

## AN EXAMINATION OF THE RELATIONSHIP BETWEEN PERCEIVED ORGANIZATIONAL SUPPORT AND PROFESSIONAL COMMITMENT: A RESEARCH on NURSES\*

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Geliş Tarihi: 20.09.2025  
Kabul Tarihi: 16.12.2025

### Abstract

As societies evolve from industrial-based production systems toward knowledge and consumption-oriented structures, the notions of perceived organizational support and professional commitment have become increasingly prominent in scholarly discourse. These two concepts are recognized as key psychological elements that shape employees' engagement with their institutions and significantly influence their intent to remain in the workplace. This study was designed as a relational survey and conducted with 186 nurses working in one public and two private hospitals in Istanbul. Data were collected through self-administered questionnaires and analyzed using correlation and regression analyses via SPSS software. This research aims to enrich the academic literature by conducting a statistical evaluation of the correlation between these two variables. Accordingly, *The Perceived Organizational Support Scale* and *The Professional Commitment Scale* were administered to healthcare workers employed at hospitals in Istanbul. The data obtained from the participants were processed and interpreted using the SPSS statistical analysis program. Results indicated that higher levels of perceived organizational support are associated with elevated levels of professional commitment among employees. Furthermore, the study identified a statistically significant and positive correlation between perceived organizational support and professional commitment. In light of these findings, it is recommended that institutions design and implement strategic support mechanisms to foster both organizational and professional commitment, thereby reducing the risk of adverse employee behaviors.

**Keywords:** Organizational commitment, organizational support and professional commitment

## ALGILANAN ÖRGÜTSEL DESTEK ile MESLEKİ BAĞLILIK ARASINDAKİ İLİŞKİNİN İNCELENMESİ: HEMŞİRELER ÜZERİNE BİR ARAŞTIRMA

### Özet

Sanayiye dayalı üretim sistemlerinden bilgi ve tüketim odaklı yapıya doğru evrilen toplumlarda, algılanan örgütsel destek ve mesleki bağlılık kavramları akademik tartışmalarda giderek daha fazla önem kazanmıştır. Bu iki kavram, çalışanların kurumlarıyla olan bağlılıklarını şekillendiren ve iş yerinde kalma niyetlerini önemli ölçüde etkileyen temel psikolojik unsurlar olarak kabul edilmektedir. Bu çalışma ilişkisel tarama yöntemiyle tasarlanmış ve İstanbul'da bulunan bir kamu ile iki özel hastanede çalışan 186 hemşire üzerinde gerçekleştirilmiştir. Veriler, katılımcıların doldurduğu anketler aracılığıyla toplanmış ve SPSS yazılımı kullanılarak korelasyon ve regresyon analizleri ile değerlendirilmiştir. Araştırma, algılanan örgütsel destek ile mesleki bağlılık arasındaki ilişkinin istatistiksel olarak incelenmesi yoluyla akademik literatüre katkı sağlamayı amaçlamaktadır. Bulgular, algılanan örgütsel destek düzeyi yüksek olan çalışanların mesleki bağlılık düzeylerinin de yüksek olduğunu göstermiş ve iki değişken arasında istatistiksel olarak anlamlı ve pozitif bir ilişki olduğunu ortaya koymuştur. Bu bulgular ışığında, kurumların hem örgütsel hem de mesleki bağlılığı artırmak ve olumsuz çalışan davranışları riskini azaltmak amacıyla stratejik destek mekanizmalarını tasarlayıp uygulamaları önerilmektedir.

**Anahtar Kelimeler:** Örgütsel bağlılık, Mesleki bağlılık, Örgütsel destek<sup>1</sup>

\*This research was produced from Hatice Kartal's master's project titled "Sağlık Çalışanlarında Algılanan Örgütsel Destek ile Mesleki Bağlılık Arasındaki İlişkinin İncelenmesi, conducted under the supervision of Haluk Tanrıverdi.

## **I. INTRODUCTION**

The perception formed by employees based on their evaluation of the attitudes and behaviors of the organization towards them is defined as “perceived organizational support.” Eisenberger et al. (1986) conceptualize organizational support as an emotional state grounded in employees’ perceptions that the organization values their contributions and cares about their well-being, along with the voluntary implementation of rules, policies, and practices influencing these perceptions. Organizational support may manifest in various forms such as the encouragement of innovative ideas, provision of necessary resources, and expertise (Polat & Aktop, 2010). According to Akın (2008), organizational support involves recognizing employees’ contributions to the organization and ensuring their welfare. According to Blau’s (1964) social exchange theory, employees shape their efforts toward their work by considering the material and moral returns expected from their organizations in the future. Perceived organizational support is also evaluated within the framework of this theory. In this context, organizational support perception develops over time and emerges as a reflection of the organization’s commitment to its employees (Çakar & Yıldız, 2009).

Professional commitment refers to an individual’s emotional responses toward their profession (Özdevecioğlu & Aktaş, 2007). This commitment may influence individuals’ attitudes toward their organizations positively or negatively. In cases of misalignment between professional and organizational values, professional commitment can adversely affect organizational commitment.

In the literature, professional commitment is addressed in three dimensions:

1. Affective professional commitment: The individual’s passion for and identification with their profession,
2. Continuance professional commitment: The evaluation of the costs associated with leaving the profession,
3. Normative professional commitment: Viewing remaining in the profession as a sense of obligation.

Organizational commitment is regarded as one of the antecedents of professional commitment. Individuals who exhibit higher organizational commitment tend to develop greater professional commitment, which, along with job satisfaction, leads to more positive organizational behaviors.

The concept of commitment is a critical factor directly influencing individuals’ intentions to leave their organization or profession. In this regard, turnover intention is considered the strongest indicator of turnover behavior and is directly associated with factors such as job satisfaction and commitment (Jaros, 1997; Meyer & Allen, 1991). Particularly, the three-component organizational commitment model developed by Meyer and colleagues includes affective, continuance, and normative professional commitment, which significantly impact individuals’ decisions to remain in the organization.

Individuals with high organizational commitment demonstrate lower absenteeism rates and higher performance and productivity. Therefore, enhancing organizational commitment is regarded as a critical factor not only for individual but also for organizational success (Balay, 2000; Güneş et al., 2009; Kaplan, 2010).

Currently, the processes of downsizing, restructuring, and technological transformation faced by organizations lead employees to increasingly question their positions and commitment within the organization. In this context, the importance of organizational commitment in determining organizational outcomes is progressively growing.

Despite the extensive body of research examining perceived organizational support and commitment, existing studies predominantly focus on organizational commitment rather than professional commitment, particularly within the healthcare sector. Moreover, empirical evidence addressing the multidimensional demonstrated structure of professional commitment— affective, continuance, and normative—remains limited, especially in the context of nursing, a profession characterized by high emotional labor, work intensity, and increasing turnover risk. In addition, previous research conducted in Türkiye has largely examined these constructs separately or within different occupational groups, leaving a gap regarding their combined examination among nurses working in both public and private healthcare institutions. Addressing this gap, the present study aims to empirically investigate the relationship between perceived organizational support and professional commitment among nurses, thereby contributing to the literature by offering sector-specific and context-sensitive evidence. By focusing on nurses, this study not only responds to the growing need to understand commitment mechanisms in high-stress professional environments but also provides practical implications for healthcare managers seeking to strengthen workforce stability and service quality through supportive

organizational practices. In this framework, the study titled “An Examination of the Relationship Between Perceived Organizational Support and Professional Commitment: A Research on Nurses” consists of six chapters. The introductory chapter presents the fundamental concepts; the second chapter addresses Meyer and Allen’s organizational commitment classification; the third chapter reviews the relevant literature; the fourth chapter outlines the research model and methodology; the fifth chapter discusses the findings; and the sixth chapter provides conclusions and recommendations. The introductory chapter presents the fundamental concepts; the second chapter addresses Meyer and Allen’s organizational commitment classification; the third chapter reviews the relevant literature; the fourth chapter outlines the research model and methodology; the fifth chapter discusses the findings; and the sixth chapter provides conclusions and recommendations.

## **1. LITERATURE REVIEW**

### **1.1 Meyer And Allen’s Organizational Commitment Classification**

Organizational commitment is a critical concept for understanding employees’ attitudes and behaviors toward their organizations. Numerous classifications of this concept exist in the literature. This study focuses specifically on the three-component model of organizational commitment developed by Meyer and Allen.

Meyer and Allen (1991) define affective professional commitment as the employee’s feelings of love, belonging, identification, and attachment toward the organization. Employees with high affective professional commitment identify with the organization, adopt its goals and values, and voluntarily exert effort accordingly. In this context, a desire to remain with the organization is evident. Affective professional commitment increases organizational citizenship behaviors and reduces negative employee behaviors such as turnover intention, absenteeism, and low performance (Uygur, 2009). Employees whose expectations are met and who possess extensive work experience tend to exhibit higher levels of affective professional commitment. Affective professional commitment is the fundamental determinant of an individual’s positive attitudes toward the organization and organizational loyalty.

Normative professional commitment is mostly acquired through socialization processes and may develop through the observation of role models or the influence of reward-punishment systems (Uyguç & Çımrın, 2004). Normative professional commitment originally stems from Wiener’s (1982) approach, which emphasized the internalization of normative pressures related to commitment. Over time, this form of commitment has been increasingly explained as an internal sense of duty rather than mere social pressure. It is characterized by employees adopting organizational loyalty as a moral obligation. Continuance professional commitment relates to employees’ awareness of the costs they would incur if they left the organization. Individuals exhibiting this form of commitment perceive staying in the organization as a necessity because the costs of leaving are high or alternative options are limited (Uyguç & Çımrın, 2004). This commitment type is linked to Becker’s (1960) “side-bet theory,” which posits that individuals invest in the organization over time and face the risk of losing those investments if they leave. Continuance professional commitment consists of two main components; the material and psychological costs associated with leaving the organization (such as retirement benefits, job security, status, etc.) and the scarcity of alternative employment opportunities in the labor market. Under these circumstances, remaining with the organization is perceived as a necessity (Meyer et al., 2002). The three-component model developed by Meyer and Allen (1991) explains organizational commitment based on distinct psychological foundations:

- Affective professional commitment: staying because one wants to,
- continuance professional commitment: staying because one needs to,
- normative professional commitment: staying because one feels obligated to.

In all three types of commitment, employees continue to remain with the organization; however, their reasons for staying are based on emotional, rational, or normative grounds. Research indicates that affective professional commitment has the strongest positive impact on job satisfaction, performance, and organizational citizenship behavior (Meyer et al., 2002). Normative professional commitment has a moderate effect, while continuance professional commitment is more often associated with negative work outcomes.

## **1.2 The Relationship Between Perceived Organizational Support and Professional Commitment**

The relationship between perceived organizational support (POS) and both professional and organizational commitment has been extensively examined in the organizational behavior literature, revealing statistically significant and strong correlations among these constructs. The effects of POS on organizational commitment vary across its dimensions—*affective, normative, and continuance professional commitment*. Studies generally indicate that POS is strongly associated with *affective and normative professional commitment*, while its relationship with *continuance professional commitment* tends to be weaker (Allen et al., 2003; Eisenberger et al., 1986; Makanjee et al., 2006; Piercy et al., 2006; Zhang et al., 2012; Ersoy, 2014; Özgül et al., 2020).

Eisenberger and colleagues (1986, 1990) argued that employees' perceptions of being valued and cared for by the organization are positively related to *role responsibility commitment, affective and calculative commitment, innovativeness, performance, job continuity, and constructive suggestions contributing to the organization*. These findings support the integration of organizational commitment theories with the social exchange perspective.

Shore and Tetrick (1991), along with Shore and Wayne (1993), demonstrated that POS is positively and significantly related to *affective professional commitment* but not significantly related to *continuance professional commitment*; they also emphasized POS's strong predictive power for organizational citizenship behaviors.

Wayne et al. (1997, 2002), in studies involving employees with at least five years of work experience and samples from Fortune 500 companies, identified positive and significant relationships between POS, *affective professional commitment, and various forms of organizational justice*.

Similarly, Moorman (1993), Rhoades (2001), and Yoon and Thye (2002) found that both *procedural and distributive justice* are significantly associated with POS, which over time enhances *affective professional commitment levels* and reduces turnover behavior. Moideenkutty et al. (2001), in their study with pharmaceutical representatives in India, found positive associations between POS, *perceptions of justice, and affective professional commitment*. Çakar and Yıldız (2009) similarly noted that POS plays a mediating role between *organizational justice and job satisfaction* in the banking and insurance sectors. O'Driscoll and Randall (1999), in research conducted in Ireland and New Zealand, showed that POS is positively correlated with *affective professional commitment* and negatively correlated with *continuance professional commitment*. Özdevecioğlu (2003), in a study in Kayseri, found that POS explained 28% of *affective professional commitment*, 18.7% of *normative professional commitment*, and 7% of *continuance professional commitment variance*. Uyar (2024) identified positive and significant relationships between POS and all dimensions of organizational commitment, noting variations according to demographic variables. Similarly, Erkal (2021) highlighted the moderating role of gender in the effect of POS on work commitment, with women showing greater sensitivity to support. Ekmekçioğlu and Sökmen (2016) found that POS directly reduces turnover intention and indirectly does so through organizational commitment; Maertz et al. (2007) reported that low supervisor support intensifies these relationships. Kıranlı and İlişen (2018), in research with teachers, demonstrated that POS is a significant predictor of organizational commitment. Olcay (2024), in a study with nurses, emphasized that POS enhances organizational commitment and that a supportive environment positively affects job satisfaction, happiness, and performance. Gültekin et al. (2023) revealed positive effects of POS on *intrinsic and extrinsic job satisfaction*, while Engin et al. (2020) indicated that the emotional and social support subdimensions of POS significantly impact *normative professional commitment and job satisfaction*.

Onur et al. (2024) reported a positive relationship between employer brand attractiveness and organizational commitment, with POS serving as a moderator; Genç (2021) observed that POS is most frequently studied in the tourism sector in relation to organizational commitment, job satisfaction, and turnover intention. Iraz et al. (2012a, 2012b) found positive relationships between POS and organizational commitment and negative relationships with organizational cynicism for both variables. Liu et al. (2021) found a positive relationship between safety-focused support perception and safety behaviors, noting this relationship occurs directly rather than mediated by POS. Deen (2018) stated a significant positive relationship between organizational commitment and job satisfaction. Vandenberghe et al. (2007), in a fast-food sector study, indicated that customer commitment was more effective than POS in influencing service quality. Ahmad et al. (2020), in research with Malaysian public employees, noted significant effects of supervisor and coworker support on organizational commitment.

Iqbal et al. (2021) identified work experience as a moderating variable strengthening the relationship between POS and organizational commitment.

Allen et al. (2003) asserted that supportive human resource practices increase both job satisfaction and organizational commitment through POS, while also reducing voluntary turnover intentions. Panaccio and Vandenberghe (2009) reported that affective professional commitment mediates the effect of POS on psychological well-being; Kurtessis et al. (2017) emphasized that leadership, justice, and HR practices influence POS, which in turn positively affects employees' attitudes and behaviors. Cropanzano and Mitchell (2005) noted conceptual ambiguities within social exchange theory dimensions related to POS and highlighted the need for further research in this area. Baran et al. (2009) demonstrated that post-2000 studies have adapted organizational support theory to the contemporary business environment through cross-cultural approaches and multilevel analyses. A meta-analysis by Riggle et al. (2009) revealed strong positive effects of POS on job satisfaction and organizational commitment, moderate effects on performance, and strong negative effects on turnover intention. Finally, Neves and Eisenberger (2014) reported that POS positively influences employees' risk-taking behaviors via trust between managers and employees, with managerial belief in this trust amplifying the effect.

Overall, the reviewed literature consistently demonstrates that perceived organizational support (POS) constitutes a central explanatory mechanism linking organizational practices to employees' attitudinal and behavioral outcomes. Across different sectors, national contexts, and occupational groups, POS emerges as a robust predictor of professional and organizational commitment, particularly in its affective and normative dimensions. The relative weakness of the relationship between POS and continuance professional commitment appears as a stable pattern in the literature, suggesting that continuance commitment is more strongly driven by economic considerations and perceived costs of leaving rather than by socio-emotional exchanges. From a theoretical perspective, the findings strongly support the social exchange framework, indicating that employees reciprocate organizational care and recognition with higher emotional attachment, loyalty, and discretionary behaviors. Empirical evidence consistently shows that when organizations provide fair procedures, supportive leadership, and developmental human resource practices, employees interpret these actions as indicators of organizational benevolence, thereby strengthening affective bonds and moral obligations toward the organization. Another salient theme emerging from the literature is the mediating and moderating role of POS in organizational processes. POS frequently functions as a mediator between organizational justice, leadership behaviors, and human resource practices on the one hand, and commitment, job satisfaction, and turnover intention on the other. Moreover, demographic and contextual variables such as gender, tenure, sector, and cultural context moderate the strength of these relationships, suggesting that the effects of POS are not uniform but contingent upon individual and organizational characteristics. The literature also highlights sector-specific patterns. Studies conducted in healthcare, education, tourism, and public services indicate that POS plays a particularly critical role in professions characterized by emotional labor, high stress, and strong interpersonal demands. In these contexts, supportive organizational climates not only enhance commitment but also contribute to well-being, performance, and reduced withdrawal behaviors. Cross-cultural studies further demonstrate that while the core mechanisms of POS remain consistent, the magnitude and expression of its effects vary according to cultural norms related to collectivism, power distance, and reciprocity.

Despite the substantial body of empirical evidence, several gaps remain evident. First, much of the existing research relies on cross-sectional designs, limiting causal inferences. Second, continuance commitment remains underexplored in terms of its interaction with POS and contextual stressors. Third, although recent studies have begun to incorporate multilevel and cross-cultural approaches, there is still a need for more integrative models that simultaneously examine individual, organizational, and contextual factors. In sum, the literature clearly establishes perceived organizational support as a pivotal construct in understanding professional and organizational commitment. However, future research would benefit from longitudinal designs, sector-specific comparative analyses, and more nuanced theoretical integrations that move beyond direct effects to capture the dynamic and reciprocal nature of support perceptions in contemporary organizational settings.

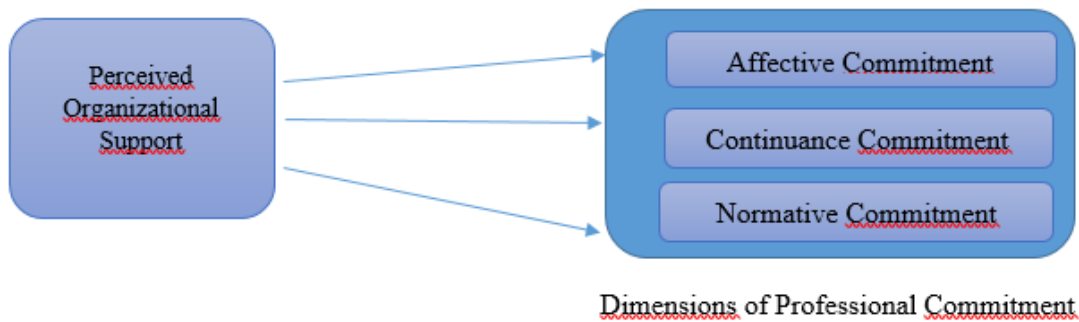
#### IV. METHODOLOGY

This study was conducted using a relational survey design. The sample of the study consisted of 186 nurses working in different units of one public hospital and two private hospitals located in Istanbul. The participants were selected using convenience sampling, and participation was based on voluntariness. Of the nurses included in the study, 121 were employed in the public hospital and 65 in private hospitals. Data were collected during the data collection period through self-administered questionnaires. Prior to data collection, the necessary permissions were obtained from the relevant institutions. Participants were informed about the purpose of the study, and confidentiality and anonymity were assured. The study was conducted in accordance with ethical principles.

##### Research Model

Survey models aim to describe a situation that exists or existed in the past as it is. In this approach, the event, individual, or phenomenon under investigation is described in its natural conditions without any intervention. The goal is to objectively reveal the current state; the researcher does not interfere with the process, nor causes change or direction. In this study, the research model examines the effect of perceived organizational support on nurses' professional commitment, considering its multidimensional structure. Perceived organizational support is the independent variable, while overall professional commitment and its dimensions—*affective, continuance, and normative*—are the dependent variables.

**Figure 1.** Research Model



The research model of the study is based on a relational framework in which perceived organizational support is defined as the independent variable, while professional commitment is treated as the dependent variable. Professional commitment is conceptualized as a multidimensional construct consisting of affective, continuance, and normative dimensions. Accordingly, the model assumes that perceived organizational support directly influences nurses' overall professional commitment as well as each of its sub-dimensions. The model was developed in line with the theoretical assumptions of organizational support theory and social exchange theory, and it was tested using correlation and regression analyses.

**Main Hypothesis:** Perceived organizational support has a positive effect on professional commitment.

Based on the multidimensional structure of professional commitment, which consists of affective, continuance, and normative dimensions, the main hypothesis was further elaborated into the following sub-hypotheses in order to examine the effect of perceived organizational support on each dimension separately:

- H1: Perceived organizational support has a positive effect on nurses' affective professional commitment.
- H2: Perceived organizational support has a positive effect on nurses' continuance professional commitment.
- H3: Perceived organizational support has a positive effect on nurses' normative professional commitment.

The Professional Commitment Scale used in this study was originally developed by Meyer, Allen, and Smith (1993). This scale applies the three-component commitment framework (affective, continuance, and normative) to the professional domain rather than to organizational commitment. The scale consists of 18 items and conceptualizes professional commitment under three dimensions: affective professional commitment, continuance professional commitment, and normative professional commitment, each measured by six items. To evaluate the reliability of the 18 items in the Professional Commitment Scale, the internal consistency coefficient, Cronbach's Alpha, was calculated. The overall

reliability of the scale was found to be  $\alpha = 0.755$ , indicating that the scale is a highly reliable measurement tool.

For construct validity, Exploratory Factor Analysis (EFA) was applied. Bartlett's Test yielded  $p = 0.000 < 0.05$ , indicating significant correlations among the variables included in the factor analysis. Additionally, the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was found to be  $0.780 > 0.60$ , confirming that the sample size was sufficient for factor analysis. The Varimax rotation method was preferred in the factor analysis to preserve the structural relationships between factors. As a result of the analysis, the items were grouped under three factors, explaining a total of 50.468% of the variance. Based on the obtained Cronbach's Alpha value and the explained variance ratio, it was concluded that the Professional Commitment Scale is a valid and reliable measurement tool. The factor structure of the scale is presented below.

**Table 1.** Factor Structure of the Professional Commitment Scale

Dimension	Item	Factor Loading	Explained Variance (%)	Cronbach's Alpha ( $\alpha$ )
Affective professional commitment (eigenvalue=3.754)	pcs 3	0,750	19,255	0,718
	pcs 5	0,735		
	pcs 4	0,658		
	pcs 1	0,601		
	pcs 2	0,572		
	pcs 6	0,541		
Continuance professional commitment (eigenvalue =2.006)	pcs 8	0,756	17,037	0,736
	pcs 11	0,749		
	pcs 10	0,724		
	pcs 12	0,688		
	pcs 9	0,657		
	pcs 7	0,615		
Normative professional commitment (eigenvalue =1.620)	pcs 17	0,726	14,176	0,773
	pcs 18	0,711		
	pcs 13	0,690		
	pcs 15	0,648		
	pcs 14	0,623		
	pcs 16	0,581		
<b>Explained Variance %50.468</b>				

In the evaluation of the factor analysis for the Professional Commitment Scale, particular attention was given to retaining factors with eigenvalues greater than 1.0, ensuring high factor loadings for items within each factor, and confirming that no single item exhibited similarly strong loadings across multiple factors. The high reliability coefficients and substantial proportions of explained variance further support the scale's robust factor structure.

- Items in the first factor were defined as "Affective Professional Commitment." The reliability coefficient for the 6 items in this factor was  $\alpha = 0.718$ , and the explained variance ratio was 19.255%.
- Items in the second factor were classified as "Continuance Professional Commitment." The 6 items forming this factor had a reliability coefficient of  $\alpha = 0.736$  and explained variance of 17.037%.
- Items in the third factor were named "Normative Professional Commitment." This factor's 6 items had a reliability coefficient of  $\alpha = 0.773$ , with an explained variance of 14.176%. Each factor score was calculated as the arithmetic mean of the sum of the item scores within the respective factor divided by the number of items.

In this study, the Perceived Organizational Support Scale developed by Eisenberger et al. (1986) was used. The scale consists of 35 items structured as a 5-point Likert-type scale. Higher scores on the scale indicate higher perceived support from the organization. Factor analysis conducted by Eisenberger et al. (1986) demonstrated that the Perceived Organizational Support Scale has a unidimensional structure, explaining 48.3% of the total variance. The reliability analysis in the original study reported a Cronbach's Alpha coefficient of  $\alpha = 0.846$ . In Turkish studies, Uçar (2009) and Çakar and Yıldız (2009) also confirmed the unidimensional structure of the scale, reporting Cronbach's Alpha coefficients of

0.88 and 0.83, respectively. Due to the archival nature of the present study and the unavailability of the original dataset, the internal consistency coefficient for the Perceived Organizational Support Scale could not be recalculated for the current sample. Therefore, the reliability coefficients reported in the original and Turkish validation studies are provided for reference purposes only. Evaluation Criteria for Cronbach’s Alpha Coefficient (Özdamar, 2004):

- When  $0.00 \leq \alpha < 0.40$ , the scale is considered unreliable.
- When  $0.40 \leq \alpha < 0.60$ , the scale demonstrates low reliability.
- When  $0.60 \leq \alpha < 0.80$ , the scale exhibits moderate reliability.
- When  $0.80 \leq \alpha < 1.00$ , the scale is regarded as highly reliable.

The following criteria were adopted for the evaluation of the scale items, assessed on a 5-point Likert-type scale.

**Table 2.** Likert Scale Scoring and Interpretation

<b>Response Option</b>	<b>Score</b>	<b>Range</b>	<b>Interpretation</b>
Strongly Disagree	1	1,00 - 1,79	Very Low Agreement
	2	1,80 - 2,59	Low Agreement
	3	2,60 - 3,39	Moderate Agreement
	4	3,40 - 4,19	High Agreement
Strongly Agree	5	4,20 - 5,00	Very High Agreement

The scale results spread across a 4-point range between 5.00 and 1.00. This range is divided into five segments, which serve as cut-off points in interpreting the mean scores obtained from the scale. The evaluation criteria for the scale items are based on these cut-offs.

Data collected in this study were analyzed using the Statistical Package for the Social Sciences (SPSS) version 17.0 software for Windows. Initially, descriptive statistical techniques were employed, including frequency (count), percentage, arithmetic mean, and standard deviation calculations.

For group comparisons of quantitative data:

- Independent samples t-test was used to analyze differences between two groups.
- One-Way Analysis of Variance (ANOVA) was applied for comparisons involving three or more groups.
- Tukey Post Hoc test was preferred to identify which groups caused significant differences.

The relationship between the dependent and independent variables of the study was tested using Pearson correlation analysis, and the effect between variables was examined through regression analysis. Correlations among the scales were evaluated based on the following criteria (Kalaycı, 2006, p.116):

**Table 3.** Strength of the Relationship According to Correlation Coefficient (r) Values

<b>R Value</b>	<b>Strength of the Relationship</b>
0,00-0,25	Very Weak
0,26-0,49	Weak
0,50-0,69	Moderate
0,70-0,89	Strong
0,90-1,00	Very Strong

Findings obtained in the research were interpreted based on a 95% confidence level and a 5% significance level ( $p < 0.05$ ).

## V. FINDINGS

This section presents the findings obtained from the analysis of data collected via scales from the nurses participating in the study to address the research problem. In accordance with the research hypotheses (H1–H3), the relationships between perceived organizational support and the overall professional commitment as well as its sub-dimensions— affective, continuance, and normative professional commitment—were examined. Pearson correlation analyses were conducted to test the associations between perceived organizational support and each commitment dimension, while regression analyses were employed to determine the predictive effect of perceived organizational

support on professional commitment. The findings are presented below. Initially, the demographic characteristics of the nurses—such as the type of hospital they work in, gender, age, marital status, education level, length of professional experience, and duration of employment at the current hospital—were analyzed. The summarized results are as follows:

- According to the hospital type variable, 65 nurses (34.9%) work in private hospitals, while 121 nurses (65.1%) are employed at Kartal Training and Research Hospital.
- In terms of gender, 69 nurses (37.1%) are male and 117 nurses (62.9%) are female.
- Age distribution shows 41 nurses (22.0%) are 25 years old or younger, 73 nurses (39.2%) are between 26–35 years, 54 nurses (29.0%) are between 36–45 years, and 18 nurses (9.7%) are between 46–55 years old.
- Regarding marital status, participants are equally divided with 93 nurses (50.0%) married and 93 nurses (50.0%) single.
- Education levels include 11 nurses (5.9%) with primary education, 73 nurses (39.2%) high school graduates, 53 nurses (28.5%) associate degree holders, 39 nurses (21.0%) bachelor's degree holders, and 10 nurses (5.4%) with graduate degrees.
- Length of professional experience: 50 nurses (26.9%) have 1–5 years, 64 nurses (34.4%) 6–10 years, 39 nurses (21.0%) 11–15 years, and 33 nurses (17.7%) have 16 years or more experience.
- Regarding duration of employment at the current hospital: 38 nurses (20.4%) have less than 1 year, 80 nurses (43.0%) 1–3 years, 37 nurses (19.9%) 4–6 years, 10 nurses (5.4%) 7–9 years, and 21 nurses (11.3%) 10 years or more.

The mean scores of the nurses' professional commitment levels and perceived organizational support levels are presented in the following tables:

**Table 4.** Mean Scores of Nurses' Levels of Professional Commitment

Subscale	N	Mean	SD	Min.	Max.
Affective Professional Commitment	186	2,841	0,699	1,000	4,500
Continuance Professional Commitment	186	2,850	0,751	1,000	4,830
Normative Professional Commitment	186	2,694	0,633	1,000	4,500
Overall Professional Commitment Score	186	2,795	0,506	1,000	4,060

- Affective Professional Commitment was at a moderate level ( $\bar{x} = 2.841 \pm 0.699$ ),
- Continuance Professional Commitment was at a moderate level ( $\bar{x} = 2.850 \pm 0.751$ ),
- Normative Professional Commitment was at a moderate level ( $\bar{x} = 2.694 \pm 0.633$ ), and
- Overall Professional Commitment score was also at a moderate level ( $\bar{x} = 2.795 \pm 0.506$ ).

**Table 5.** Mean Score of Nurses' Perceived Organizational Support Level

	N	Mean	SD	Min.	Max.
Perceived Organizational Support	186	2,857	0,466	1,000	3,970

The perceived organizational support mean score was found to be at a moderate level ( $2.857 \pm 0.466$ ).

Professional commitment levels of the nurses were analyzed according to demographic factors such as hospital type, gender, marital status, education level, professional experience, and duration of employment at the hospital:

- A statistically significant difference was found in Continuance Professional Commitment scores based on hospital type ( $t = -2.146$ ;  $p = 0.020 < 0.05$ ). Nurses working at Kartal Training and Research Hospital had a higher mean score ( $\bar{x} = 2.935$ ) than those in private hospitals ( $\bar{x} = 2.690$ ).
- No significant differences were found in Affective, Normative, or Overall Professional Commitment scores according to hospital type ( $p > 0.05$ ).
- A significant difference was detected in Normative Professional Commitment scores by gender ( $t = -2.519$ ;  $p = 0.013 < 0.05$ ), with female nurses ( $\bar{x} = 2.782$ ) scoring higher than males ( $\bar{x} = 2.544$ ).
- No significant differences between genders were found for Affective, Continuance, or Overall Professional Commitment ( $p > 0.05$ ).
- Age group comparisons revealed no statistically significant differences in any professional commitment dimensions (ANOVA,  $p > 0.05$ ).

- Marital status was not significantly related to any professional commitment dimension ( $p > 0.05$ ).
- Education level showed a significant difference only for Normative Professional Commitment ( $F = 2.672$ ;  $p = 0.034 < 0.05$ ). Post-hoc analyses indicated:
  - Nurses with graduate education had significantly higher normative professional commitment scores ( $3.067 \pm 0.620$ ) compared to primary school ( $2.455 \pm 0.553$ ) and high school graduates ( $2.573 \pm 0.585$ ).
  - Bachelor's degree holders ( $2.855 \pm 0.637$ ) scored higher than high school graduates.
- No significant differences were observed for education level in Affective, Continuance, or Overall Professional Commitment ( $p > 0.05$ ).
- Professional experience showed no significant differences across any commitment dimensions ( $p > 0.05$ ).
- Duration of employment at the hospital was significantly related to Normative Professional Commitment scores ( $F = 2.445$ ;  $p = 0.048 < 0.05$ ). Post-hoc tests revealed nurses with 10 years or more ( $3.008 \pm 0.952$ ) had higher scores than those working 1–3 years ( $2.581 \pm 0.561$ ).
- No significant differences in Affective, Continuance, or Overall commitment were found by hospital tenure ( $p > 0.05$ ).

Perceived organizational support scores were examined based on demographic variables: hospital type, gender, age, marital status, education, professional experience, and hospital tenure. No statistically significant differences were found in any group comparisons (t-tests and ANOVA,  $p > 0.05$ ).

The relationship between nurses' professional commitment levels and perceived organizational support was analyzed by correlation, with results shown below:

**Table 6.** Pearson Correlation Analysis between Nurses' Professional Commitment and Perceived Organizational Support

		<b>Perceived Organizational Support</b>	<b>Affective Professional Commitment</b>	<b>Continuance Professional Commitment</b>	<b>Normative Professional Commitment</b>	<b>Overall Professional Commitment Score</b>
<b>Perceived Organizational Support</b>	r	1,000				
	p	0,000				
<b>Affective Professional Commitment</b>	r	0,572**	1,000			
	p	0,000	0,000			
<b>Continuance Professional Commitment</b>	r	0,436**	0,411**	1,000		
	p	0,000	0,000	0,000		
<b>Normative Professional Commitment</b>	r	0,355**	0,159*	0,296**	1,000	
	p	0,000	0,030	0,000	0,000	
<b>Overall Professional Commitment Score</b>	r	0,627**	0,730**	0,807**	0,636**	1,000
	p	0,000	0,000	0,000	0,000	0,000

- A positive and statistically significant correlation was found between Affective Professional Commitment and Perceived Organizational Support ( $r = 0.572$ ;  $p = 0.000 < 0.05$ ), indicating that nurses with higher affective professional commitment perceive greater organizational support.
- Similarly, Continuance Professional Commitment correlated positively and significantly with perceived support ( $r = 0.436$ ;  $p = 0.000 < 0.05$ ), suggesting that higher intentions to remain in the profession are associated with increased support perception.
- Normative Professional Commitment also showed a significant positive correlation with perceived organizational support ( $r = 0.355$ ;  $p = 0.000 < 0.05$ ).
- The overall professional commitment score had a strong positive correlation with perceived organizational support ( $r = 0.627$ ;  $p = 0.000 < 0.05$ ), demonstrating that an increase in general commitment corresponds to higher perceived support.

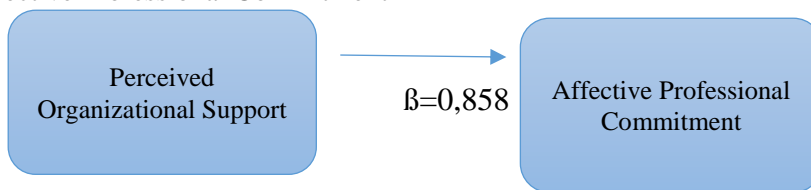
Regression analyses were conducted to examine the effect of perceived organizational support on the professional commitment dimensions:

**Table 7.** The Effect of Perceived Organizational Support on Nurses’ Affective Professional Commitment

Dependent Variable	Independent Variable	$\beta$	t	p	F	Model (p)	R <sup>2</sup>
Affective Professional Commitment	Constant	0,390	1,484	0,139	89,543	<b>0,000</b>	0,324
	Perceived Organizational Support	0,858	9,463	<b>0,000</b>			

- Regression analysis showed a statistically significant effect (F = 89.543; p = 0.000 < 0.05).
- Perceived organizational support significantly predicted affective professional commitment (R<sup>2</sup> = 0.324).
- As perceived support increased, affective professional commitment significantly increased ( $\beta$  = 0.858).

**Figure 2.** Final Model Illustrating the Effect of Nurses’ Perceived Organizational Support on Affective Professional Commitment

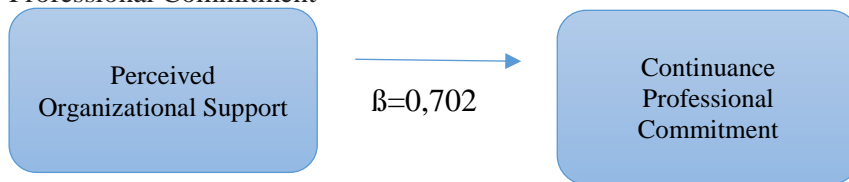


**Table 8.** The Effect of Nurses’ Perceived Organizational Support on Continuance Professional Commitment

Dependent Variable	Independent Variable	$\beta$	t	p	F	Model (p)	R <sup>2</sup>
Continuance Professional Commitment	Constant	0,843	2,726	0,007	43,140	<b>0,000</b>	0,186
	Perceived Organizational Support	0,702	6,568	<b>0,000</b>			

- Regression results were significant (F = 43.140; p = 0.000 < 0.05).
- Organizational support was an effective predictor of continuance professional commitment, though with a moderate explanatory power (R<sup>2</sup> = 0.186).
- Increased support perception was associated with higher continuance professional commitment ( $\beta$  = 0.702).

**Figure 3.** Final Model of the Effect of Nurses’ Perceived Organizational Support on Continuance Professional Commitment

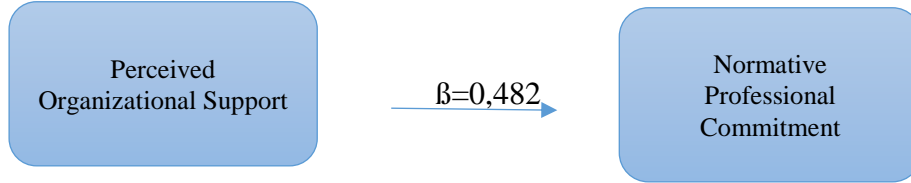


**Table 9.** The Effect of Nurses’ Perceived Organizational Support on Normative Professional Commitment

Dependent Variable	Independent Variable	$\beta$	t	p	F	Model (p)	R <sup>2</sup>
Normative Professional Commitment	Constant	1,316	4,859	0,000	26,573	<b>0,000</b>	0,121
	Perceived Organizational Support	0,482	5,155	<b>0,000</b>			

- Regression analysis was significant (F = 26.573; p = 0.000 < 0.05).
- Organizational support had a statistically significant but relatively low effect on normative professional commitment (R<sup>2</sup> = 0.121).
- Increased perceived support contributed modestly to normative professional commitment increases ( $\beta$  = 0.482).

**Figure 4.** Final Model of the Effect of Nurses’ Perceived Organizational Support on Normative Professional Commitment

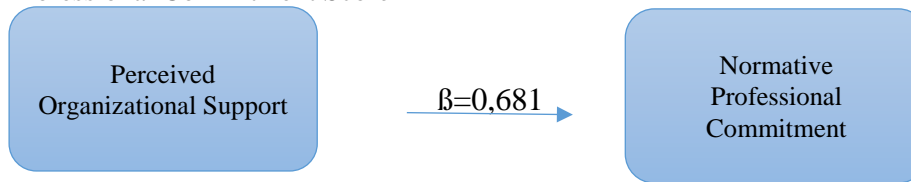


**Table 10.** The Effect of Perceived Organizational Support on Overall Professional Commitment Score

Dependent Variable	Independent Variable	β	t	p	F	Model (p)	R <sup>2</sup>
Overall Professional Commitment Score	Constant	0,850	4,706	0,000	119,149	<b>0,000</b>	0,390
	Perceived Organizational Support	0,681	10,916	<b>0,000</b>			

- Regression analysis showed a strong significant effect (F = 119.149; p = 0.000 < 0.05).
- Perceived organizational support explained a high proportion of variance in overall professional commitment (R<sup>2</sup> = 0.390).
- An increase in perceived organizational support was associated with a significant increase in overall professional commitment (β = 0.681).

**Figure 5.** Final Model of the Effect of Nurses’ Perceived Organizational Support on Overall Professional Commitment Score



The findings support the study hypothesis, demonstrating that perceived organizational support significantly increases nurses’ professional commitment levels.

## VI. CONCLUSION and DISCUSSION

This study examined the relationship between nurses’ professional commitment levels and their perceived organizational support. The findings revealed that, overall, nurses’ professional commitment and perceived organizational support levels were both at a moderate level. Professional commitment was evaluated across three sub-dimensions: affective professional commitment, continuance professional commitment and normative professional commitment.

Analysis of the data showed that professional commitment levels varied significantly according to certain demographic variables. For instance, continuance professional commitment scores differed by hospital type; normative professional commitment scores varied by gender, education level, and length of employment at the hospital. These differences suggest that nurses’ professional commitment may fluctuate depending on organizational conditions and individual experiences.

A key finding of the research is the positive and significant relationship between perceived organizational support and all sub-dimensions of professional commitment. Particularly, a strong correlation was found between affective professional commitment and perceived organizational support (r = 0.572), indicating that the emotional attachment nurses feel toward their profession is strongly influenced by the support they perceive from their institution. Normative and continuance professional commitment also showed statistically significant relationships with perceived support, although at lower levels.

Regression analyses demonstrated that perceived organizational support significantly affects professional commitment. Specifically, it strongly predicts nurses’ affective professional commitment and is an important predictor of overall professional commitment (R<sup>2</sup> = 0.390). These findings suggest that the support employees receive from their organizations not only maintains existing commitment levels but also enhances their sense of belonging and motivation to continue in the profession.

In conclusion, the study hypothesis was confirmed: perceived organizational support positively influences nurses’ professional commitment levels. This underscores the importance of organizations

developing supportive approaches toward their employees to enhance both individual commitment and organizational productivity. In the healthcare sector—especially in high-demand and high-stress professions such as nursing—strengthening organizational support should be regarded as a critical factor for improving job satisfaction and employee commitment.

When the findings of the present study are evaluated in comparison with the existing literature, they are largely consistent with previous empirical evidence demonstrating a positive and significant relationship between perceived organizational support and professional commitment, particularly its affective dimension (Eisenberger et al., 1986; Shore & Wayne, 1993; Allen et al., 2003; Riggle et al., 2009; Kurtessis et al., 2017). The strong association observed between perceived organizational support and affective professional commitment in this study aligns with prior research conducted in healthcare and nursing contexts, which emphasizes that emotional attachment to the profession is highly sensitive to organizational care, recognition, and support (Olçay, 2024; Kıranlı & İlişen, 2018). Similarly, the weaker yet significant relationships identified between perceived organizational support and continuance professional commitment mirror earlier findings suggesting that continuance commitment is more closely related to economic constraints and perceived costs of leaving rather than socio-emotional exchanges (O'Driscoll & Randall, 1999; Özdevecioğlu, 2003). The observed demographic differences in commitment dimensions are also in line with studies highlighting the moderating role of variables such as gender, tenure, and organizational context (Erkal, 2021; Uyar, 2024). From a practical perspective, these results underline the necessity for healthcare organizations to implement supportive human resource practices, strengthen managerial support, and promote fair and inclusive organizational climates in order to enhance nurses' emotional and moral attachment to their profession, thereby contributing to workforce stability and service quality. Nevertheless, this study is subject to certain limitations, including its cross-sectional design, reliance on self-reported data, and confinement to a specific institutional and cultural context, which limit causal inferences and generalizability. Accordingly, future research is encouraged to employ longitudinal and mixed-method designs, compare different healthcare institutions and cultural settings, and explore additional mediating and moderating variables—such as leadership style, burnout, and work–life balance—to further elucidate the mechanisms through which perceived organizational support influences professional commitment in nursing and other high-stress professions.

In this context, the findings also carry important implications for healthcare managers and policymakers. Hospital administrators should prioritize organizational support mechanisms by strengthening supervisory support, recognizing nurses' professional contributions, ensuring transparent and fair workload distribution, and providing continuous professional development opportunities tailored to different career stages. At the policy level, institutional frameworks that promote supportive leadership training, employee well-being programs, and participatory decision-making processes should be systematically integrated into healthcare management regulations. Moreover, national health policies should emphasize organizational support as a strategic tool for retaining qualified nursing staff, reducing turnover intentions, and improving the quality and sustainability of healthcare services. By embedding perceived organizational support into both managerial practices and policy designs, healthcare systems may foster stronger professional commitment and enhance long-term workforce resilience.

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