. Continuance commitment is that the employee continues to work in the organization considering the consequences he / she will face when leaving the organization. Unlike affective commitment, in continuance commitment, the employee continues to stay in the organization, not because of emotional or desires, but to avoid being in a difficult situation. The employee chooses to continue as there are no alternative job opportunities, otherwise it is easy for the employee to change his job. Normative commitment is that the employee sees continuing to work in the organization as a moral value. He thinks that the organization has done it for him so far and accepts that his leaving will put the organization in a difficult situation and that this will not be an ethical behavior.

Nortcraft and Neale (1996) stated that employees may be affiliated to their organizations for personal reasons (age, gender, position, salary), organizational reasons (number of employees, etc.) or for external reasons. Some researchers also saw job characteristics as a reason for commitment (Spector, 1985). It has been found that older employees are more attached to their organizations than younger employees (Meyer and Allen, 1984), and women are more attached to their organizations than men (Mathieu and Zajac, 1990).

Some practices can be used to help employees improve their commitment to their organization. One of them is to provide organizational support to the employees both to do their jobs better and to support their personal development. The other is to ensure that employees participate in teamwork that will make them feel positive and thus increase the commitment of employees who gain trust in the team to their organizations (Baron and Greenberg, 1990). Another practice is that the inclusion of employees in decision-making processes increases their commitment to their organizations (Dewettinck, Sing and Buyens, 2003).

Method

In this section, information will be given about the design of the research, the proposed research model, the sample of the research, and how the data were collected.

Research Design

The research design was as follows:

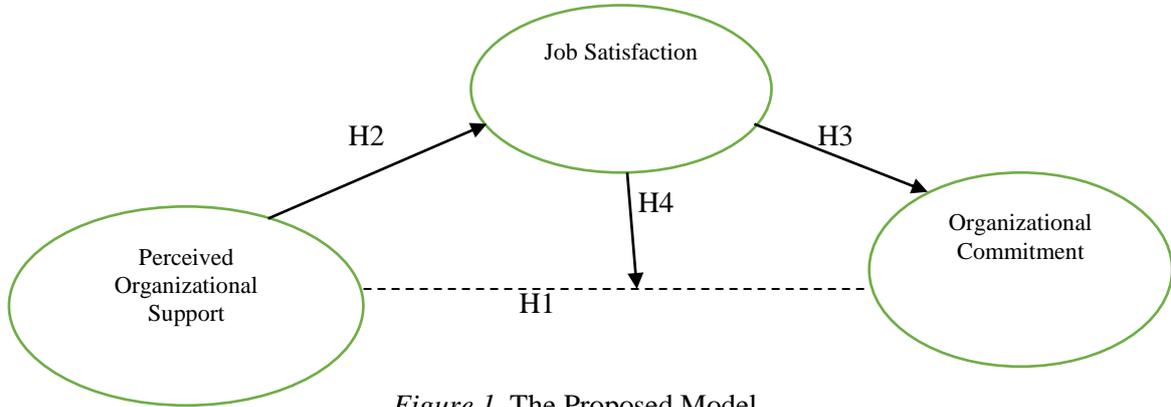


Figure 1. The Proposed Model

Therefore, the following hypotheses were tested.

H1: Perceived organizational support is positively related to organizational commitment.

H2: Perceived organizational support is positively related to job satisfaction.

H3: Job satisfaction is positively related to organizational commitment.

H4: Job satisfaction mediates the relationship between perceived organizational support and organizational commitment.

The Sample

The research was conducted by collecting questionnaires from the academic staff working at a state university in Central Turkey.

Data Collection

In the first part of the questionnaire, there are questions containing demographic information. Second part of the survey is developed Eisenberger, Huntington, Hutchison and Sowa (1986) and translated in Turkish by Giray and Şahin (2012). It is about perceived organizational support.

Third part of the survey is about job satisfaction that was developed by Brayfield and Rothe (1951), was later shortened by Yoon and Thye (2002), and reconstructed into a 5-statement scale consisting of one dimension. Turkish validation was made by Kuşluvan and Kuşluvan (2005). Last part of survey is about organizational commitment which was developed by Meyer and Allen (1997). Items related to organizational commitment were standardized in Turkish by Wasti (2000).

Data Collection and Analysis

Questionnaires prepared through Google documents were sent to the e-mail addresses of the participants and collected online. Reminder e-mails were sent 3 times to their e-mail addresses and sufficient number of questionnaires were collected.

Research Ethics

The ethics committee approval of the research was obtained with the decision of the ethics committee of the university where the research was carried out, dated 04.03.2021 and numbered 2021/1. Ethical rules were followed at all stages of the study.

Findings

The collected questionnaires were examined and the extreme values were examined and 5 out of 245 collected questionnaires were removed and the analyzes were made with 240 questionnaires. Reliability analyzes of the scales were performed and Cronbach's alpha values are shown in Table 1.

Table 1
Reliability Analysis of Scales

	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Perceived Organizational Support	.943	.945	12
Organizational Commitment	.833	.841	18
Job Satisfaction	.850	.883	5

When Cronbach's alpha values are examined, it is seen that the perceived organizational support scale is greater than 0.90, the job satisfaction scale is 0.88 and the organizational commitment scale is 0.84, and all three scales are greater than 0.80 and are reliable. As a result of the exploratory factor analysis, it was examined whether the scales clustered under the sub-dimensions as in the original, and it was determined that all three scales showed parallelism with the original. The KMO and Bartlett's test results of the scales are shown in the table below (Table 2).

Table 2
KMO and Bartlett's Test of Scales

KMO and Bartlett's Test	Perceived Organizational Support	Organizational Commitment	Job Satisfaction
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.913	.870	.850
Bartlett's Test of Sphericity	Approx. Chi-Square	2522.640	2810.292
	df	66	153
	Sig.	.000	.000

According to the results of the exploratory factor analysis, it was seen that the scale of perceived organizational support was one-dimensional, as in the original, and it explained 63% of the total variance. It was observed that the organizational commitment scale was distributed into three sub-dimensions as in the original and explained 64% of the total variance. The job satisfaction scale was found to be a single dimension, as in the original, and explained 69% of the total variance.

Table 3
Demographic Information

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Men	138	57.5	57.5	57.5
	Women	102	42.5	42.5	100.0
	Total	240	100.0	100.0	
Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	27-35	66	27.5	27.5	27.5
	36-40	54	22.5	22.5	50.0
	41-45	54	22.5	22.5	72.5

	46-50	39	16.3	16.3	88.8
	51+	27	11.3	11.3	100.0
	Total	240	100.0	100.0	
Years of Work					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2-7	81	33.8	33.8	33.8
	8-13	84	35.0	35.0	68.8
	14-19	33	13.8	13.8	82.5
	20+	42	17.5	17.5	100.0
	Total	240	100.0	100.0	
Education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	PhD	192	80.0	80.0	80.0
	Undergraduate	15	6.3	6.3	86.3
	Master	33	13.8	13.8	100.0
	Total	240	100.0	100.0	
Marital Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	63	26.3	26.3	26.3
	Married	177	73.8	73.8	100.0
	Total	240	100.0	100.0	
Unit of Working					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Faculty	156	65.0	65.0	65.0
	Vocational School	45	18.8	18.8	83.8
	College	39	16.3	16.3	100.0
	Total	240	100.0	100.0	
Title					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Research Assistant	27	11.3	11.3	11.3
	Assoc. Prof. Dr.	60	25.0	25.0	36.3
	Assist. Prof. Dr.	69	28.7	28.7	65.0
	Instructor	66	27.5	27.5	92.5
	Prof. Dr.	18	7.5	7.5	100.0
	Total	240	100.0	100.0	

The number and percentage values of the demographic information of the participants are given in the table above (Table 3). Of the participants, 138 (57.5%) were men and 102 (42.5%) were women. 192 participants (80%) had a doctorate level education and gathered in this group most intensively. While 156 (65%) of the participants were working in faculties, they were mostly gathered in this group.

Table 4
Regression Analysis

Model 1	R2	F	T	LLCI	ULCI	Significance
Perceived Org Support	.1280	34.9244	21.1337	.1796	.3593	.0000
Dependent Variable: Job Satisfaction						
Model 2	R2	F	T	LLCI	ULCI	Significance
Perceived Org Support	.4265	88.1178	10.7510	.3148	.4561	.0000
Job Satisfaction			3.267	.0693	.2568	.0000
Dependent Variable: Organizational Commitment						
Model 3	R2	F	T	LLCI	ULCI	Significance
Perceived Org Support	.3981	157.3899	12.5455	.3620	.4968	.0000
Dependent Variable: Organizational Commitment						
Model 4					BootLLCI	BootULCI
Indirect Effect of Perceived Organizational Support on Organizational Commitment					.0143	.0910

Model 1, there is a regression analysis result showing the effect of POS on job satisfaction. Accordingly, perceived organizational support explains 13% of job satisfaction ($R^2=0.1280$). In the model that does not include organizational commitment, POS affects job satisfaction positively and significantly ($p=0.00$). Thus, according to the results enough evidence is found to support Hypothesis 2.

Model 2 shows the effect of POS and job satisfaction on organizational commitment. Accordingly, POS affects organizational commitment positively and significantly ($p=0.00$). In addition, job satisfaction also affects organizational commitment positively and significantly ($p=0.00$). Therefore, it is concluded that Hypothesis 3 “Job satisfaction is positively related to organizational commitment.” is supported.

Model 3, the effect of POS on organizational commitment (without including job satisfaction) is shown. POS affects organizational commitment positively and significantly ($p=0.00$). Hypothesis 1 “Perceived organizational support is positively related to organizational commitment.” is also supported.

Model 4, the effect of POS on organizational commitment through job satisfaction, that is, the mediating effect of job satisfaction is shown. Accordingly, since the BootLLCI (0.0143) and BootULCI (0.0910) values do not contain the value 0, that is, the 0.0143 value of the lower band BootLLCI and the 0.0910 value of the upper band BootULCI do not contain the value 0, the mediating effect is significant. It can be said that job satisfaction mediates the relationship between POS and organizational commitment. Therefore, the Hypothesis 4 of the study was also supported.

Conclusion, Discussion ve Recommendations

In the study, it was found that there is a positive and significant relationship between POS and both job satisfaction and organizational commitment. It was also found that job satisfaction mediated the relationship between POS and organizational commitment. In other words, the job satisfaction of employees who receive support from the organizations they are affiliated will increase their organizational commitment. There are also some studies in the literature that have similar results with the results of this research. In a study conducted on hospital staff, a positive and strong relationship was found between organizational commitment and POS (Tansky and Cohen, 2001). A significant and positive relationship was found between POS and job satisfaction (Shore and Tetrick, 1991). In another analysis conducted with 325 employees, a positive and significant relationship was found between POS and organizational commitment (Arshadi, 2011). Yüceant, Balanlı and Ünlü (2022) found a positive relationship between organizational commitment and job satisfaction. Uçar and Ötken (2010) found a positive and significant relationship between POS and affective and normative commitment, they found a negative relationship between organizational support and continuance commitment. Diken, Koçyiğit, Topaloğlu and Yılmaz (2019) found in their study on teachers that job satisfaction has a positive and significant relationship with both POS and organizational commitment, and job satisfaction mediates the relationship between POS and organizational commitment. In their study, Sökmen and Ekmekçioğlu (2016) found a significant and positive relationship between POS and job satisfaction and affective commitment, and concluded that job satisfaction mediates the relationship between POS and emotional commitment.

As can be seen, there are many studies in the literature that support the results of the research. In some studies, it is seen that the sub-dimensions of organizational commitment are included in the study separately. This study on academics can be done in a way to include other occupational groups. In addition, it can be contributed to the literature by using two mediating variables that are frequently used recently or by using a mediator variable.

Contribution of Researchers

Contribution of researcher for this study is 100%.

Conflict Interest

There is no onflict of interest.

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Genişletilmiş Özet

Giriş

1911 yılında Taylor tarafından bilimsel yönetimin ilkeleri ile ortaya atılan ve daha sonraları sosyal mübadele kuramı gibi kuramlarla devam eden verimliliği artırmaya yönelik çalışmaların temelinde, çalışanların örgüte nasıl bağlı olacağı ve onlardan maksimum fayda sağlamak varken, aynı zamanda onların işlerinden en üst düzeyde tatmin olmalarının nasıl sağlanacağı konusu vardır. Günümüzde örgütler nitelikli çalışanlar bulmak ve bunların örgüt içerisinde kalmasını sağlamak için yeni ve etkili yollar aramaktadırlar (Kon, 2015). Üretimde makinenin önemli olduğu dönemlerden insanın önemli olduğu ve insanın duygu ve düşüncelerinin değerli olduğu anlayışa geçişle beraber insanı mutlu edebilecek ve bu sayede maksimum performans elde edilebilecek yollar araştırılmaya başlanmıştır. Çalışanların örgüte bağlılıkları önemli araştırma konularından biri haline gelmiş ve bunu etkileyen birçok faktör de incelenmeye başlanmıştır. Bunlardan birkaçı ise çalışanların algıladıkları örgütsel desteğin onların bağlılıklarına ve iş tatminine ne kadar etki ettiği ve iş tatmininin de örgütsel bağlılığa etki edip etmediği konusudur. Algılanan örgütsel desteğin örgütsel bağlılığa ve iş tatminine etkisinin araştırmaya değer bir konu olduğu ifade edilmektedir (Rhoades ve Eisenberger, 2002, s.698). Dolayısıyla bu araştırmada da algılanan örgütsel desteğin, örgütsel bağlılığa ve iş tatminine etkisi incelenmiştir. Araştırmanın sorusu ise algılanan örgütsel destek iş tatmini ve örgütsel bağlılığı olumlu ve istatistiksel olarak etkiliyor mu? İş tatmini algılanan örgütsel destek ile örgütsel bağlılık arasındaki ilişkiye aracılık ediyor mu?

Sosyal değişim (mübadele) kuramından esinlenen ve çalışan ile örgüt arasındaki ilişkiyi açıklamaya çalışan algılanan örgütsel destek, çalışanların örgüt için yaptıklarının değerinin bilinmesi ve mutluluklarının örgüt tarafından benimsenmesinin derecesine göre geliştirdikleri algılar, algılanan örgütsel destek olarak tanımlanmıştır (Eisenberger, Huntington, Hutchison ve Sowa, 1986). Başka bir tanıma göre ise örgütün çalışanlarının örgüt için yaptıkları fedakârlıklarının farkında olduğu ve onların huzur ve mutluluğuna değer vermesidir (Martin, 1995, s.89; Orpen, 1994). Teoriye göre hem örgütün kendisi hem de çalışanların birbirleri hakkında beklenti ve algıları vardır. Bu ilişkide örgütün ödül ve çıktılar üzerinde daha fazla kontrol sahibi olduğu (Molm, 1990) ve bir güç dengesizliği olduğu ifade edilmektedir (Shore ve Shore, 1995).

İş tatmini, çalışanların işlerine ve örgütün kendilerine sağladıklarına ilişkin bir algı ve bu algıya karşılık olarak verdiği tepkilerin toplamıdır (Luthans, 1992, s.114). En genel anlamda çalışanların işlerinden memnun olmalarını ifade eder (Hackman ve Oldham, 1975). Örgütlerin çalışanlara örgütsel destek sağlamayı sürdürmeleri, çalışanların iş tatminlerinin devamlılığı açısından çok önemlidir (Cheng ve Yi, 2018). İş tatmini duygusal ve bilişsel olmak üzere iki kısımda incelenebilir (Judge, Parker, Colbert, Heller ve Ilies, 2001). Bilişsel kısım değerlendirme ve mevcut koşulları bazı standartlara göre kıyaslamayı ifade ederken, duygusal kısım ise bireylerin duygu ve hislerini ifade eder (Organ ve Near, 1985). Her iki kısmın da birbirleriyle yakın ilişki içinde oldukları ve iş tatminine katkı sağladıkları söylenebilir (Judge, Parker, Colbert, Heller ve Ilies, 2001).

Örgütsel bağlılık çalışanın örgütle ilişkisini karakterize etmesi ve örgüte olan üyeliğinin devam ettirmesi yönündeki kararıdır (Meyer ve Allen, 1997). Çalışanların örgütün amaçlarını kabul etme seviyesidir (O'Reilly ve Chatman, 1986). Robbins ve Judge (2003) ise örgütsel bağlılığı çalışanların örgüt ve örgütün amaçları ile kişiselleştirmesi ve örgütün üyesi olma konusunda isteği olarak tanımlamıştır.

Yöntem

Araştırma, İç Anadolu'da bir devlet üniversitesinde görev yapan öğretim üyelerinden anketler toplanarak gerçekleştirilmiştir. Google dokümanları aracılığıyla hazırlanan anketler, katılımcıların e-posta adreslerine gönderilmiş ve online olarak toplanmıştır. E-posta adreslerine yeterli sayıda anket ulaşana kadar 3 kez hatırlatma e-postaları gönderilmiş ve yeterli sayıda anket toplanmıştır. Toplanan

anketler incelenerek uç değerler incelenmiş ve toplanan 245 anketten 5'i çıkarılarak 240 anket ile analizler yapılmıştır. Araştırmanın etik kurul onayı, araştırmanın gerçekleştirildiği üniversitenin etik kurulunun 04.03.2021 tarih ve 2021/1 sayılı kararı ile alınmıştır. Çalışmanın tüm aşamalarında etik kurallara uyulmuştur.

Bulgular

Regresyon analizi sonuçları aşağıdaki tabloda verilmiştir.

Tablo 1

Regresyon Analizi

Model 1	R2	F	T	LLCI	ULCI	Anlamlılık
Algılanan Örgütsel Destek	.1280	34.9244	21.1337	.1796	.3593	.0000
Bağımlı Değişken: İş Tatmini						
Model 2	R2	F	T	LLCI	ULCI	Anlamlılık
Algılanan Örgütsel Destek	.4265	88.1178	10.7510	.3148	.4561	.0000
İş Tatmini			3.267	.0693	.2568	.0000
Bağımlı Değişken: Örgütsel Bağlılık						
Model 3	R2	F	T	LLCI	ULCI	Anlamlılık
Algılanan Örgütsel Destek	.3981	157.3899	12.5455	.3620	.4968	.0000
Bağımlı Değişken: Örgütsel Bağlılık						
Model 4					BootLLCI	BootULCI
Algılanan Örgütsel Desteğin Örgütsel Bağlılığa Dolaylı Etkisi					.0143	.0910

Model 1, algılanan örgütsel desteğin iş tatmini üzerindeki etkisini gösteren bir regresyon analizi sonucu bulunmaktadır. Buna göre algılanan örgütsel destek, iş tatmininin yaklaşık olarak %13'ünü açıklamaktadır (R²=0.1280). Örgütsel bağlılığı içermeyen modelde algılanan örgütsel destek, iş tatminini olumlu ve anlamlı şekilde etkilemektedir (p=0,00). Böylece, sonuçlara göre Hipotez 2'yi desteklemek için yeterli kanıt bulunmuştur.

Model 2, algılanan örgütsel destek ve iş tatmininin örgütsel bağlılık üzerindeki etkisini göstermektedir. Buna göre algılanan örgütsel destek, örgütsel bağlılığı olumlu ve anlamlı şekilde etkilemektedir (p=0,00). Ayrıca iş tatmini de örgütsel bağlılığı olumlu ve anlamlı şekilde etkilemektedir (p=0,00). Bu nedenle 3. Hipotez “İş tatmininin örgütsel bağlılıkla pozitif ilişkili olduğu” desteklenmektedir.

Model 3, algılanan örgütsel desteğin örgütsel bağlılık üzerindeki etkisi (iş tatmini dâhil olmadan) gösterilmektedir. Algılanan örgütsel destek, örgütsel bağlılığı olumlu ve anlamlı şekilde etkiler (p=0,00). 1. Hipotez olan “Algılanan örgütsel destek, örgütsel bağlılıkla pozitif ilişkilidir.” de desteklenmektedir.

Model 4, algılanan örgütsel desteğin iş tatmini aracılığıyla örgütsel bağlılık üzerindeki etkisi, yani iş tatmininin aracılık etkisi gösterilmektedir. Buna göre BootLLCI (0.0143) ve BootULCI (0.0910) değerleri 0 değerini içermediğinden, yani alt bant BootLLCI'nin 0.0143 değeri ve üst bant BootULCI'nin 0.0910 değeri 0 değerini içermediğinden, aracılık etkisi istatistiksel olarak anlamlıdır. Dolayısıyla algılanan örgütsel destek ile örgütsel bağlılık arasındaki ilişkiye iş tatmininin aracılık ettiği söylenebilir. Dolayısıyla araştırmanın 4. Hipotezi de desteklenmiştir.

Sonuç, Tartışma ve Öneriler

Araştırmada algılanan örgütsel destek ile hem iş tatmini hem de örgütsel bağlılık arasında pozitif ve anlamlı bir ilişki olduğu sonucu bulunmuştur. Ayrıca iş tatmininin algılanan örgütsel destek ile örgütsel bağlılık arasındaki ilişkiye aracılık ettiği de saptanmıştır. Yani bağlı oldukları örgütlerden destek gören çalışanların iş tatminleri artacak bu da onların örgütsel bağlılıklarını artıracaktır. Literatürde araştırmanın sonuçları ile benzer sonuçlar bulunan bazı çalışmalar da vardır. Hastane

çalışanları üzerinde yapılan bir araştırmada örgütsel bağlılık ile algılanan örgütsel destek arasında pozitif ve güçlü bir ilişki tespit edilmiştir (Tansky ve Cohen, 2001). 325 çalışan ile yapılan başka bir analizde ise algılanan örgütsel destek ile örgütsel bağlılık arasında pozitif yönde ve anlamlı bir ilişki bulunmuştur (Arshadi, 2011). Shore ve Tetrick'in (1991) yaptıkları çalışmada algılanan örgütsel destek ile iş tatmini arasında anlamlı ve pozitif bir ilişki bulunmuştur. Uçar ve Ötken'in (2010) yaptıkları araştırmada algılanan örgütsel destek ile duygusal ve normatif bağlılık arasında pozitif ve anlamlı bir ilişki bulunurken, örgütsel destek ile devam bağlılığı arasında negatif bir ilişki bulmuşlardır. Diken, Koçyiğit, Topaloğlu ve Yılmaz'nın (2019) öğretmenler üzerinde yaptıkları araştırmada iş tatmininin hem algılanan örgütsel destek ile hem de örgütsel bağlılık ile pozitif ve anlamlı bir ilişkisinin olduğunu, iş tatmininin algılanan örgütsel destek ile örgütsel bağlılık arasındaki ilişkiye aracılık ettiğini bulmuşlardır. Sökmen ve Ekmekçioğlu (2016) yaptıkları araştırmada algılanan örgütsel destek ile iş tatmini ve duygusal bağlılık arasında anlamlı ve pozitif yönlü bir ilişki bulurlarken, iş tatmininin de algılanan örgütsel destek ile duygusal bağlılık arasındaki ilişkiye aracılık ettiği sonucuna ulaşmışlardır.

Görüldüğü üzere literatürde, araştırmanın sonuçlarını destekleyen çok sayıda çalışma vardır. Bazı çalışmalarda örgütsel bağlılığın alt boyutlarının ayrı ayrı çalışmaya dâhil edildiği görülmektedir. Akademisyenler üzerinde yapılan bu çalışma başka meslek gruplarını dâhil edecek şekilde yapılabilir. Ayrıca son zamanlarda sıklıkla kullanılan iki aracı değişken kullanılarak ya da bir aracı bir düzenleyici değişken kullanılarak literatüre katkıda bulunulabilir.